

COMPETENCES ASSESSMENT AND GAP ANALYSIS REPORT

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Index

Preface	4
Executive summary	5
Methodology	6
Chapter 1 - The Competency Profile for an NCC: From Checklists to Ideal Types	7
1.1 Checklist of NCCs: Elements and Useful Information	7
1.2 Ideal Types of NCCs	9
1.2.1 Policy-driven NCC	9
1.2.2 Skills-driven NCC	10
1.2.3 Project-driven NCC	11
Chapter 2 - The Six Competence Dimensions	12
2.1 Governance and Strategic Planning	12
2.2 Strategic Partnerships	13
2.3 Network Facilitation	14
2.4 Innovation Project Management	14
2.5 Administration and Digital	16
2.6 Skills Development and Support	17
Chapter 3 - The Positioning of NCCs	18
Chapter 4 - Identifying the Gaps with Interviews and Questionnaires	20
4.1 NCC France	20
4.2 NCC Italy	22
4.3 NCC Greece	24
4.4 NCC Slovenia	26
4.5 NCC Romania	27
4.6 NCC Croatia	28
4.7 The overall positioning of NCCs	30
Chapter 5 - Conclusions: Development and Consolidation Pathways for National Competence Centers	32
5.1 Towards a Structural Consolidation of NCCs	32
5.2 Key Competences for the Future: “Innovation Project Manager” and “Governance and Strategic Planning”	33
5.2.1 Innovation Project Manager: From Project Design to Ecosystem Stewardship	33
5.2.2 Governance and Strategic Planning: Vision, Co-Decision, and Adaptability	34
5.3 Supporting the Evolution of NCCs as Collaborative Infrastructures	34
Bibliography	36

Preface

This report — prepared by EURICSE — is part of the SEED2SCALE project, a collaborative European initiative aimed at strengthening the capacities of National Competence Centers for Social Innovation (NCCs) across Croatia, Greece, Italy, Romania, and Slovenia. The project’s primary objective is to support the development of sustainable, mature NCCs that can effectively catalyze social innovation within their national contexts.

The analysis presented in this document provides a detailed evaluation of the current competences and skills within the target NCCs. It aims to serve as a strategic tool, guiding capacity-building efforts and informing decision-making processes by identifying key strengths and areas requiring improvement. The insights derived from this analysis are instrumental in shaping the methodology and capacity development initiatives outlined by the project and ensure that subsequent actions, and in particular the pilot projects, are designed to effectively address identified competence gaps.

Utilising a robust, multi-faceted methodology — including questionnaires and stakeholder interviews — this report provides a nuanced understanding of organisational capabilities. It supports an informed approach to nurturing the growth of NCCs as effective, sustainable infrastructures of social innovation that can deliver support to organizations, public administration bodies and other entities engaged in social innovation processes.

The findings and recommendations presented below aim to facilitate a strategic alignment of efforts among stakeholders and serve as a foundation for ongoing capacity development, fostering long-term sustainability and systemic social change.

Executive summary

This report delivers a comprehensive cross-country assessment of the competencies and gaps of National Competence Centers (NCCs) for social innovation. Utilising a structured, multi-phase methodology that integrates partner-validated checklists, questionnaires and semi-structured interviews, the report balances systematic analysis and interpretative insights.

The report frames NCCs into three broad ideal types: (I) policy-driven, (II) skills-driven, and (III) project-driven. The report further organises NCC competences into six competence dimensions to describe the overall functioning of the competence centers. The comparative analysis highlights different levels of maturity: some centers (particularly France and Romania) have consistent profiles and advanced capabilities, others (such as Italy) are in the process of starting up and consolidating (relying on the robust skills of their founders but still needing to refine the best way to make them available through the Center) and still others (such as Slovenia and Croatia) are in the process of being set up and need to find a stable balance between the different areas of expertise.

Two structural gaps stand out across multiple cases. First, the Innovation Project Management dimension is notably weak, especially in newer NCCs, where hybrid skills bridging design, facilitation, and evaluation are still emerging. Second, the Governance & Strategic Planning dimension is uneven, with challenges in articulating shared visions, establishing participatory governance, and drafting operational strategic plans.

Accordingly, the report recommends targeted, medium-term investment in the two aforementioned competence dimensions. Such investments are pivotal for transitioning NCCs from primarily service and project delivery roles towards managing and coordinating social innovation ecosystems. This should be implemented through multi-annual capacity-building processes, including mentoring during pilot phases, development of toolkits and management training, as well as the establishment of peer-learning communities to strengthen systemic connections among European NCCs.

To maximize the strength and impact of these investments, support should come not only from resources independently procured by NCCs through their activities and projects but also through specific actions and priorities set by national and EU policymakers, as well as public and private philanthropic funding bodies.

Methodology

The methodology adopted for the research presented in this report followed a structured, multi-phase approach designed to enable in-depth analysis and effective systematisation of information. The process began with the active involvement of project partners, who were asked first to validate and then to complete a checklist containing data related to the organisational structure of the National Competence Centers and the activities they carry out. This information was then shared with EURICSE - task 5.1 leader - to enable a reasoned synthesis of the collected data.

The completed checklists underwent a comprehensive analysis aimed at interpreting and categorising the data into three ideal types of NCC: policy-driven, skills-driven, and project-driven. These ideal types primarily differ in terms of their mission, their founding organisations, the nature of their current and potential activities, and the types of stakeholders they involve. It is important to note that these categories are not intended as rigid classifications. Rather, they serve as a methodological tool to structure and interpret the information according to different organisational models and origins. In practice, each NCC may align to varying degrees with more than one ideal type, often incorporating elements from different models depending on its history, context, and strategic positioning.

In addition to categorizing the NCCs into these three ideal types, the analysis supported the identification of six families of core competences considered essential for the effective functioning of each type. Each competence family was then assigned a priority level, depending on the ideal type in question.

To complement and enrich the findings from the analysis of the checklist data, interviews and questionnaires were conducted with five competence centers—some already operational, others still emerging or in the process of being established. This additional phase had three main objectives: to assess the robustness and representativeness of the three ideal types; to verify whether the prioritised competence families were indeed relevant to each type; and to explore the centers' capacity to address potential gaps in these competences, as well as the strategies adopted to do so.

This document was produced to support strategic reflection in both the short and long term. It offers practical insights that can help close existing competency gaps, while also serving as a starting point for the development of strategies aimed at strengthening the capacity of competence centers.

Chapter 1 - The Competency Profile for an NCC: From Checklists to Ideal Types

1.1 Checklist of NCCs: Elements and Useful Information

In order to facilitate the collection of preliminary information on competence centers, the EURICSE team designed a checklist that could provide a comprehensive overview of the operational, strategic, and organisational competences of the centers. Through this analysis, it is possible to: i) identify the priority competences of each center, ii) conduct a gap analysis to highlight potential deficiencies, and iii) define strategic pathways for developing the Competency Portfolio in the project's subsequent phases. Thus, the checklist serves as a fundamental tool for defining a detailed competency profile and identifying strengths and areas for improvement that can guide the future development of competence centers.

The checklist, which was submitted to the partners for validation and completion, also served as a participatory tool, ensuring an inclusive and collaborative process. Involving the partners at this stage brought several advantages. First, it enriched the content of the checklist through their suggestions and feedback, ensuring it was tailored to the specific needs and operational diversity of the competence centers. Furthermore, their direct involvement fostered greater awareness and accountability regarding the objectives of the Work Package (WP), thereby improving the quality and accuracy of the information that was collected.

This approach, characterised by intermediate stages of discussion and flexibility when some information was unavailable, further encouraged participation by reducing operational barriers and fostering open, constructive dialogue. This process not only ensured the active collaboration of partners but also enhanced the consistency and reliability of the collected data, reinforcing the overall value of the analysis and contributing to a shared, participatory outcome.

