Ecosystem models for social innovation

Mapping and connecting regional ecosystems

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Introduction

There are many initiatives around Europe working to strengthen the regional capacity to address complex societal challenges in novel ways, in terms of social innovation. A lot of knowledge and experience have been developed in this field, and there is potential in increasing the international exchange of approaches and tools.

This report is part of the EU project "Boosting Initiatives & Resources to Develop Social Innovation" (BIRDS) that facilitates learning exchanges on methods, models and tools to aggregate the capacity to support and strengthen social innovation at regional and local levels. It is a transnational collaboration project between the National Competence Centres for Social Innovation of France, Portugal, Spain and Sweden[1]. The BIRDS project focuses on four areas (see below), out of which this report relates to the first:

- Strengthening regional ecosystems for social innovation
- Impact evaluation and upscaling of social innovation
- Funding of social innovation
- The long-term establishment of national competence centers

The aim of this report is to provide knowledge on models that illustrate, map, and connect ecosystems for social innovation. Ecosystems here refers to the relation between societal and organizational factors that enhance or constraint the development and implementation of social innovations. The report can be used by anyone engaged in developing or supporting social innovation in their local, regional, national, or transnational contexts.

The report was developed through learning exchanges between the project partners in France, Portugal, Spain and Sweden. The process started with an inventory of existing ecosystem models, that identified 11 models. These were presented and discussed in a digital lab, in the spring of 2025. 20 participants with experience in regional support for social innovation from the four partner countries participated. A second digital lab was held in the fall of 2025, that focused on four models, one from each partner country, as well as key take aways from the models. This lab gathered 40 participants, with expertise and experience on regional support of social innovation. A few of these participants were from countries outside the BIRDS-countries. A draft of this report was discussed at the second lab. A panel of researchers commented on the different models and joined in discussions on key learnings. The learning exchange as a whole resulted in this report, that presents:

- A short background to the report and ecosystem models.
- A description of four ecosystem models from France, Spain, Portugal and Sweden.
- A summary of recommendations from the learning exchanges on the most useful components in ecosystem models for supporting social innovation on the regional and local levels.
- As appendix, the presentations from the researchers that participated in lab number 2, reflections on the four models presented in the report.

[1] The Competence Centers in each member state were initiated with funding from the European Commission. Their aim is to strengthen both social innovation in the implementation of the European Social Fund 2021-2027 (ESF+), and to strengthen the national ecosystems for social innovation in each member state. See https://european-social-fund-plus.ec.europa.eu/en/social-innovation-your-country, and https://social-economy-gateway.ec.europa.eu/call-proposals-esf-social-innovation-initiative-support-national-competence-centres-social_en.

About social innovation and ecosystem models

What is social innovation?

The "innovation" part refers to the development of new ideas and solutions that are realised and benefit society (Fagerberg et al. 2005). The “social” part means that their primary purpose is to meet societal challenges and improve people's living conditions, and that they are developed through collective processes where new social relations, practices and structures are created (Moulaert m.fl. 2013, Mulgan & Pulford 2010). Social innovations are developed by actors in all sectors of society, although it is most common among actors from civil society and the public sector, followed by industry and, to some extent, academia, according to a global survey (Butzin & Terstriep 2018).

What is an ecosystem for social innovation?

Social innovation does not take place in a vacuum, since its development and success are dependent on several different factors in organisations and society. Such factors consist of resources and support functions, laws and regulations, norms and human behaviour, actors from different societal sectors, among others. The relationship between these factors is called an "ecosystem", with inspiration from the biological notion of the interaction between different organisms and environmental factors in nature (Domanski & Kaletka 2016, OECD 2021).

How can ecosystem models be used?

Models that illustrate and map ecosystems for social innovation can help navigate the development, support or study of social innovation by clarifying the framework conditions that foster or hinder novel solutions to societal challenges.

In the inventory of existing ecosystem models in BIRDS, the models sought after included some of the following characteristics:

- Description and visualisation of factors that foster or hinder innovative solutions to societal challenges
- Inclusion of any of the following (or other) factors in such ecosystems:
    - Actors and their roles and relations
    - Resources and support functions
    - Societal structures, such as laws and regulations
    - Norms and human behaviour
- Can be used on different levels: local, regional, national and international.
- Including interactive digital features, or not

Examples of ecosystem models

Below are descriptions of four selected examples of ecosystem models for social innovation from Spain, France, Portugal, and Sweden.

Spain: Gipuzkoa missions mapping tool

Description of the model

The model **Missions Gipuzkoa**, illustrated in Figure 1-3, is a missions mapping tool, presented as a new infrastructure to reach the missions of the ecosystem of the Gipuzkoa province in a collaborative way. The model provides a digital space for visualisation and real-time management. It allows all the agents involved in the missions to connect and "match", encouraging cohesion and opportunities among the agents in the social innovation missions.

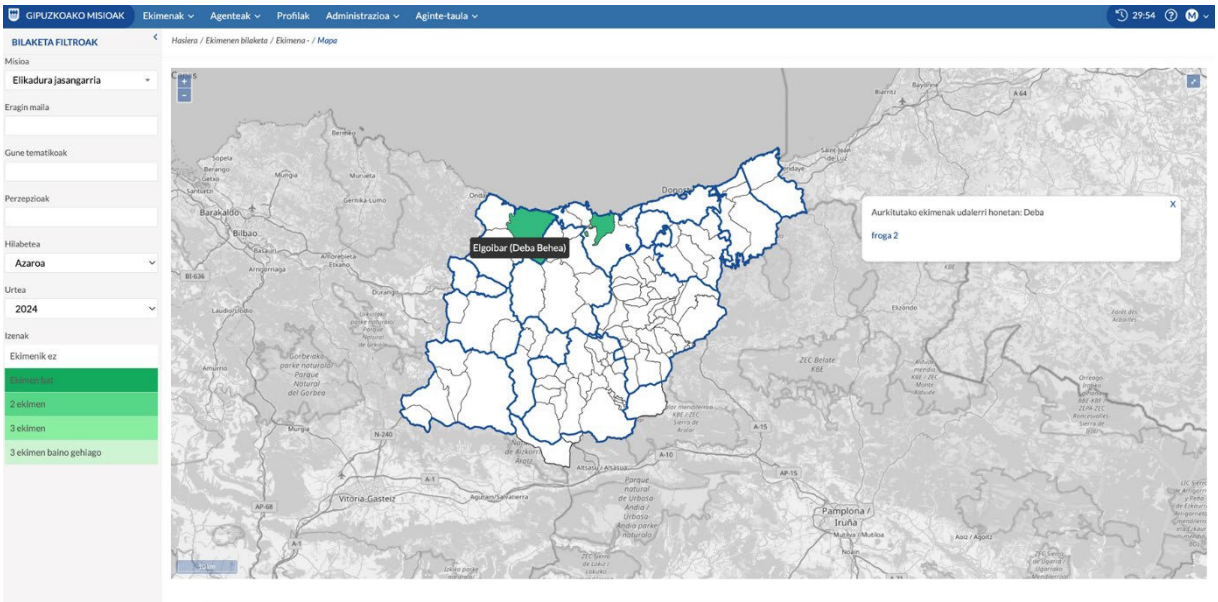


Figure 1. Ecosystem model from Spain, here from the point of view of its geographical and thematic search filters.