The checklist is divided into sections that address key aspects of the functioning of a competence center, as detailed below.

- **Collection of general and administrative data.** This includes the official name of the NCC, its headquarters, country, and contact details of the reference person. These basic details are essential for establishing contact and identifying the relevant geographical and operational contexts.
- **Description of the center's mission.** This section helps to understand the organisation's guiding principles and strategic objectives. Analysing the mission allows for the identification of key

competences necessary to achieve the center's goals, as well as assessing whether there are any gaps that need to be addressed to align operational capacities and declared aims.

- **Ongoing and planned services and activities.** This section provides an overview of operational and project initiatives, highlighting current and future priorities. Understanding which activities are in the planning phase helps anticipate potential needs in terms of competences and resources.
- **Funding sources.** This section gathers information on the composition of current revenues, excluding those from European funding, with the aim of analysing economic sustainability and resource diversification. This aspect is crucial for assessing the center's competences in developing technical capabilities for economic and financial sustainability analysis.
- **Governance.** This section explores the composition of the governing bodies, collecting information on members, their roles, educational background, and areas of expertise. These details support the organisational analysis and help assess competences in managing decision-making processes.
- **Internal organisation and human resources management.** This requires the provision of organisational charts, role descriptions, or, if unavailable, details on team composition, contract types, and key worker competences. Such information is essential for evaluating internal efficiency and the center's capacity to manage operational activities.
- **Stakeholders of the competence center.** This section requests the inclusion of not only the direct beneficiaries of the NCC but also of all other organisations or individuals involved, either directly or indirectly. It is crucial to identify the center's key stakeholders and determine whether communication and promotional activities are in place to ensure adequate visibility and support for its initiatives.

The checklist was administered to both the NCCs participating in the project and an external center, enhancing the completeness and validity of the results. This strategy aimed to facilitate a broader and more structured comparison, incorporate different perspectives and enable the analysis of multiple experiences and operating contexts. Specifically, within the project, the checklist was administered to:

- ICCSI - Italian Competence Center for Social Innovation
- Croatian Competence Center for Social Innovation (name to be defined)
- Consolid8 (Romania)
- Slovenian Competence Center for Social Innovation (name to be defined)
- Greek Competence Center for Social Innovation (name to be defined)

Additionally, to expand the scope and ensure reference to well-established models, the checklist was also sent to Avise (NCC France), an external NCC recognised as a best practice example for its commitment to social innovation development.

1.2 Ideal Types of NCCs

National Competence Centers for Social Innovation function as strategic hubs capable of promoting transformative processes through the interaction of public, private, and community actors. Their primary role is to build territorial ecosystems that support the design and implementation of innovative solutions to address social challenges. The literature on social innovation identifies three main ideal types of NCCs—policy-driven, skills-driven, and project-driven—each embodying specific objectives and operational approaches, depending on the context in which they operate and the goals they aim to achieve (Domanski et al., 2019; Mulgan, 2012).

The policy-driven model emphasises the importance of building an ecosystem that serves as a bridge between public institutions and other social innovation actors. This model also reflects the approach of the European Commission’s “Social Innovation Europe Initiative”¹, which aims to reflect the contribution of collaborative networks in public policies.

The skills-driven approach, on the other hand, focuses on capacity building through training, mentorship, and the development of technical and methodological skills, as demonstrated by the experience of the Social Innovation Academy (Nicholls et al., 2015). In this model, fostering a culture of social innovation is essential for promoting shared management and design capabilities. It not only values technical expertise but also emphasises relational aspects, fostering partnership-building skills through collaborative tools and methods.

Finally, the project-driven model stands out for its practical and entrepreneurial orientation, particularly through the direct management of innovative projects that address local or sectoral needs. By coordinating resources and field activities, this model generates tangible impacts. NCCs that adopt this approach function as local platforms for experimenting with innovative solutions, both in collaborative project design and in the creation of open, horizontal governance structures.

These three ideal types are not mutually exclusive; rather, they can coexist in hybrid forms that reflect the complexity of social systems and the presence of diverse operational goals (as highlighted in the NCC checklist). Understanding and leveraging their ideal characteristics is essential to maximising the transformative potential of competence centers for social innovation and determining which ideal type best aligns with the actual functioning of the NCCs involved in the project.

1.2.1 Policy-driven NCC

¹ The Social Innovation Europe Initiative was launched on 16–17 March 2011 by the European Commission, with the aim of becoming “the meeting place – virtual and real – for social innovators, entrepreneurs, non-profit organisations, policy makers and anyone else who is inspired by social innovation in Europe” (Salvatori. G., 2011).

This ideal type of NCC is generally promoted by public institutions at the national level (ministries) or regional level (agencies and local authorities) and is primarily focused on building an institutional ecosystem conducive to social innovation. An NCC with these characteristics prioritises understanding, participating in, and influencing policy processes, ensuring that the relevant needs of its ecosystem are taken into account. In many cases, this activity is closely linked to the programming and use of funds dedicated to cohesion, both of European and national origin. Indeed, social innovation is one of the recurring themes in several operational plans financed by the ESF+ and the ERDF. The policy-driven NCC is therefore designed to act as a systematic connector between national or regional programming and the interventions and organizations operating on the ground.

Performing this role requires not only continuous interaction with institutions but also an active and structured dialogue with other sectors of social innovation, guaranteeing broad and inclusive representation. The NCC thus incorporates an advocacy function that consists in the promotion and coordination of existing networks, encompassing both entrepreneurial actors and associative networks. As such, the NCC acts as a facilitator, fostering a constructive and functional relationship between the public and private sectors.

At the institutional level, this ideal type strives to establish legitimacy in the relationships and connections between stakeholders, creating an environment that encourages collaboration among diverse actors and recognises the innovative potential of these interactions. This approach not only accelerates decision-making processes but also enhances the efficiency of public policy implementation in the field of social innovation.

Ultimately, the NCC serves as a catalyst, linking actors and expertise while providing spaces and opportunities for co-designing processes and innovative policies. Its contribution lies in the development of robust ecosystems that support policy, innovation strategies, and development, leveraging both existing resources and emerging opportunities within the institutional context.

1.2.2 Skills-driven NCC

This ideal type is generally promoted by local institutions and/or research and training entities (both academic and non-academic). Its ultimate goal is to promote, train, and develop skills that are essential for managing processes geared towards social innovation. An NCC with these characteristics prioritises not only the design of targeted interventions but also building a shared culture that values the role of social innovation as a tool for positive transformation. It fosters the establishment and strengthening of operational partnerships around funding lines or sectoral intervention strategies, enabling collaborative practices and processes.

This ideal type provides support during the proposal development phase and project coordination, positioning itself as a provider of skills and services capable of enabling and supplying useful tools for territorial co-design and the management of complex projects. These tools include guidelines, methodologies, training courses, laboratories for building public-private networks, etc. Additionally, it focuses on developing cross-cutting skills for maintaining project networks, such as collaborative agenda management methods, internal team roles and functions, and coordinating and managing complex projects. This includes administrative support, technical and financial reporting, and impact evaluation frameworks. By doing so, it ensures a clear and structured vision of partnerships, their activities, and their social innovation objectives.

1.2.3 Project-driven NCC

This ideal type of NCC is typically promoted within the entrepreneurial sector and/or by networks representing and coordinating enterprises. Its primary objective is to intervene directly with concrete opportunities for development and innovation for actors operating within their relative field or sector. It is therefore involved in promoting, leading, managing, and implementing innovative projects that generate direct benefits for the territories and communities of reference.