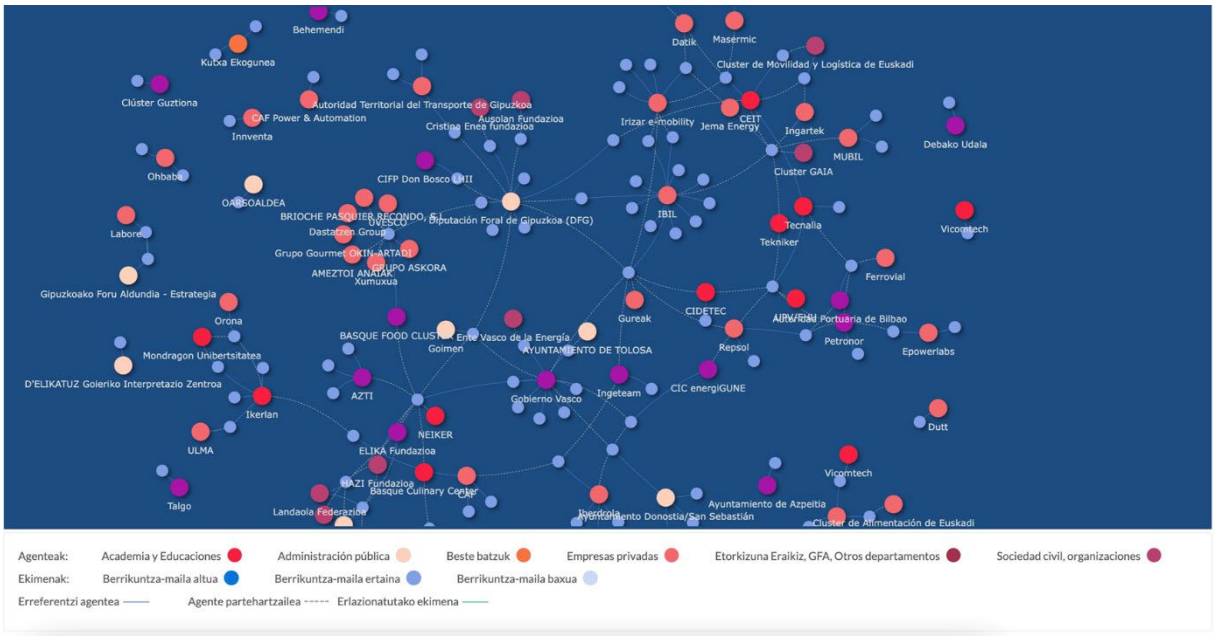


Figure 2. Ecosystem model from Spain, here from the point of view of visualising connections between different actors.

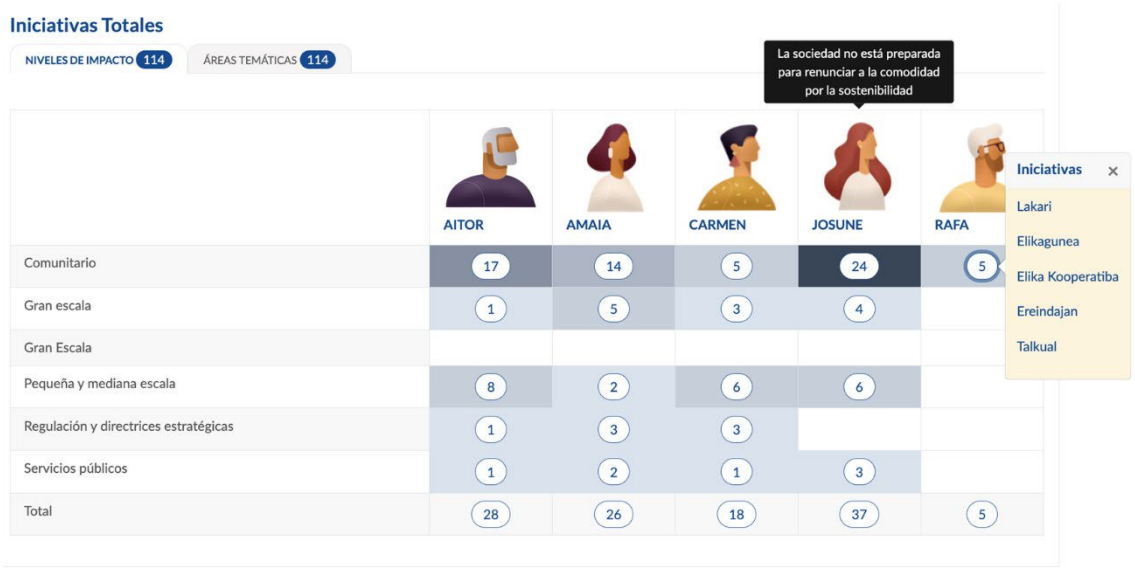


Figure 3. Ecosystem model from Spain, here from the point of view of visualising societal dynamics – meaning the number and different categories of socially innovative initiatives in relation to different groups of inhabitants based on their norms and behaviours.

Key functions of the model

The key functions of the model are:

- **Mapping actors and projects**, classifying them by role, thematic area, or project type.
- **Connecting ("matching")** agents with complementary resources and needs.
- **Visualising societal dynamics**, as well as norms and behaviours, that influence the mission.
- **Geographical and thematic filters**.

Why was the model developed?

The model was developed by the Gipuzkoa Provincial Council, which is responsible for governing and administering the province of Gipuzkoa in the north of Spain. The council has recognised competencies as a provincial institution, especially in the areas of finance, economic development, roads and social policies.

The model was created to address complex social challenges through a logic of systemic social innovation. The aim was to overcome fragmentation among actors and the lack of coordination in public policies, as part of Etorkizuna Eraikiz ("Building the Future"). The missions mapping tool is inspired by the same need: to provide a digital framework that enables the mapping, connection, and activation of diverse stakeholders engaged in transformation processes, fostering collective intelligence and avoiding duplication of efforts.

What is the purpose of the model?

Its central purpose is to articulate shared missions and equip them with digital tools that allow coordinated progress.

Since 2021, the Provincial Council of Gipuzkoa has been driving two key strategic missions:

- **Sustainable food systems**: the goal is to establish a sustainable, healthy, accessible, and competitive food system by 2040.
- **New mobility solutions**: the objective is to develop by 2030 an intermodal, interconnected mobility system that is efficient, sustainable, accessible, and safe.

These two missions are part of the 'Gipuzkoa Deep Demonstration' initiative, which aims to position the region as a leader in sustainable economic, social, and environmental transitions.

This digital tool has been built for all the internal agents and actions involved in both missions, with the aim to add more missions over time. The scope is to offer a new infrastructure to reach these missions in a collaborative way. To do so, it has been designed from the point of view of the complex system and based on the cultural dimension of the territory.

It is not just about storing information, but about activating meaningful interactions: detecting synergies, visualising resources, and understanding how societal structures, norms, and behaviours condition collective action.

Who is meant to use it?

The model is designed for a hybrid community of actors: public institutions, cooperatives, private companies, start-ups, academia, civil society organisations, foundations, and development agencies. In practice, its use is limited to actors directly involved in the missions, but the logic is extensible to any territory or network aiming to advance mission-oriented social innovation.

How was the model developed?

It is inspired by Mazzucato's mission-oriented approach, adapted to the local context. Since 2021, Gipuzkoa has launched a Deep Demonstration process: a territorial laboratory to test long-term policies in real environments. The tool's construction has been iterative and participatory, involving multiple stakeholders in the design and validation of categories.

Challenges and further development

Some of the main challenges ahead include:

- **Expanding access**: currently, the tool is private; controlled openness could foster transparency and legitimacy.
- **Improving interoperability** with other territorial data systems, allowing for a more integrated analysis.
- **Capturing emerging dynamics**: while the tool maps consolidated actors and projects, it struggles to identify informal or early-stage initiatives.
- **Measuring impact**: translating information into clear indicators of progress toward the mission remains a pending task.
- **Scalability**: extending the model to new missions and territories without losing local specificity.

France: Toulouse Métropole Impact's Ecosystem Model

Description of the model

Toulouse Métropole Impact's (TMI) Ecosystem Model, illustrated in Figure 4-5, include infographics for mapping the social and solidarity economy (SSE) support ecosystem.

On one side of the model, along the range of services for social businesses, we can find the three major blocs of the support system: funding, business accommodation and support mechanisms. The other side of the mapping provides a view of the network coordination in terms of general policy and complementarity of approaches (events, third places as platforms, cross-functional initiatives such as observatory or social impact measurement, governance) that frame the evolution of the whole system. Except for the SSE unit of Toulouse Metropole and its integrated programs plus the organigram of the metropolitan administration, the mapping presents both structures and specific devices and gives very few descriptive details and no contact information.