Chapter 2 - The Six Competence Dimensions

A competence dimension represents a systemic macro-area that gathers a set of interconnected key competences, necessary to perform a specific role or achieve certain strategic objectives. The competence dimensions are not isolated elements or areas, but components of an integrated system, each contributing to the overall functioning of the NCC by promoting synergy between resources, tools, and involved actors.

Each dimension integrates various levels of key competences, offering a structured, multi-level vision of an NCC. Each key competence can be further broken down (for training purposes or job descriptions) into knowledge, skills, and behaviours. For each competence, it is then possible to identify a level of mastery (beginner, basic, intermediate, advanced).

The analysis of the data collected through the checklists led to the identification of six competence dimensions. Each competence dimension is useful for overseeing the achievement of one or more objectives as indicated by the individual NCCs, as well as for implementing the activities they promote.

The six competence dimensions are: Governance and Strategic Planning; Strategic Partnerships; Network Facilitation; Innovation Project Management; Administration and Digital; Skills Development and Support.

2.1 Governance and Strategic Planning

This competence area is crucial for defining medium and long-term objectives and strategies. It focuses on outlining common visions and translating them into operational plans. It includes the ability to coordinate decision-making processes involving stakeholders.

The main specific competences are:

- **Construction of governance models (dynamic, participatory governance)**
The ability to design and implement flexible governance models that encourage the active participation of stakeholders and align with the vision and mission of the NCC, as well as the ability to manage processes for revising and updating governance models to respond to internal and external changes.
- **Strategic vision**
The ability to develop and communicate a long-term vision that directs social innovation toward desirable and sustainable scenarios. This entails being able to anticipate emerging trends, risks, and opportunities, imagining innovative solutions with the resources that can be activated.
- **Identification of priorities for social innovation**

The ability to identify the guidelines and priority objectives that guide social innovation, in line with public policies, industry trends, and local needs. It is also essential to analyze data and evidence to support strategic decisions.

- **Ability to translate the needs and expectations of stakeholders into strategic objectives**
Development of technical competences in listening, alignment, and synthesizing the expectations of stakeholders, translating them into measurable strategic objectives in line with the NCC's mission. This involves managing tools and techniques for dialogue, participation, and co-design.
- **Specification of operational plans that translate priorities and objectives into concrete actions**
The ability to design operational plans, defining actions, timelines, resources, and responsibilities, as well as the ability to create monitoring and evaluation plans for strategic objectives.

2.2 Strategic Partnerships

This competence dimension aims to build strategic alliances between public entities, businesses, private individuals, academic institutions, and other relevant actors. It focuses on identifying synergies in key sectors and analyzing existing policies and regulatory frameworks related to the NCC's locations. It can promote cross-sector networks to maximize visibility and strategic legitimacy. It is essential for integrating and finalizing resources and knowledge, thus ensuring the innovative goals of the processes and networks that are initiated/managed.

The main specific competences are:

- **Mapping of territorial actors for key sectors of social innovation**
The ability to identify and analyze relevant actors in the territory based on key sectors of social innovation.
The ability to develop territorial profiles using territorial analysis tools to identify stakeholders in relation to the needs, aspirations, and experiences of the context in which the NCC operates.
- **Assessment of power, interest, and role for the selection of strategic partners**
Knowledge of methodologies and stakeholder analysis tools with the ability to produce analyses of various stakeholders to assess their level of interest in social innovation, the relevance of their strategic role in the territory, and using methodologies and tools to identify priorities and guide the selection of strategic partners.
- **Definition of common goals for activating cross-sector collaborations**
Building a system of alliances and aligning common partnership goals with entities that have different interests, reputations, resources, and skills.
- **Distributed leadership**
An essential cross-cutting competence that enhances the effectiveness of the entire NCC and its

network, promoting engagement and responsibility at all levels. The ability to share responsibility, manage decision-making autonomously, delegate tasks, and remain flexible to changes in the economic world.

2.3 Network Facilitation

This competence translates into the ability to promote the activation and collaboration between diverse stakeholders (stakeholder engagement), facilitating dialogue and building strong connections. One of the indispensable competences is managing external relations with the NCC partners and operational, graphic, and social communication to ensure clear transmission of the NCC's objectives.

The main specific competences are:

- **Ability to facilitate complex groups or networks**
The ability to use both participatory and convergence methodologies towards common interests and goals, managing working groups and socializing decisions.
- **Coordination of local network activities**
The ability to manage human and reputational resources not belonging to the same organization, ensuring alignment with the NCC's strategic objectives. Ability to plan and organize tasks, share information, documents, and network updates.
- **Building strong connections**
Collaborative approaches both for creating innovative proposals and for the method of effective and sustainable collaboration.
- **Relational and empathy skills**
Knowledge of methodologies and tools for building alliances and managing conflicts.
- **Development of effective communication strategies for the NCC**
Creation of visual and textual content for promoting and disseminating NCC activities. Management of digital communication channels and social media. Coordination with communication experts to ensure message and brand consistency.
- **Building thematic networks on social innovation**
Facilitating groups, networks, and participatory processes on social innovation topics with the use of methodologies and tools to engage various actors. Managing complex networks with the ability to generate new networking. Creation of indicators for measuring the degree of collaboration within the network.

2.4 Innovation Project Management

This competence is fundamental for the development of an NCC, especially as it relates to the

coordination and management of large-scale innovative projects. At the core of this key competence is the ability to interpret emerging needs, analyze and assess the territory, monitor trends in social innovation, measure the impact of initiatives, and report on outcomes. It also includes specific competences such as analyzing the main funding lines, creating project frameworks, and activating participatory project writing labs for local projects, as well as building and managing operational alliances. Innovation Project Management competences ensure a new approach to project design by combining social innovation and strategic design skills with those of project planning, not only through Cycle Management but also with heuristic approaches to design. These approaches allow for a structured connection of all involved parties (beneficiaries, partners, suppliers, citizens, etc.) during the ideation phase of new projects and co-creating social innovation experiments through joint analysis of needs and resources. The project manager is seen as a designer who takes care of the processes.

The main specific competences are:

- **Participatory needs analysis and territorial profile assessment**
Construction of models for analyzing emerging needs (e.g. hot and cold data). Construction of territorial profiles based on needs, resources, experiences, and aspirations of the territory. Monitoring social innovation trends.
- **Collaborative project design**
Analysis of calls for proposals and funding lines for social innovation projects. Building the project framework with territorial actors, defining the strategic objectives of the innovative project, and coordinating the collaborative writing with project partners.
- **Facilitation of processes**
Ability to design new processes related to social innovation, including operational management (e.g., managing network meetings, identifying intervention priorities, defining common goals, etc.), and methods for sharing relational processes (e.g., managing agendas, setting priorities for NCC entities, defining network commitments, etc.).
- **Management of collaborative and participatory processes**
Creation of environments conducive to co-creation and solving complex problems. Use of tools and methodologies for facilitating co-design meetings and workshops. Ability to define evaluation and monitoring systems for the strategic objectives of the project.
- **Coordination and care of partnerships**
The ability to coordinate complex networks, digital skills in using collaborative platforms, tools, and methodologies for managing collaborative agendas, project management skills, and transversal competences for managing relationships and meetings.
- **Focus on innovation and sustainability**
Analysis of social innovation scenarios using planning and strategic design tools and techniques. Development of economic-financial feasibility plans. Analysis of NCC profitability and potential

shared projects.

- **Measurement and reporting**

Definition of performance indicators (KPIs) for evaluating both new innovative projects and the NCC's strategy. Collection, analysis, and interpretation of data for monitoring activities.

Preparation of detailed and transparent reports for stakeholders and funders.

Creation and management of complex budgets with efficient resource allocation. Knowledge of European guidelines for financial and administrative reporting and analysis of regulatory compliance.