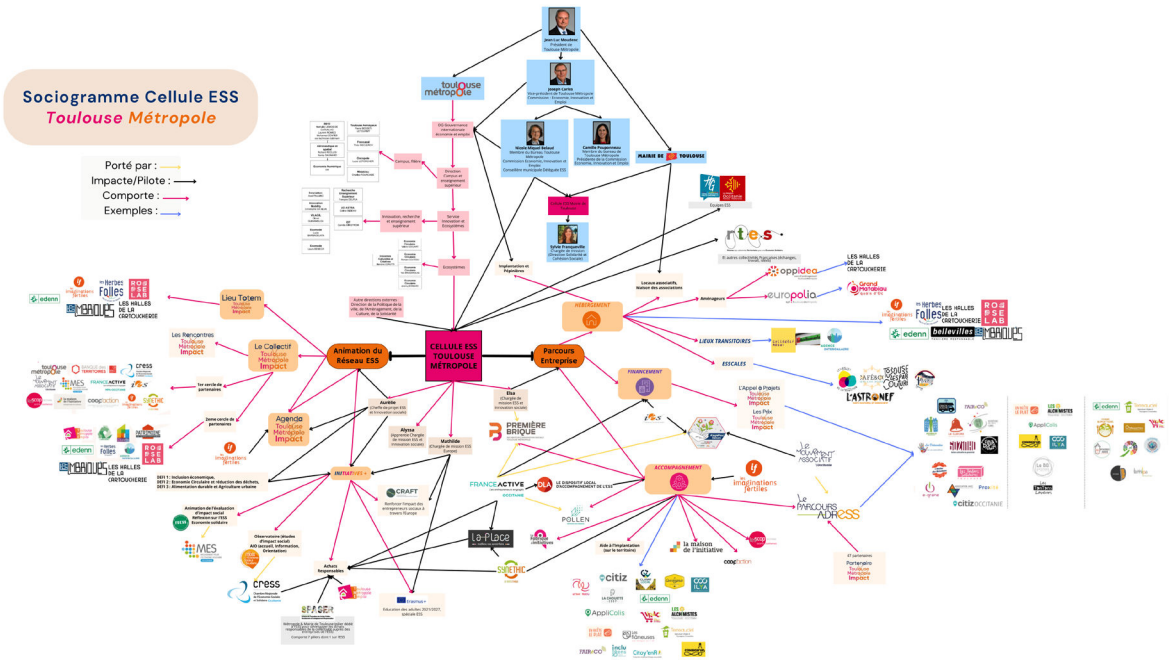


Figure 4. Ecosystem model from France.

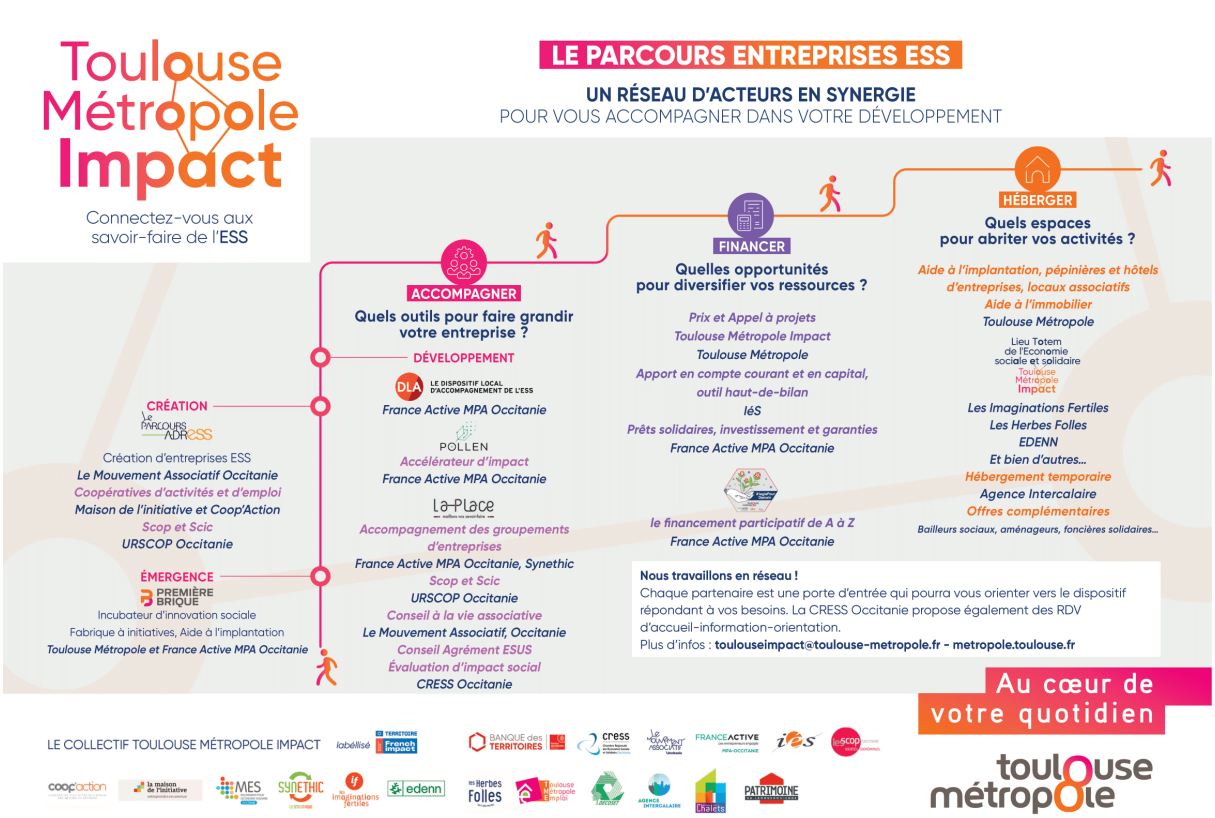


Figure 5. The Entrepreneur Journey.

The focus on the Entrepreneur Journey is to be used at the beginning of the model. It was designed after a more basic entrepreneurship-oriented infographic that was meant to be used by the SSE support structures to guide the process of business creation and building up, and to a certain extent by the general public. The sociogram was then built by the SSE Unit of Toulouse Métropole to display the rich ecosystem of support structures, including institutions like its own and make it clearer to the rest of the TMI collective.

Key functions of the model

As this was conceived in an existing mature and complex ecosystem that will probably not grow much in the next few years, the mapping has more of an increased understandability goal for the ecosystem itself than an analytical purpose. Therefore, it appears complex and could be seen as disorganised for the public administration or the elected representatives, as it is far removed from public standards, usually operating according to the logic: one target group equals one policy equals a single point of contact.

Please note that this specific mapping is one of the mapping tools of TMI, along with, for example, third places or SSE-entrepreneurship targeting leaflets that can be used by the TMI members with the general public.

Why was the model developed?

Toulouse Métropole Impact (TMI) is a collective of around twenty SSE actors, led by the SSE unit of Toulouse Métropole - i.e. the administration of the metropolitan area of Toulouse. As part of the public partnership policy pursued by the Metropolitan Area, several infographics have been produced to map the social and solidarity economy (SSE) support ecosystem. It is important to note that in France, social innovation is mainly driven by SSE actors and that the support and development of social innovation is fully integrated into the metropolitan area's SSE public policy.

It aims to show, beyond the range of services delivered by the collective, how it works together and how it connects with partners outside TMI to form a genuine ecosystem. The administration of the Toulouse metropolitan area plays a central role in the sociogram because of its leadership in network coordination and facilitation through the SSE unit.

Since 2018, the policy led by TMI has evolved towards two main functions covering a wide spectrum of actions: 1) **providing a genuine range of services** for social enterprises and therefore filling the gaps in the support system, 2) **facilitating the network of the local SSE actors** by coordinating the TMI partners collective, creating a network of third places as symbols, coordinating the agenda of the community, and promoting initiatives that support SSE (e.g. public procurement policy).

How was the model developed?

The model was developed in the context of the structuration of the SSE policy of the local government, which evolved during two major phases: between 2011 and 2018, a first roadmap emerged to build capacity for the SSE and SI community and create tools to support social enterprises, in the first place: business creation support system, incubators, accelerators. This first phase also enabled the setting up of shared governance for the TMI collective, in which every stakeholder contributes, namely by operating a part of the social enterprises support system. In association with this first wave of public action in favour of SSE, first elements of function-based mapping were then elaborated; e.g. the observation function is carried out by the regional chamber of SSE.

The SSE unit has taken the initiative to develop the mapping model, as the coordinator of TMI and the global policy. It was conceived starting from its two main strategic priorities, which structure the core of the mapping and allow the display of the programmes and tools, as well as which members of the ecosystem carry them out. It also shows the range of services for SSE projects and includes an institutional dimension with for example the city council of Toulouse that is in charge of a large part of the subsidies or the public planners, that are mostly unknown to the SSE structures. The mapping deliberately targeted the TMI collective and its support system together with only the established local partners. Only a few national-operating stakeholders appear in the mapping if they contracted a partnership with the administration of the Toulouse metropolitan area.

Who is meant to use the model?

The model was mainly designed for the TMI collective members to highlight the ecosystemic dimension of their action. It is a deep conviction of the SSE unit (i.e. the developers of the mapping) that an organised, shared and varied range of actions and stakeholders is the best way to develop SSE and SI, and to implement a global strategy in this heterogeneous sector.

The mapping is intended for an insider community to help the members visualise how they can work with one another in their missions to promote SSE projects and support the creation and building up of existing social enterprises.

Challenges and further development

As mentioned above, the mapping model is not intended to change significantly, as it is a tool designed to raise self-awareness of the ecosystem's functions and balances, constructed retrospectively.

The collective is nevertheless developing complementary tools that more specifically target particular functions and stakeholders, notably a mapping tool with a competence-based entry for third places and their residents to facilitate connections on specific themes.

Portugal: The Interactive Map of Social Innovation

Description of the model

The **Interactive Map of Social Innovation** (*Mapa Interativo da Inovação Social*)[2], illustrated in Figure 6-8, is a dynamic digital tool that showcases social innovation projects supported across Portugal. The platform provides a structured and multi-dimensional view of each supported project, combining qualitative and quantitative information. For each initiative, the platform presents a narrative description of the societal challenge being addressed, the proposed solution, and its innovative features, alongside key operational data such as the promoting entity, geographical scope, and alignment with public policy priorities, including the Sustainable Development Goals. In addition, it details the financial structure of each project, highlighting the blended financing model by distinguishing between ESF+ funding and social investment

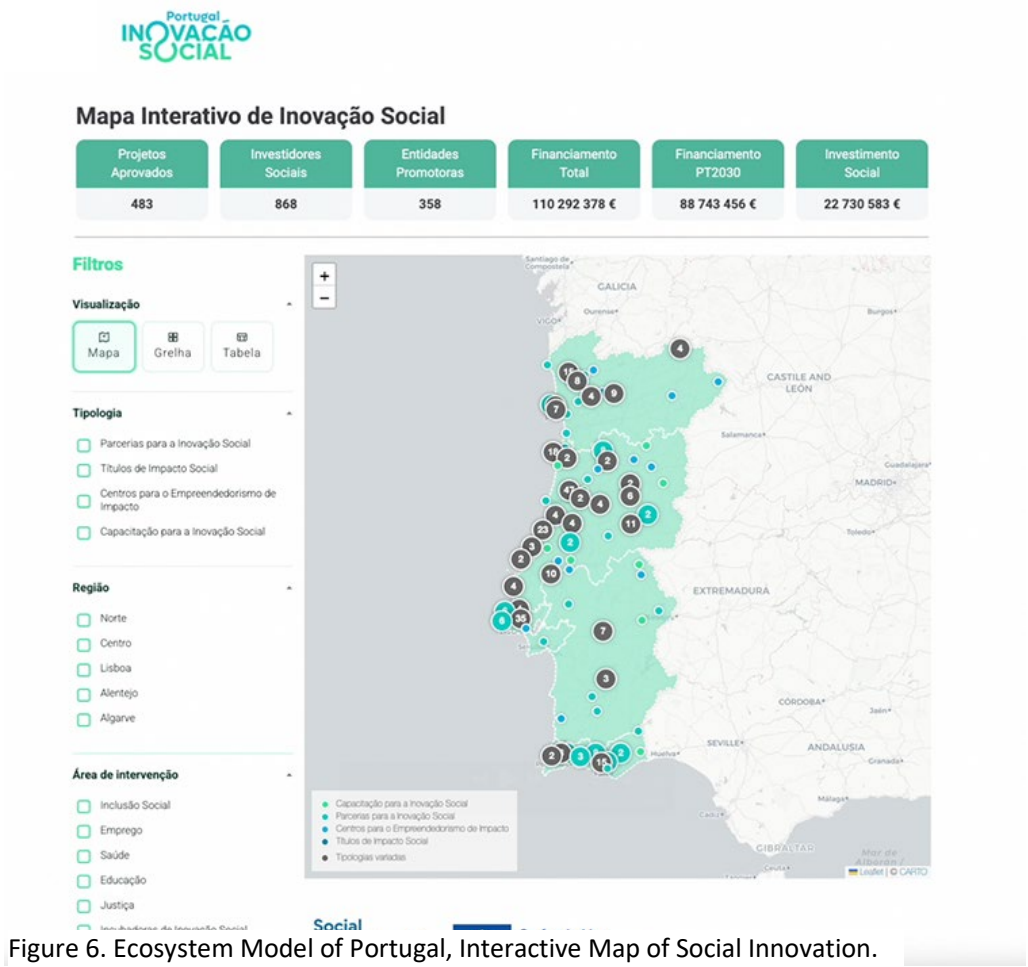


Figure 6. Ecosystem Model of Portugal, Interactive Map of Social Innovation.

[2] Link to the Map of Social Innovation: https://pis.portugal2030.pt/portugal-inovacao-social-2030/.

contributions, thereby increasing transparency on resource allocation and leverage effects. The map also integrates a results-oriented perspective by displaying agreed indicators, target values, and beneficiary groups, allowing users to understand what is being funded, and what outcomes are expected. This combination of descriptive, financial, and results-based information makes the tool a valuable resource for understanding intervention logic, supporting comparability, and informing evidence-based decision-making across the ecosystem.

By applying specific filters, illustrated in figure 7 and 8, users can tailor the displayed results to their interests, enabling a more targeted and user-friendly exploration of the social innovation landscape.