- **Strategic and technical support for territorial project teams**

Evaluation of the specific needs of territorial teams. Definition of operational strategies to improve the effectiveness of local projects. Assistance in planning and implementing territorial initiatives. Monitoring team performance and supporting the resolution of issues. Facilitating the transfer of knowledge and best practices between project teams.

Implementation of innovative tools and methodologies to improve the sustainability of initiatives with better management of project design and reporting functions.

2.5 Administration and Digital

This dimension helps ensure efficient and transparent administrative management. It includes managing bureaucratic processes, implementing advanced digital tools to optimize workflow, and coordinating secretarial activities. It is essential for ensuring the management of the NCC, supporting the center's ability to operate in an effective and result-oriented manner.

The main specific competences are:

- **Management and monitoring of administrative processes**

Optimization of internal processes related to the NCC's accounting, management control, and employee management. Planning and managing administrative and accounting documentation. Analysis of the financial sustainability of the NCC and the direct and indirect management costs of the NCC.

- **Management and coordination of the NCC's organizational secretariat**

Strategic and directional control of both human and financial resources for efficient management of the NCC's institutional activities. Knowledge of legislation on social innovation, applicable regulations, and rules.

- **Support for project teams in administrative management and operational procedures of the NCC network's projects**

Capacity for reporting and project management, ability to conduct evaluations of complex funding lines, and budgeting skills.

2.6 Skills Development and Support

These competences focus on strengthening the necessary skills to tackle future challenges and promote social innovation. This includes creating training programs, operational tools, and growth pathways for the center's partners and social innovation actors, ensuring that participants' skills are up-to-date and aligned with needs.

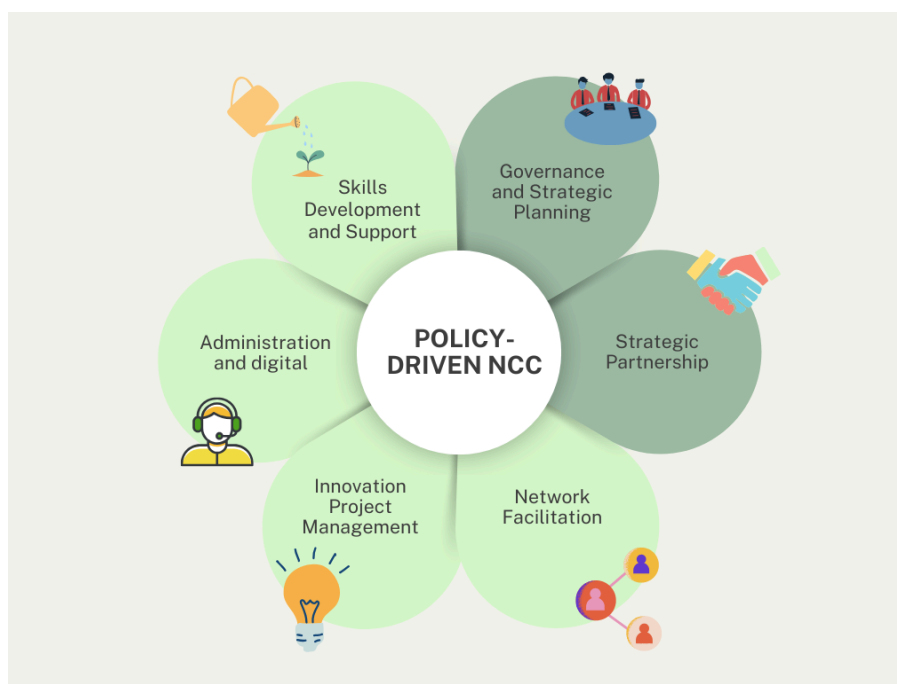
The main specific competences are:

- **Building new professional profiles for managing social innovation**
The ability to engage universities and other training entities in educational projects (master's programs, degree courses, specialization programs, etc.) to develop new skills for social innovation.
- **Designing training pathways on social innovation**
Analysis and mapping of competitors and potential existing training entities in the NCC's reference territory. The ability to design training with tools and methodologies for analyzing specific training needs related to social innovation within the NCC's communities. Development of innovative learning methodologies (e.g., MOOC, Scenario-Based Learning, Peer Learning, Design and Service Thinking, Gamification, Blended Learning, etc.). Development of educational materials and toolkits to support learning and continuous education.
- **Co-building collective pathways for the founding members and partners of the NCC**
Analysis of the internal skills within the NCC partnership using appropriate tools and methods. Validating non-homogeneous training needs and developing integrated training proposals combining technical and soft skills.
- **Monitoring the impact of training activities**
Building systems for participatory and digital evaluation to monitor training needs and assess the balance of competences developed during and at the end of the training pathway.

Chapter 3 - The Positioning of NCCs

Figures 1 through 3 below seek to highlight, for each ideal type of NCC, the competences that are deemed fundamental (the "petals" of the flowers in darker colours), making the monitoring of the competence dimensions depending on the ideal type more immediate and easily understandable.

Figure 1 - Ideal Type of Policy-driven NCC and related key competences



Note. Dark green = fundamental competences. Light green = secondary competences

Thus, in the “Policy-driven” ideal type, the two fundamental competence dimensions are “Governance and strategic planning” and “Strategic partnership”. For the “Skills-driven” ideal type, the fundamental competence dimensions are “Strategic partnership”, “Network facilitation”, and “Skills development and support”. Finally, for the “Project-driven” ideal type, the fundamental competence dimensions are “Network facilitation”, “Innovation project management”, and “Administration and digital”.

This graphical representation should not be understood as static and definitive. Rather, it should be read in an evolutionary and developmental key. The graphical representation helps to position the various NCCs: based on their adherence to an ideal type, it is easily understandable which competence dimensions should initially be considered fundamental. Finally, it helps to better understand the possible “competency gaps” of the NCCs: both for the optimal management of the objectives for which each NCC was created and for the future development of new goals and operational initiatives.

Figure 2 - Ideal Type of Skills-driven with the key competences essential for an NCC



Note. Dark yellow = fundamental competences. Light yellow = secondary competences

Figure 3 - Ideal type of Project-driven with the key competences essential for an NCC



Note. Dark blue = fundamental competences. Light blue = secondary competences

Chapter 4 - Identifying the Gaps with Interviews and Questionnaires

The checklist, ideal types and competence dimensions, along with their graphical representation, serve as useful tools for obtaining an overview of the functioning of NCCs, and provide a necessary baseline in order to assess potential issues and areas of improvement. This was done through a gap analysis designed to highlight critical areas that need intervention in order to improve the overall performance in terms of competences. To carry out an effective gap analysis of the NCCs' competences, EURICSE adopted two complementary methodologies: a questionnaire and a semi-structured interview.

- The questionnaire is useful in order to reach a large number of respondents in a relatively short time, ensuring uniformity in the answers. The advantages of adopting this methodology mainly lie in the ability to obtain systematic and comparable information about the competences of the NCCs. Nevertheless, the questionnaire has some limitations, including the rigidity of the responses and the difficulty in capturing nuances or delving into complex issues.
- Semi-structured interviews allow for the collection of richer and more detailed information, capturing the perceptions, experiences, and opinions of the NCCs. Compared to the questionnaires, semi-structured interviews offer the advantage of adapting to the specificities of each competence center, allowing for a deeper exploration of complex topics and the acquisition of in-depth information and valuable insights.

The combination of questionnaires and semi-structured interviews is crucial for developing a comprehensive and reliable gap analysis. Specifically, the questionnaires provided, through appropriate elaborations, two types of information: the positioning of the NCCs (both in relation to the ideal types and, consequently, to the competency dimensions) and the perceived needs related to acquiring or strengthening competences that are considered missing or weak. Moreover, they investigated the methods (if already planned) with which the NCC intends to fill such gaps in competences. The interviews then allowed for deeper exploration of specific aspects and the collection of contextualized information. The results of the gap analysis for each of the surveyed NCCs are presented below.

4.1 NCC France

Description

The French National Competence Center for Social Innovation is Avise, a non-profit organisation dedicated to developing the social and solidarity economy (SSE) and social innovation in France by supporting project leaders and fostering an enabling ecosystem for their growth. Its primary objectives

include providing tools and guidance to SSE and social innovation actors, coordinating the ecosystem to facilitate knowledge sharing and capacity-building, developing support programmes in collaboration with public and private stakeholders, and funding SSE initiatives through the European Social Fund (ESF). Avise supports around 10,000 social enterprises annually. Its ongoing activities include numerous national programmes such as La Communauté Émergence & Accélération, Dispositif local d'accompagnement (DLA), Social Value France, TRESSONS, and Cap Impact. Avise also facilitates territorial and thematic initiatives like Créa'rura, Petites villes de demain, and the Fabrique à initiatives network. Founded with the endorsement of the French ESF Managing Authority and led by founding member Hugues Sibille, Avise has built strong collaborations with a broad range of stakeholders, including public authorities, SSE support and financing organisations, SSE networks and enterprises, and actors committed to social responsibility.

Results

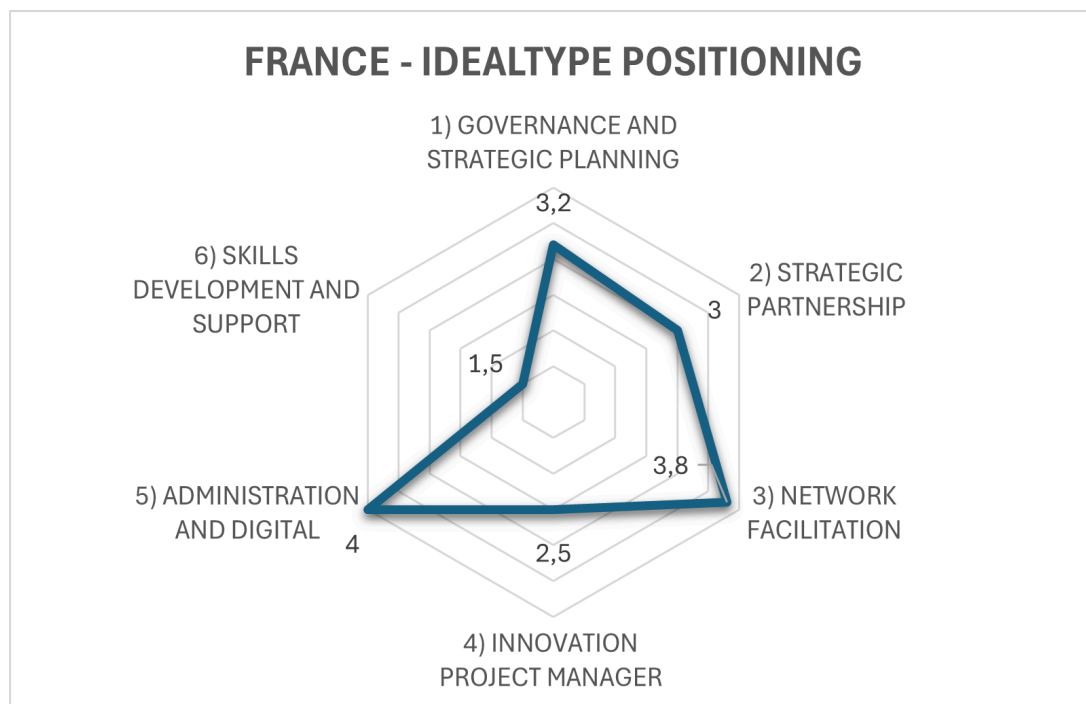
Based on the results of the self-assessment questionnaire and the in-depth interview, the French Competence Center is positioned halfway between the policy-oriented and project-driven ideal types. Its advanced administrative and digital capabilities stem from years of experience as an intermediate body for the ESF (European Social Fund), which enables it to manage €70 million in funding to be allocated through calls for proposals to actors within the French social economy. Moreover, its high score in the area of network facilitation is due to the fact that the NCC acts as the national coordinator for the entire social and solidarity economy ecosystem in France.

Since Avise became the NCC, it has been aiming to complement its strong expertise in the social and solidarity economy with greater engagement in social innovation. Its declared commitment is to focus on decompartmentalisation, seeking a broader and more holistic approach. Actors within the SSE are naturally involved in social innovation given their mission and governance structure – it is in their DNA. As a competence center, though, Avise is now trying to also embrace other entities involved in social innovation, which in France is particularly present within the public sector (local-level public innovation labs), research actors (universities), and the private sector. Serving as a coordinator and facilitator for these entities as well is the current challenge facing the French center.

This objective is also the reason why the NCC does not provide training or courses, except internally or among its closest partners, as this is the responsibility of other entities (such as universities). The role of the center is rather to work in closer collaboration with them for fruitful cooperation on shared objectives, for example in the field of capacity building.

The lesser emphasis on presence and ability to act at the local level is due to the very nature of the NCC, as the center functions as a national-level coordinator for entities that themselves operate at the local level (e.g., regional chambers of SSE).

Figure 4 - France dealtype positioning



4.2 NCC Italy

Description

The Italian Competence Center for Social Innovation (ICCSI) promotes social innovation by fostering a systemic, multidisciplinary, and collaborative approach to public policy design and the development of impact-oriented services. Established under the European SEED – Social Innovation Ecosystem Development (2021–2023) project, launched by the European Commission (DG Employment) to set up National Competence Centers across EU Member States, ICCSI was officially presented at the Italian Chamber of Representatives on July 10, 2024, gaining its first institutional recognition. Unlike similar initiatives in France or Germany, the Italian NCC represents a unique case, having been founded as an entirely new entity rather than as an expansion of pre-existing organisations.

The Center was created through a founding partnership involving the Politecnico di Milano, Politecnico di Torino, University of Bologna (Alma Mater Studiorum), Fondazione Giacomo Brodolini, and EURICSE, and is structured as a publicly owned consortium company (Scarl). Its governance model, developed in collaboration with the Ministry of Labour, provides for a rotating presidency every three years among the three university partners, aimed at facilitating institutional dialogue and simplifying access to European funding.

ICCSI aims to serve as a bridge between public policy and social innovation practice, with a dual mission: strengthening the administrative capacity of public institutions in the field of social innovation, and facilitating dialogue and complementarity between public and private actors—particularly those in the third sector. Its core objectives include producing and disseminating knowledge and technical expertise, fostering strategic partnerships, promoting co-design and civic engagement, enabling intersectoral collaboration across governance levels, and acting as a national reference point for the creation of innovative services and shared-governance public policies. A key goal is also to connect Italy’s efforts with broader European initiatives and strengthen coordination among Member States.

ICCSI serves a wide range of beneficiaries, including the European Commission and EU competence centers, national and regional ministries and agencies, local authorities, third-sector organisations, and civil society actors. Current activities include the formal setup of the Center, the activation of its Scientific Committee, engagement in the National Table for the Social Economy promoted by the Ministry of Economy and Finance, and the development of external engagement strategies and strategic partnerships. It also aims to foster new forms of public–private cooperation with philanthropic stakeholders and is currently in dialogue with Compagnia di San Paolo and other banking foundations to explore long-term strategic investment models.