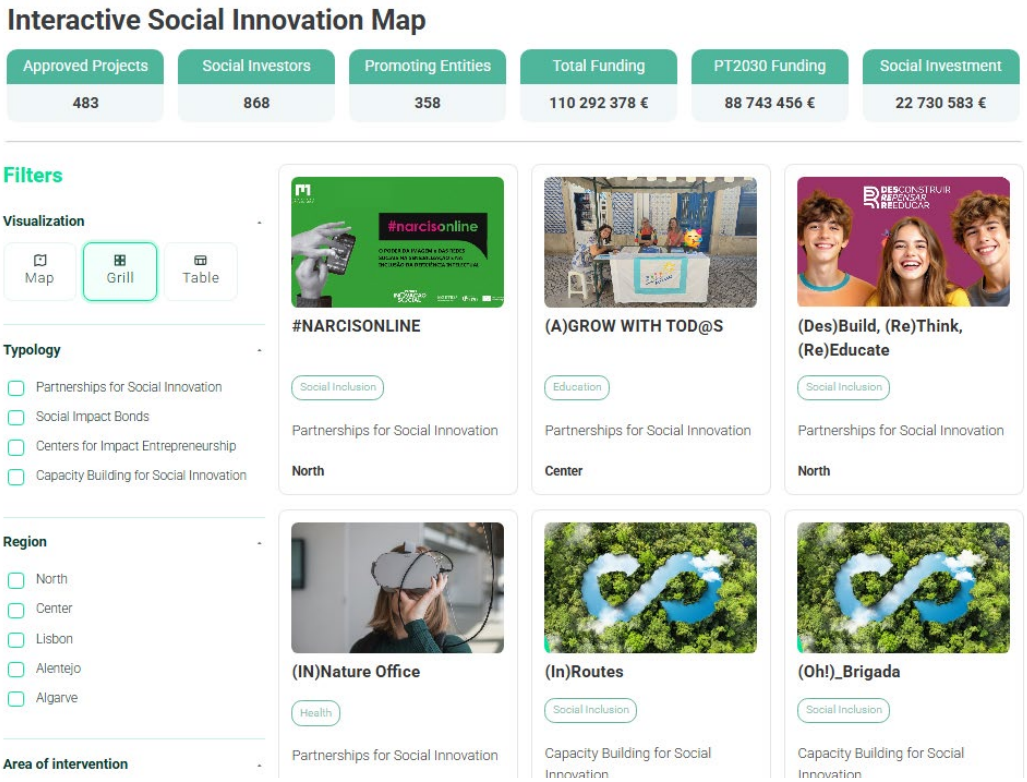


Figure 7

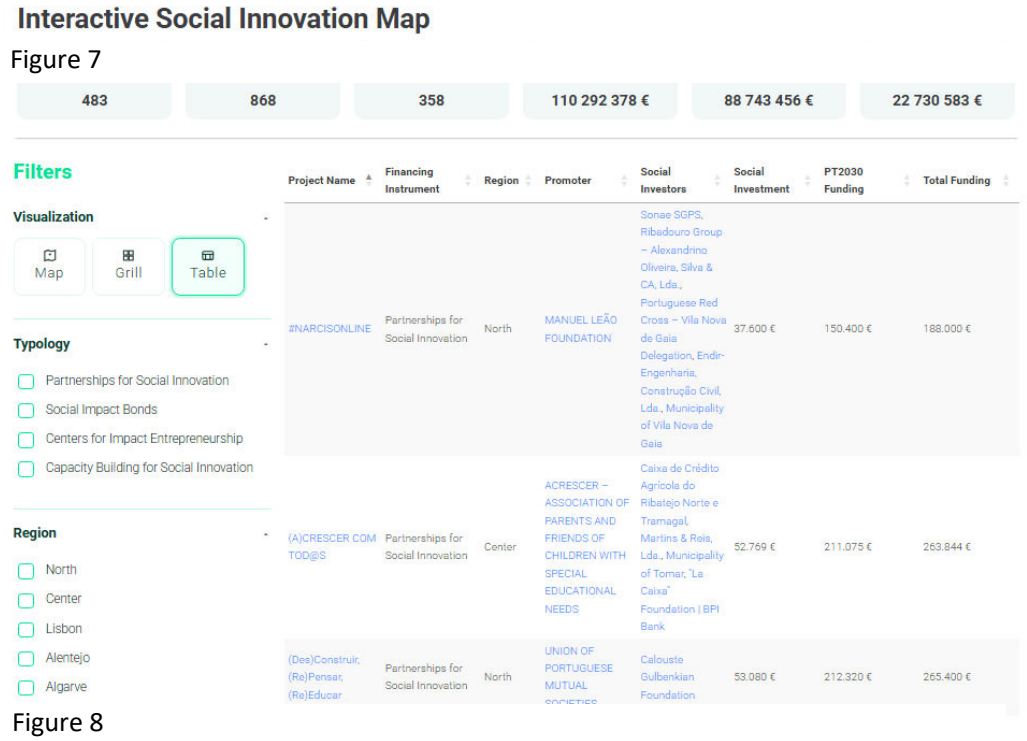


Figure 8

This tool plays a key role in mapping the ecosystem, providing a structured and accessible overview of how public and private resources are being allocated, and to whom. By combining geographic and thematic visualisation, it supports evidence-based policymaking and fosters collaboration across stakeholders.

Key functions of the model

The key functions of the model are:

- **Project exploration:** Users can browse a comprehensive list of projects, each with a description and relevant details.
- **Filtering options:** The platform enables users to refine searches based on a comprehensive set of criteria, allowing for a detailed and multi-dimensional exploration of the social innovation ecosystem:
- **Type of intervention (Typology):** including Partnerships for Social Innovation, Social Impact Bonds, Centres for Impact Entrepreneurship, and Capacity Building for Social Innovation, reflecting the range of financing instruments implemented under Portugal Social Innovation.
- **Region:** Norte, Centro, Lisboa, Alentejo, and Algarve, enabling a territorial analysis of supported initiatives.
- **Area of intervention:** such as Social Inclusion, Employment, Health, Education, Justice, and Social Innovation Incubators, allowing thematic clustering of projects.
- **Type of organisation:** including associations, cooperatives, foundations, misericórdias, companies, religious organisations, higher education institutions, and parish social centres, providing insight into the diversity of implementing entities.
- **Type of investor:** covering social economy entities, companies, banks, municipalities, intermunicipal communities, foundations, public entities, and parish councils, offering visibility on the variety of co-investment actors involved.
- **Sustainable Development Goals (SDGs):** enabling alignment with the full range of SDGs (1–17), supporting analysis of contributions to global policy priorities.
- **Financial dimension:** including total investment, public investment, and social investment amounts, allowing users to assess funding structures and leverage effects.

Why was the model developed?

The model was originally developed within Portugal Social Innovation under the Portugal 2020 (PT2020) framework, showcasing social innovation projects supported across Portugal, and remains available at https://inovacaosocial.portugal2020.pt/projetos/.

Its core rationale was to create a single, publicly accessible platform consolidating information on funded projects, ensuring transparency in resource allocation and giving visibility to the diversity of initiatives across the country.

This rationale remains fully valid under PT2030, with the tool evolving to reflect a new generation of projects and a strengthened focus on impact, scaling, and ecosystem development.

What is the purpose of the model?

The primary purpose of the map is to act as a reference point for the Portuguese social innovation ecosystem. It provides stakeholders with an accessible overview of projects, financing instruments, and intervention areas, making the ecosystem more transparent and easier to navigate.

Beyond its descriptive function, the map promotes social innovation as a nationwide effort, highlighting both regional diversity and national dynamics. It aims to inspire replication, scaling, and partnerships, while reinforcing transparency and accountability in the use of public funds.

Beyond its function as a mapping tool, the platform also contributes to strengthening the national ecosystem by enabling the identification of social innovation support structures, including incubators and regional hubs. By making these actors visible and their activities traceable, the tool supports peer-learning, exchange of practices, and the consolidation of Social Innovation Incubators. It also contributes to giving visibility to social investors and to strengthening the recognition of the essential role they play in the social innovation ecosystem.

Furthermore, the insights generated through the map provide a valuable basis for informing regional strategies, allowing policymakers to better understand territorial dynamics, stakeholder interactions, and emerging needs, thereby supporting more coordinated and place-based approaches to social innovation.

How was the model developed?

The model was designed by Portugal Social Innovation as part of its mission to activate and support the national ecosystem. Its development involved:

- Collecting structured data from projects funded through its financial instruments.
- Organising information by geographical area (Norte, Centro, Lisboa, Alentejo, Algarve, and Multi-regional) and by thematic field (e.g. Education, Employment, Health, Social Inclusion).
- Designing a digital platform with mapping and filtering functionalities to ensure that information is both visual and searchable.