A flagship initiative is the National Agenda for Social Innovation, developed in collaboration with the managing authorities of the PON Metro and PON Inclusion programmes. As the first concrete deliverable of the Center and a stepping stone towards the upcoming Italian Social Innovation Strategy (2026), the Agenda is expected by November 2025. It includes a strong urban focus, involving 14 metropolitan cities and 39 mid-sized cities in Southern Italy, and seeks to systematise local practices and scale them up nationally. Looking ahead, ICCSI will also contribute to the design of Italian National Strategies on Social Economy and Social Innovation (2025) and prepare for the 2025–2027 EU funding cycle.

Operating in a context marked by institutional volatility—such as the abolition of the National Agency for Labor Policy (ANPAL) and the restructuring of the Ministry of Labour, with functions transferred to the Presidency of the Council of Ministers—ICCSI has faced challenges in institutional dialogue and stakeholder recognition. It has also had to navigate skepticism towards the concept of social innovation, often perceived by some public administrations as vague or competing with pre-existing actors. Despite a lean organisational structure, ICCSI maintains access to a wide pool of technical and methodological expertise through its five founding partners. In this decisive phase, the Center is focused on consolidating its positioning by combining strategic vision, operational capacity, and relational agility. Through tools such as the National Agenda and local pilot projects, it aims to provide tangible added value to Italy’s social innovation ecosystem while avoiding duplication and reinforcing its role as a national coordination and facilitation platform.

Results

Figure 5 - Italy idealtype positioning



According to the self-assessment carried out through the questionnaire, the Center clearly positions itself as a hub for facilitation and strategic dialogue—leaning more towards the policy-driven ideal type rather than a purely technical-operational actor or a network catalyst. It possesses cross-cutting competences that are valuable for building partnerships and promoting a systemic vision.

Key competences already present within the founding partners’ network include social impact measurement and evaluation (e.g., Politecnico di Milano), co-design and participatory processes, context analysis and problem definition, and trends in the social economy (e.g., EURICSE).

However, the graph produced from the assessment highlights the need to strengthen several areas: facilitation methodologies and coordination of multisectoral networks and groups, structured capacity building for public administrations and the third sector, the development of a shared working method among the founding members, and internal expertise in innovation project management to support the creation of new ecosystems. The overarching objective is to enhance the NCC’s multidisciplinary approach and build a coherent framework in which diverse competences can effectively converge.

4.3 NCC Greece

Description

The National Competence Center for Social Innovation in Greece aims to enhance the country's capacity to develop sustainable solutions to social challenges. Its mission focuses on fostering collaboration across public institutions, the private sector, civil society, and local communities to promote social cohesion, sustainability, and resilience. The primary goals of the NCC include integrating social innovation in Greece through awareness-building, strengthening governance, fostering collaboration, capacity-building, policy integration, financial sustainability, and creating a resource hub to support stakeholders. Additionally, the NCC advocates for scaling successful initiatives in areas like the circular economy, health, and education to facilitate systemic change.

The center's beneficiaries span a wide range of individuals, organisations, public and academic institutions, and communities. These include social innovators and entrepreneurs, unemployed and marginalised groups, students and researchers, social economy enterprises (such as cooperatives and social enterprises), NGOs, the private sector (including SMEs), foundations, philanthropic entities, local and regional authorities, national authorities, universities, research institutes, grassroots and informal groups, and local communities. The NCC is funded through multiple sources, including the European Social Fund Plus (ESF+), Horizon Europe, Erasmus+, INTERREG, and Cohesion Funds, as well as the Ministry of Labour and Social Affairs, regional operational programmes, philanthropic organisations, foundations, membership and service fees, CSR programmes, and in-kind contributions from corporate partners such as expertise, technology, and facilities.

Results

The Greek National Competence Center is currently still in an early phase, focused on planning and internal discussions with its partners. The work being carried out is twofold.

On the one hand, the Greek NCC and its staff are working to validate what was achieved in the previous SEED project, updating the stakeholder mapping and engagement process. They are collaborating with these stakeholders to define the mission and the activities that the center will undertake. Particular attention is being paid to its relationships with the Ministry and with local authorities. This phase will also determine the legal form that the center will eventually take. In addition, the team is updating the national strategy and action plan on the social economy and social innovation, with the aim of advancing the maturity of these measures, while also assessing the most effective steps to implement them.

At the same time, the project team is already working on a pilot phase, collaborating with the government in Thessaly, a region in Central Greece, to develop the regional strategy on the social and solidarity economy and social innovation. In doing so, they are testing some of the main functions

envisioned for the future NCC: reaching out to the SSE and social innovation community; providing organisations with the tools to map local needs, challenges, and aspirations; and supporting the work of public authorities at local, regional, and national levels by equipping them with the necessary tools and enabling them to adopt a more bottom-up approach (capacity building).

Figure 6 - Greece idealtyping positioning



4.4 NCC Slovenia

Description

The National Competence Center for Social Innovation in Slovenia is currently being established with the mission to promote sustainable solutions that enhance quality of life, strengthen communities, and ensure equal access to technological benefits for all. Its primary goals include providing data to support data-driven solutions, supporting social innovation projects, establishing partnerships and financing streams, contributing to competence building, and promoting social innovation through communication and dissemination activities.

The center’s beneficiaries and stakeholders encompass a broad range of actors, including social innovators and enterprises, universities and research institutes, NGOs, businesses, public authorities, and primary and secondary schools. The founding members of NCC Slovenia are Hashnet and Impact Hub Ljubljana, along with a third partner from the SEED2SCALE project.

Results

Figure 7 - Slovenia idealtype positioning



Slovenia's NCC profile shows a high score in “Governance and Strategic Planning”, indicating a structured and well-defined vision. However, ‘Strategic Partnership’ and ‘Skills Development’ are weaker, indicating a limited capacity to activate and sustain strategic partnerships and training paths. The fact that the center is still in its start-up phase partly explains these weaknesses, but there is a clear need for targeted reinforcement on operational capacities and skills development, hence structured training paths for the development of operational skills related to the accompaniment of local projects.

4.5 NCC Romania

Description

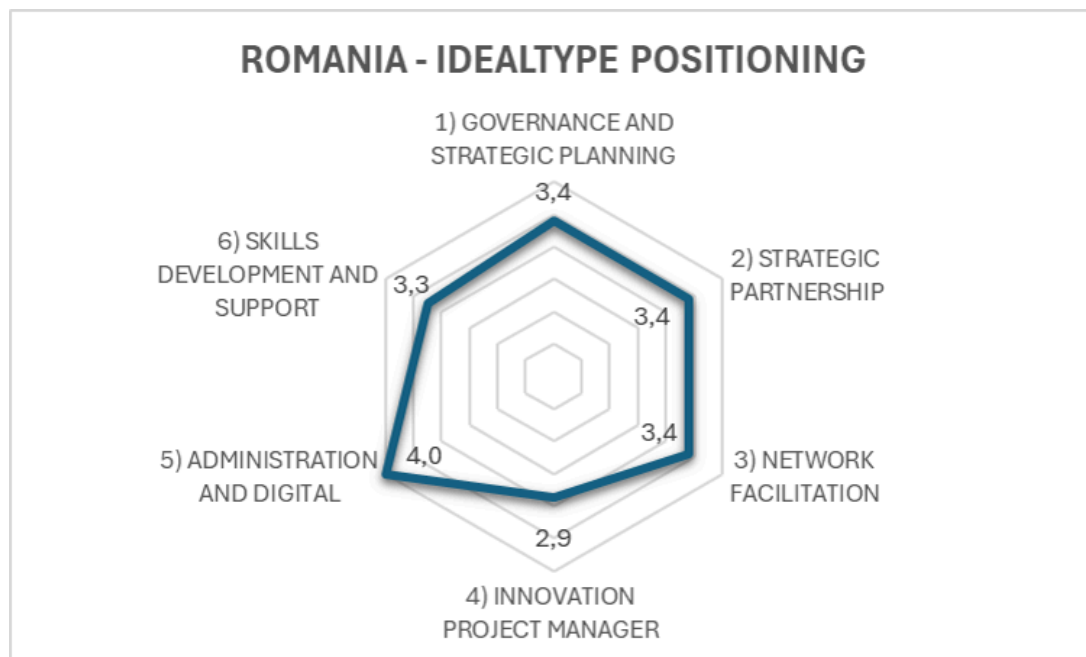
Consolid8, the National Competence Center for Social Innovation in Romania, supports social entrepreneurs and organisations by facilitating transfer, capacity-building, exploration, and access to funding opportunities to foster social innovation and generate impact. Its core objectives include expanding shared knowledge on social innovation among all relevant stakeholders, fostering partnerships among social innovation actors, scaling the impact of social economy projects, enhancing funding mechanisms, and increasing awareness of available funding opportunities.