The tool was conceived as a dynamic database, updated in line with funding cycles. While it initially displayed projects funded under PT2020, it was updated to include projects approved under PT2030, reflecting the evolution of the ecosystem. It is also a transparency tool on the financing architecture, as the tool show projects and promoters and it also shows the weight of PT2030 financing, social investment and the detail of the social investors associated with each initiative, in addition to including a specific filter by "type of investor". This gives the instrument an additional dimension of transparency and recognition of the ecosystem's co-financing logics.

Who is meant to use it?

The map is intended for a wide range of users:

- **Policymakers and public administrations** – to monitor funding allocation and inform strategic decisions.
- **Social organisations and entrepreneurs** – to gain visibility and learn from peer initiatives.
- **Investors and philanthropic actors** – to identify co-investment opportunities.
- **Researchers and academics** – as a structured data source on social innovation in Portugal.
- **General public** – to understand how European funds contribute to addressing societal challenges.

Challenges and further development

While comprehensive, the model presents challenges and opportunities for further development:

- **Analytical dimension:** currently largely descriptive, the tool could evolve to include impact results, and comparative analysis.
- **International linkage:** connecting the platform with European or global databases would increase its comparative value.

Sweden: Orientation Map for Societal Change

Description of the model

The Swedish model "Orientation map for societal change", illustrated in Figure 7, helps navigate organizational and societal factors affecting the possibilities of developing and implementing social innovations. It can be used to illustrate and map the ecosystem of a specific social innovation or societal challenge on the local, regional, national, or international level. The included factors are: Actors and collaboration, Support and resources, Societal structures, and Norms.

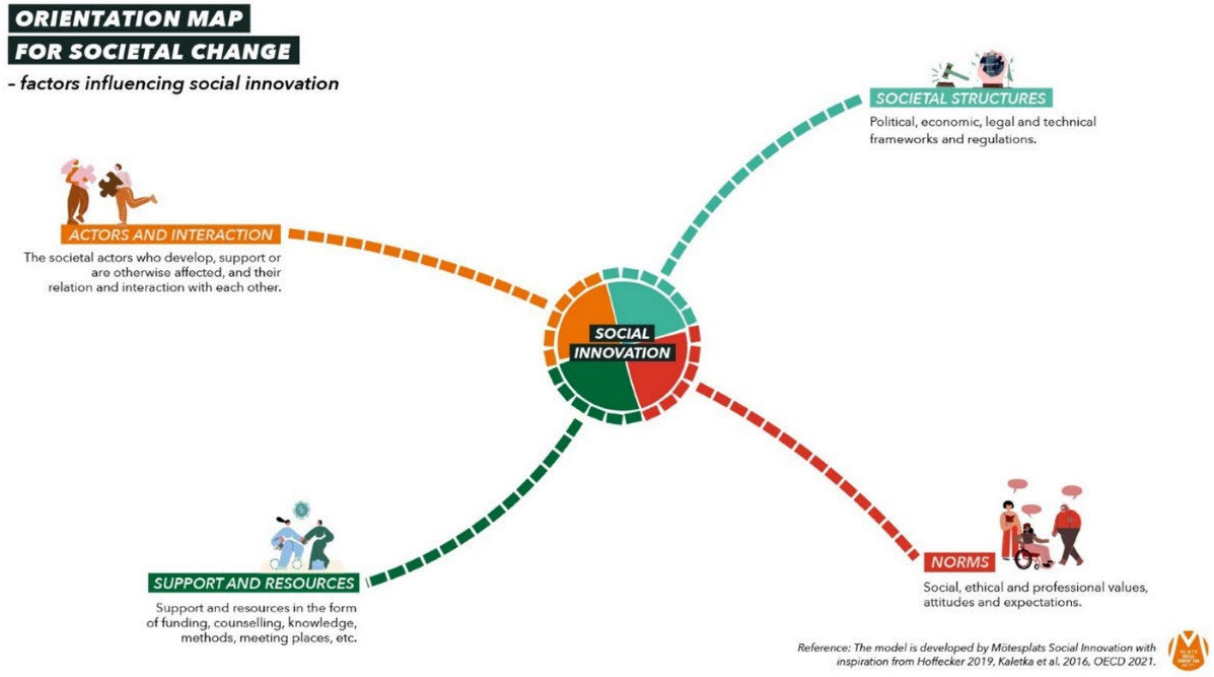


Figure 7. Ecosystem model from Sweden.[3]

Key functions of the model

The user can start at any corner of the orientation map. Each corner contains guiding questions that can be answered individually or in a group. After visiting all the corners, the user can analyse the answers and reflect on how the different factors influence each other. Before getting started, the user is meant to consider that the map's different factors can occur both in one's own organization as well as in the

[3] The model is available via https://socialinnovation.se/si/orientation-map-for-societal-change/.

surrounding society. Furthermore, it can be useful to return to the map at different developmental stages to gradually navigate between the different factors that appear along the way.

The different factors and their respective guiding questions are:

- **Actors and collaboration**
  This factor includes the societal actors – in the public sector, civil society, business or academia – who develop, support or are otherwise affected by innovative solutions to a specific societal challenge, as well as their relationship and interaction with each other.

  Guiding questions:

  - Which societal actors are affected by the societal challenge that you want to meet?
  - How can you relate to and interact with the actors who can facilitate or hinder innovative solutions to the societal challenge?

- **Support and resources**
  This factor includes support and resources for the development and realization of innovative solutions to societal challenges, in the form of funding, counselling, knowledge, methods, meeting places etc.

  Guiding questions:

  - What support and resources are needed to meet the societal challenge in an innovative way?
  - Which of these do you already have access to, and which do you need to find elsewhere?

- **Societal structures**
  This factor includes the political, economic, legal and technical frameworks and regulations in organizations and society that affect the ability to develop and implement innovative solutions to a specific societal challenge.

  Guiding questions:

  - What frameworks and regulations affect the possibility of developing and realizing innovative solutions to the societal challenge?
  - How can you relate to the frameworks and regulations that facilitate or complicate this?

- **Norms**
  This factor includes social, ethical and professional values, attitudes and expectations in organizations and society that affect the possibility of developing and realizing innovative solutions to a particular societal challenge.

  Guiding questions:

  - What norms affect the possibility of developing and realizing innovative solutions to the societal challenge?
  - How can you relate to the norms that facilitate or complicate this?

What is the purpose of the model?

The purpose of the model is to help actors navigate among factors that enable or hinder the development and realization of innovative solutions to societal challenges.

Who is meant to use it?

The map can be used by those who conduct, support, or study the development of social innovations. Here are some examples:

- The map can be used in a project to get an overview of the opportunities and challenges that exist both within the organization as well as in the surrounding society. The purpose of this overview is to be able to meet societal challenges in an innovative way and to navigate between these factors to achieve societal transformation.
- The map can be used in an evaluation or research study to understand and analyse how different factors in organizations and in the surrounding society affect the opportunities to counter a specific societal challenge in an innovative way
- The map can be used in a call for project-funding to understand which support is needed to encounter societal challenges in an innovative way, and also to develop the support in a meaningful way.

How the model was developed

The map was developed in collaboration between researchers and other key actors at Forum for Social Innovation Sweden. It is based on research on ecosystems for social innovation, with inspiration from:

- Hoffecker, E. (2019). Understanding Innovation Ecosystems - A Framework for Joint Analysis and Action. Cambridge: MIT D-Lab.
- Kaletka, C., Markmann, M., Pelka, B. (2016). Peeling the Onion - An Exploration of the Layers of Social Innovation Ecosystems. European Public Social & Social Innovation Review, 1(2):83-93.
- OECD (2021). Building Local Ecosystems for Social Innovation – A Methodological Framework. Paris: OECD.

Challenges and further development

The map is currently only used as a “static” model, it is not yet digital. To make the model interactive and useful as a tool used more actively, there is a plan to develop the model in this direction in the coming years.

Key learnings on ecosystem models

This chapter distinguishes key learnings on ecosystem models for social innovation, based on those presented and discussed in the learning process in the BIRDS project.

Reasons for developing and using ecosystem models

The main reasons for developing and using ecosystem models was described in terms of better understanding and addressing complex societal challenges, ensuring broad participation in addressing such challenges, supporting cooperation and co-creation in that, visualizing contexts and connections, as well as linking social innovations with policy.

Visualizing contexts and connections of social innovation

Ecosystem models are experienced as useful tools for understanding and visualizing the broader landscape of social innovation. They function as visual maps that help clarify the complex contexts of societal challenges, help navigate these challenges in the local, regional, national or transnational levels, and provide an overview of existing initiatives and instruments, visualizing and connecting often fragmented ecosystems. Many social innovation actors are still in the process of developing their capacity and often lack resources and visibility. It was also discussed that many actors within the ecosystem are working in parallel, without sufficient integration. The models can describe relationships within the ecosystem and help identify existing needs and gaps.

The models can also support the development of shared visions and narratives across different actors. It was further noted that traditional businesses continue to dominate access to finance and resources in the innovation field, particularly in rural areas where more traditional or “old-fashioned” business models remain prevalent, and that the models can contribute to building stronger connections between social innovation initiatives and traditional businesses, encouraging a shared transformation journey rather than maintaining parallel systems.

Better understanding of how to address societal challenges

One reason for developing and using ecosystem models was to better understand how to address complex societal challenges. They can be used to identify the needs of local populations and catalyse their ideas into concrete projects.

Having an overview of who is working in different fields, from different societal sectors, existing initiatives, and how they are connected can provide an overview that supports any attempt to effectively address

complex societal challenges. If ecosystem mapping is integrated with evaluation and a systematic approach to learning, the mapping can contribute to impact and efficiency, with the potential for the mappings to be seen as an investment rather than a cost. The ecosystem models can provide input and contribute to regional roadmaps for social innovation development, starting from community needs and guiding the ecosystem to respond effectively.

It was also reflected how the situation where we are as a society, with converging challenges such as social fragmentation, political polarisation, disinformation and the erosion of trust, challenges our present solutions to these challenges. A focus on social innovation and the mapping of ecosystems can be seen as a necessity in this situation. They offer a way to rebuild our collective capacity to act and imagine alternatives.

Ensuring broad participation in identifying and addressing societal challenges

One reason to use ecosystem models is that the maps can ensure that all relevant actors are involved in identifying and addressing societal challenges, and also represented on "the map". The mapping process should also include small, new and less formalised organisations, not just the established ones with visibility and status. The ecosystem models can support and function as intermediary hubs between small civil society actors and organisations with more mandate and power to mainstream social innovations, including CSOs in the work to identify and address societal challenges. This also makes it possible to connect local social innovation initiatives with policymakers. While the mapping process can be complex, it offers potential for improvement and greater inclusiveness in the regional social innovation landscape.

Supporting collaboration and co-creation in addressing societal challenges

A recurring theme is the potential of using ecosystem models to foster collaboration and overcome fragmentation between actors in the different contexts related to social innovation. The models can help link stakeholders, support co-creation and mission-oriented processes around shared societal challenges. By providing a shared "infrastructure" for cooperation, they help build on existing networks and knowledge, enabling regions to connect initiatives rather than duplicate efforts. The models can also help connect different actors to support and fund social innovation. It was also mentioned that working with ecosystem models can foster collaboration not only within and between regions but also across national networks (for example within the ESF+ and its Community of Practice) and with external partners at other territorial levels. It was suggested that the different national models - for instance, those being developed in France, Sweden, Spain, and Portugal - could be connected, and that regional or national mappings could feed into a broader European framework. Strengthening these cross-national links would enhance learning, comparability, and policy coherence at the European level. Co-creation is also considered key to the development of the models themselves.

Linking social innovation and policy

Some of the ecosystem models aim to bridge the gap between social innovations on the grassroots level and policymaking that can help support and implement these solutions. This is achieved through providing policymakers with an overview that highlights gaps, connects actors, and supports the creation of a portfolio of social innovations as a decision-making tool.

Some of the ecosystem models are designed to test and inform long-term policy goals in real-world settings. They can guide decision-makers in shaping portfolios of social innovation, and in this sense help policies to become more responsive, evidence-based, and aligned with societal needs. This in turn enhances policymakers' understanding of the contexts and challenges they are addressing.

Recommendations

This section presents recommendations on functions and issues to consider when developing and using ecosystem models for social innovation, based on the learnings from the BIRDS project.

Clarify needs, purpose and users

A shared insight is that no single ecosystem model can fit all contexts. Instead, models should be designed with flexibility to serve the purposes and user needs in the different contexts. It is therefore key to describe the purpose and focus of the ecosystem model. This can be the ecosystem of the ecosystem for social innovation – the support actors, conditions, resources, etc in a regional or local context. The purpose can also be to describe the ecosystem around a clearly defined societal challenge, focusing the ecosystem model around such challenges. A first step is to decide if the planned model will serve to visualise and connect actors around the regional social innovation ecosystem, or if the focus is on the ecosystem around a specific thematic challenge - such as ageing, young people with disabilities, etc. Some suggest that mapping works best when it starts with a clearly defined societal challenge, and that visualising an entire social innovation ecosystem without focus can become too broad and lose value. Identifying specific challenges, such as in the Spanish example, food system transformation or sustainable mobility, makes it easier to determine which actors and initiatives are relevant and how they interconnect.

It was also considered important to ensure that initiatives are rooted in local realities and supported by the people they aim to benefit, ensuring the engagement of the local community. Tailoring the model to the specific ecosystem of actors working to address a specific challenge was considered essential for the model's success and sustainability. Models should also be developed iteratively as the ecosystem and its requirements become clearer.

To be usable, models supporting regional social innovation ecosystems must be adaptable and specific to the local context, as each region has its own unique characteristics and needs. The central element in designing these models is the identification of final users and a clear understanding of their needs and capacities. An example in one of the labs was a case of an organisation working to combat childhood obesity and promote healthy habits. Here, an ecosystem model must be adapted to the healthcare environment in which the organisation operates. This could enable the sharing of experiences among all stakeholders addressing the same issue, the creation of partnerships with local businesses that can contribute funding and participate in the project, and the establishment of connections with other social care actors, including public institutions and third-sector organisations.

Decide on level of complexity

The need to find the right balance between functionality and complexity in developing the model was discussed. It is important to include all the essential functions, but without making the model so complex that it becomes difficult to use or understand. The model should therefore remain accessible and practical, while still retaining its key features and analytical value. The level of complexity should be tailored to what is most useful and practical for each setting. The end users – including decision-makers, political leaders, and civil society actors – influence the level of complexity and how to make the models accessible. Decision-makers, for instance, may require simpler, high-level mappings, while ecosystem facilitators might need more detailed representations.

Mapping actors and networks

Clear and systematic mapping of actors, roles, resources, norms and societal structures can create a shared understanding of how social innovation develops, including existing barriers and opportunities.

Models benefit from functions that clearly identify actors, their roles, and their relationships across sectors. Visualising these connections—whether financial, social, or institutional—helps clarify how different parts of the ecosystem interact. The map serves as a key tool for visualisation, enabling stakeholders to understand the ecosystem and identify potential connections between actors. Actors can be classified according to their roles, distinguishing between financing bodies, facilitators, social entrepreneurs, etc. If the focus is a specific thematic area, actors or initiatives can be classified by thematic area to indicate which organisations are working on particular topics or issues, in line with the ecosystem model's structure and focus area. It was also suggested to include matchmaking and collaboration tools to facilitate connections between actors.

One of the participating researchers (see more in appendix) suggested four questions for the models in the mapping:

- *Who are the actors within the ecosystem* – these depended on the model´s different primary objectives. In some models, lists of organisations were presented whereas in others, the actors were described through typologies – for example, public sector, civil society, business, and academia.
- *How do actors operate and interact*? Some models focus on interaction, allowing users to visualise relationships in a fluid way. Other models highlight financial instruments,
- *When and where* – models focusing on interactions position actors, for example, in relation to geography, where activities take place, or within the innovation process, showing their roles at different stages.
- *Diversity and context-specific adaptation*. As described before, each model´s approach depends on its context, community, and purpose. The goal should not be to standardise models but to recognise that they each respond to shared questions through context-specific solutions – influenced by cultural, institutional, and practical needs.