Key ongoing activities include the Consolid8 festival, the Consolid8 crowdfunding platform, the management of Fonduri-structurale.ro, a Romanian leading portal providing information on financial

opportunities, and several social enterprise accelerators. The NCC receives funding from multiple sources, including the European Social Fund Plus (ESF+), Horizon Europe, private sponsorships, and clients who initiate campaigns. The center’s ecosystem comprises a diverse range of stakeholders such as financial institutions, corporations, and various support organisations.

Results

Figure 8 - Romania idealtype positioning



The Romanian NCC stands out for its mature profile, with high and homogeneous values in all dimensions, particularly in Administration and Digital and in Governance, Partnership and Facilitation. These self-positioning results indicate an already functioning and well-coordinated structure. There are highly developed competencies in network facilitation and project management that suggest a strongly project-driven vocation, with good operational practices to be valorised in the European context.

4.6 NCC Croatia

Description

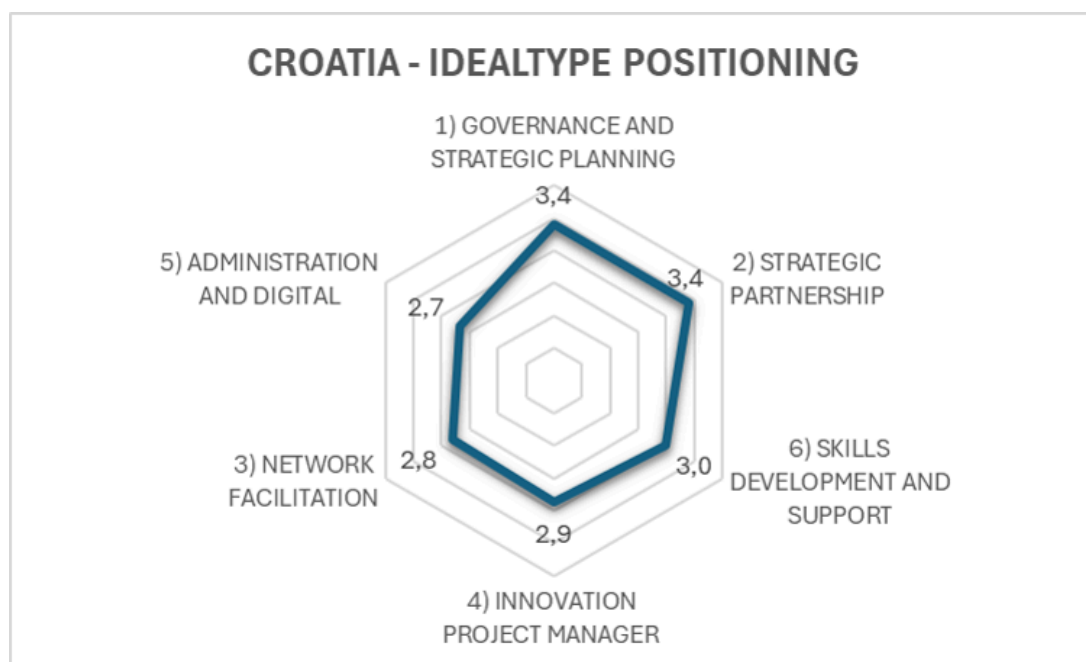
The National Competence Center for Social Innovation is in the initial phase of shaping Croatia’s social innovation ecosystem. Its main objectives include professionalising the core competence team, developing a structured methodology to engage and connect key actors within the national social innovation ecosystem, and promoting collaboration and knowledge exchange to advance social

innovation across the country. The NCC aims to establish a comprehensive methodology for service delivery, which will be validated through a pilot program. Key stakeholders involved include social economy entities, academic institutions, and national, regional, and local authorities.

During the testing phase, the NCC has identified several target groups: youth social economy organizations, impact enterprises, public sector entities (such as local and regional authorities), private sector companies (including technology firms), and social economy support organizations. Current activities encompass signing the Croatian Social Innovation Partnership Agreement, mapping and engaging stakeholders, and conducting research on the regulatory framework. Work is also underway to define the governance structure and strategic framework of the NCC. Future projects will focus on enhancing skills and knowledge related to social impact management, as well as raising awareness about social economy and social innovation within Croatia.

Results

Figure 9 - Croatia idealtype positioning



The Croatian National Competence Center (NCC), currently in its start-up phase, presents a relatively balanced profile with medium to high scores in “Governance, Partnership, and Skills.” However, it exhibits weaknesses in “Network Facilitation” and “Administration and Digital” areas, despite digital technology being a strength due to its collaboration with a technology partner involved in developing e-platforms.

These findings indicate a promising foundational structure, though there is a need to enhance

operational and administrative competencies to solidify its systemic impact. The high score in “Strategic Partnership” reflects effective networking and ongoing national coordination efforts.

4.7 The overall positioning of NCCs

The comparative analysis of the six competence dimensions offers a cross-sectional view of the profiles of the involved NCCs, revealing their strengths, weaknesses, and potential development paths. Certain NCCs, particularly those in France and Romania, demonstrate advanced capabilities in “Administration and Digital” and “Network Facilitation.” This is attributed to France's extensive experience in managing complex resources and constructing national networks, and Romania's promising growth potential. The lowest average scores and notable vulnerabilities appear in the areas of Skills Development and Support - which are often not central to the centers’ strategies but are crucial for building local capacity - and Innovation Project Management. The latter demands hybrid skills in design, co-design facilitation, social innovation trend awareness, coordination, and evaluation, areas that remain underdeveloped, especially in the newer centers.

The Governance and Strategic Planning dimension, while cross-cutting, exhibits uneven performances across centers. Many centers face challenges in developing shared visions, implementing participatory governance models, and establishing structured strategic plans. This vulnerability, coupled with limited technical expertise in collaborative planning approaches, may hinder the consolidation and recognition of NCCs within their national ecosystems. Moreover, the comparative analysis highlights varying stages of maturity among the NCCs: some centers, notably France and Romania, exhibit consistent profiles and advanced capabilities; others, such as Italy, are in the process of launching and rapidly consolidating—leveraging the strong skills of their founders while still refining their coordination methods; and some, including Slovenia and Croatia, are either being established or in early start-up phases and are still striving to achieve a stable balance across different areas of expertise.

Overall, the comparative analysis underscores significant heterogeneity in both competence positioning and developmental stages, with some centers remaining project-oriented while others have been operational for several years. This analysis informs a set of intervention priorities detailed in the concluding chapter:

1. Strengthening strategic (governance and vision) and operational (project management) skills to enable emerging centers to structure themselves effectively;
2. Investing in internal training and capacity building, also through peer learning and communities of practice;
3. Promoting systemic connections among European NCCs, to facilitate the sharing of tools, organisational models and collaborative practices.

Figure 10 - Overall positioning of the NCCs



Chapter 5 - Conclusions: Development and Consolidation Pathways for National Competence Centers

5.1 Towards a Structural Consolidation of NCCs

The analysis presented in this document has facilitated the development of a detailed framework of competence dimensions essential for the effective operation of each ideal type of NCC. It is important to clarify that the concept of an ideal type is not intended as a ready-made model but rather as a tool to define sets of competencies tailored to the specific approach that each NCC has adopted. These approaches – as represented by the different ideal types – can serve to foster collaboration among NCCs by establishing a shared understanding of the necessary competence sets, aligned with their organizational structures and strategic priorities. In this way, the framework enhances communication across different experiences, which, due to their contextual nature, are necessarily diverse and distinct from one another.

This framework highlights how all six identified competence dimensions represent relevant and complementary areas, regardless of the ideal-typical orientation of a given NCC. In fact, each competence dimension plays – or can play – a specific role in supporting the operational functioning of the NCCs and in ensuring their ability to operate effectively in complex and constantly evolving contexts.

The future of National Competence Centers will depend on their ability to strengthen themselves not only as service or project providers, but as true “architects” of social innovation ecosystems. We can therefore affirm that the acquisition, enhancement, and full valorisation of the rich and complex portfolio of competences that these centers are expected to master represents the first priority in order to pursue the concrete consolidation of the NCCs.

Moreover, the evidence emerging from the gap analysis, and above all the reinterpretation of the NCCs’ self-positioning, suggests that the maturing and consolidation of the Competence Centers require intentional paths to strengthen their organisational, managerial, relational, and strategic capacities.

In this light, the future development of NCCs appears closely tied to their ability to evolve from “emerging platforms” into “permanent strategic infrastructures”, where their anchoring within national ecosystems is ensured through full institutional legitimacy, and where the diversification of funding sources guarantees the economic sustainability of their actions supporting and promoting social innovation. To achieve this objective, we can summarise three priority development trajectories:

- Systemic integration with national and European public policies related to social innovation.
- Hybridisation between policy-making, capacity building, and project management functions.
- The construction of flexible organisational and governance models capable of including diverse actors and adapting to different contexts and needs.

As already noted, the acquisition, enhancement, and full leverage of all six competence dimensions will enable NCCs to achieve the above-mentioned development trajectories. However, a more in-depth reading of the qualitative information collected from both the interviews and NCCs' self-assessments reveals two competence dimensions as particularly critical: "Innovation Project Manager" and "Governance and Strategic Planning." This is due to a combination of two factors: on the one hand, these are the least developed dimensions (especially among the more recently established NCCs); on the other hand, they are the very dimensions that, more than others, could significantly contribute to achieving the above-mentioned development and consolidation trajectories.

5.2 Key Competences for the Future: "Innovation Project Manager" and "Governance and Strategic Planning"

These two families of competences are genuine enabling factors for achieving the qualitative leap mentioned in the previous section (from service or project providers to true "architects" of innovative ecosystems). In fact, these competences appear to be the ones that, more than others, can allow NCCs to strengthen their capacity to act as complex project platforms, attract resources, coordinate multi-stakeholder networks, and transform their strategies into tangible territorial impacts. Both represent not only technical "know-how" but also a "know-how-to-be" – involving vision, distributed leadership, relational management skills, and the ability to collaborate in complex environments.

5.2.1 Innovation Project Manager: From Project Design to Ecosystem Stewardship

The role of the Innovation Project Manager in the NCCs of the future goes far beyond operational project management. It increasingly becomes a bridge figure between the technical and strategic dimensions, between participatory planning and the care of partnership networks. This competence area lies at the heart of the NCCs' operational capacity: designing in an innovative way, enabling and managing complex partnerships, reporting in a participatory and effective manner, and monitoring generated impacts are all abilities not yet consistently developed or mastered, particularly in younger or start-up NCCs. The design of interventions capable of promoting social innovation also requires hybrid skills: it is necessary to integrate strategic vision, operational management, and relational ability – a balance that is not always easy to build. To strengthen this competence dimension, the following could be useful:

- Dedicated training programmes on collaborative design oriented toward social impact.
- Mentoring activities and operational support during NCC pilot projects.
- Development of toolkits and operational manuals for managing co-design and co-implementation processes.
- Creation of “communities of practice” among Innovation Project Managers from various NCCs to exchange experiences and tools.

5.2.2 Governance and Strategic Planning: Vision, Co-Decision, and Adaptability

This competence dimension is defined as the ability to build dynamic and inclusive governance models (engaging key institutional and business actors) capable of steering innovation policies and ecosystems toward shared objectives. Defining participatory governance, building shared medium-to-long-term visions, programming activities coherently, and ensuring their organisational and economic sustainability are particularly relevant challenges for NCCs (especially those recently established). These are competences that remain underdeveloped in many contexts, yet they are key to enabling centers to consolidate as recognised and legitimate actors in their respective ecosystems, and for equipping them with long-term strategic visions to be translated into concrete medium- and short-term goals. For strengthening and developing this competence dimension in NCCs, the following actions might prove effective:

- Specific managerial training on participatory and multi-stakeholder governance, complex stakeholder management, and adaptive strategic planning.
- Experimentation with flexible and multi-level governance models.
- Activation of policy design laboratories and decision-making process simulations.
- Promotion of participatory reporting and shared strategic evaluation practices.
- Promotion of peer-learning practices and/or structured mentoring and coaching programmes between NCCs at different stages of maturity.
- Creation of permanent thematic working groups (e.g. on project management, governance, administrative management).
- Development of a Community of Practice² of European NCCs: Exchange of good practices and study visits to observe and exchange governance and strategic planning models already tested; sharing of materials, tools, and common toolkits.

5.3 Supporting the Evolution of NCCs as Collaborative Infrastructures

² For more information, visit see APQC (2025) or Wenger-Trayner, E. (2025)

As discussed earlier, the future of National Competence Centers (NCCs) will depend on their ability to function as true architects of social innovation ecosystems. From this standpoint, targeted investment should be prioritized in the two critical competence dimensions discussed above: “Innovation Project Management” and “Governance and Strategic Planning.” These capabilities must be regarded not as ancillary skills but as strategic levers essential for maturing NCCs into collaborative infrastructures with system-stewardship responsibilities.

To maximize the effectiveness of these investments, they should be complemented by specific actions and priorities established by national and EU policymakers, as well as public and philanthropic funding bodies. Policy frameworks and funding mechanisms should: (i) recognize these pathways for growth in national and European social innovation strategies; (ii) supplement project-based grants with multi-annual core funding dedicated to capacity building; (iii) provide tools and opportunities to foster intangible assets critical to successful collaboration—such as competencies, relationships, and foresight; and (iv) establish clear, measurable milestones along with proportionate reporting requirements for competence development at each NCC.

Funders are also encouraged to incorporate strong incentives that promote collaborative, cross-sector exchange. For example, incentives might include prioritizing NCCs that institutionalize the Innovation Project Manager role; requiring strategic plans co-designed with public administrations, social and solidarity economy actors, for-profit enterprises, and local communities; and supporting open knowledge infrastructures—such as shared methodologies, datasets, and reusable toolkits—that enhance the collective capacity of the NCC network.

Finally, to strengthen NCCs’ medium- to long-term capacity to serve as “systemic hubs,” it is recommended to establish and adequately fund a formal European Community of Practice for NCCs, equipped with a dedicated budget, coordination unit, and an annual workplan with defined outcomes. This initiative could leverage the diversity of organizational and governance models while accelerating the diffusion of effective approaches, practices, and tools. Essential components of this effort should include mobility schemes, peer-learning residencies, and shared evaluation frameworks.

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