Spatial and thematic visualisation

The actual visualisation of the roadmap and the ecosystem was described as a main strength of the models. Clear visualisation can help illustrate how different actors and resources are connected around social innovation, fostering a broader and more shared understanding of how the ecosystem functions. The ability to filter information across different geographical or thematic scales would make the models more adaptable to various users and contexts.

Digital formats for collaboration and learning

There is a risk in developing and using ecosystem models that are static, non-digital, and require time-consuming manual updates. Digital formats can facilitate interaction and continuous updating, also allowing the iterative development of models, step by step. Interactive, digital features—such as matchmaking and collaboration tools, actor profiles, filtering options, user-generated data input, and, for example, visualisation of investment flows—enable more active and dynamic use of ecosystem models. These functions strengthen connections between actors, identify synergies, and create better conditions for collective action

It was discussed that AI can contribute with identification of actors and initiatives, but with careful design also interpret ecosystem data and link mapping with co-creation and experimentation processes. AI-

enabled models might even generate tailored intervention proposals and suggest funding opportunities, automatically turning mapping into a strategic decision-support system.

One of the labs had a discussion on how useful it was to have a participant in their group from the tech domain when discussing the models. This exchange highlighted the importance of cross-sector collaboration in designing effective social innovation models.

Developing a place to integrate impact data, links to resources, funding opportunities and insights from different initiatives means that ecosystem models can function as hubs for continuous learning and improvement across the ecosystem.

It was considered useful when models include spatial maps of regions or countries, illustrating where activities and collaborations take place, focusing on local challenges and supporting "missions" to contextualise innovation efforts.

Incorporate norms and cultural dimensions

Including social norms, ethical values, and cultural perspectives can deepen understanding of what drives or hinders innovation in each area. Recognising these factors can help uncover new pathways and opportunities for change.

Support collective sense-making and co-creation

Participants underlined that the value of mapping lies not only in visualisation but also in the collective sense-making it enables. Without facilitation of shared interpretation, mappings risk becoming purely technical artefacts. Integrating participatory processes — both analogue and digital — was seen as essential to transform mapping data into knowledge that supports real social change. Mappings and ecosystem models can also contribute to reducing fragmentation across regional and national ecosystems. By creating shared frames of reference, mappings can facilitate cooperation among policymakers, enterprises, civil society, and local communities. To achieve this, the interactive dimension of mapping should be strengthened, enabling continuous input, dialogue, and mutual learning among actors.

Dynamic and interactive models

Many considered that models become useful when moving beyond static mappings towards dynamic, inclusive, and learning-based approaches that can actively generate and support social innovation. It was considered valuable for users to be able to contribute their own data, update information, or visualise investment flows, making the models more dynamic and participatory.

The models can move beyond static descriptions of ecosystems and rather become an active tool for fostering collaboration, learning, and innovation. Instead of functioning as a mirror of existing structures, mapping can help generate new relationships, highlight gaps, and inspire transformative action. One reflection was that ecosystem models would become more relevant by moving from instruments for mapping existing structures into diagnostic tools for identifying unmet needs, underdeveloped connections, and opportunities for innovation.

Identifying and meeting diverse needs

Models should also be useful for different types of actors, not only as a visual tool but as a practical resource meeting diverse needs. Beyond visualising the ecosystem, they should also contribute with a focus on how social innovation initiatives contribute with solutions for societal challenges and support policy makers in identifying where action and investment are most needed.

It was also considered important to not only describe “what is there”, but also to identify gaps, needs and opportunities in the ecosystem. Models can highlight where resources are lacking, where support structures need strengthening, where collaboration could be expanded, and which rules, norms, or values hinder or enable innovation. This enhances the ability to work strategically on developing the ecosystem’s overall capacity.

In relation to this, there might be a need for practical guidance. All actors involved should be able to access, understand, and use the model easily. Therefore, clear and user-friendly practical guides or tools can be essential to help stakeholders navigate and engage with the model effectively.

Integrate impact

It was stressed as an area of importance to integrate a better understanding of the impact of social innovations in the models, as this remains a crucial area for further focus and development.

Ownership and sustainability

Building dynamic models that actively support the development of social innovation requires updates and maintenance. How can the ownership of the models be maintained and funded? One challenge when developing these kinds of models concerns updating the data and ensuring that mappings remain current and relevant. This is both a technical and an organisational issue. Technically, models must find ways to renew data efficiently and reflect ecosystem changes over time. Organizationally, there must be clarity about who is responsible for maintaining and updating the mapping. This raises an important question that needs to be addressed when developing the models: “Who is responsible for funding and sustaining social innovation modelling at the regional level”?

Literature

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Appendix: Presentations from panel of researchers

In this section, the full presentations from the researchers in the panel at the second lab are summarised in the form of AI-generated summaries of recording transcriptions.

Gorka Espiau, Spain: From Static Maps to Intelligent, Evolving Ecosystem Models

Our recent discussions have emphasised a key insight: to effectively address complex societal challenges, we must first understand who is already working in the field and how these actors are connected. This seems like a simple starting point, yet in practice, few regions possess a system that allows this kind of dynamic overview. When such systems do exist, they are often non-digital, static, and fragmented, requiring repeated manual updates.

This lack of dynamism limits their usefulness. A map without intelligence is merely a collection of data—it does not generate collective intelligence. To achieve that, we must build multi-layered, adaptive models that not only visualise connections but also help us interpret and act upon them.

Defining Purpose and Scope

A key learning is that mapping works best when it starts with a clearly defined societal challenge. Attempting to visualise an entire social innovation ecosystem without focus quickly becomes too broad and loses value. By contrast, when we identify specific challenges such as food system transformation or sustainable mobility, it becomes easier to determine which actors and initiatives are relevant and how they interconnect.

In our work, we typically distinguish between two levels of analysis:

- Key stakeholders, such as institutions and organisations
- Initiatives, meaning specific projects or interventions

Recognising both categories is essential; otherwise, much of the relational intelligence within the ecosystem remains invisible.

Mapping Connections as Collective Intelligence

Once the relevant actors and initiatives are identified, the next step is to reveal and categorise their connections. This process is inherently collaborative – a co-production effort among stakeholders to decide what kinds of relationships are most meaningful to visualise.

Connections can be of different types and qualities. They may be positive or conflictual, strong or weak, and their intensity and impact vary. Developing shared criteria for classifying these relationships—often around six key dimensions—enables the creation of richer, more insightful maps.

From Static to Dynamic: The Role of Evolution

Traditional mapping is static and therefore fails to capture evolution over time. Digital, data-driven models, however, can track the development and transformation of ecosystems. For example, if a social innovation initiative maintains the same limited set of connections after a year of operation, it may signal stagnation. Ideally, we should observe a growth in both the number and diversity of positive connections, reflecting increased collaboration and impact.

Case Study: Gipuzkoa Region, Basque Country

An illustrative example comes from the Gipuzkoa region in the Basque Country, where we have collaborated with local authorities on developing ecosystem mapping tools to support two social innovation missions:

1. Transforming the food system,
2. Transforming the transportation system.

The process has brought together public institutions, private sector actors, academia, and civil society to define criteria for visualisation, connection types, and data use. This collaborative approach ensures that the mapping not only represents existing dynamics but also supports ongoing learning and coordination.

Integrating Perceptions and Social Dimensions

A further step we are now exploring involves integrating social perceptions into the mapping. Merely visualising actors and their relationships is insufficient if it does not reflect how local communities perceive challenges and interventions. Understanding perceptions allows mapping to become part of a living social innovation process, rather than a static analytical tool.

The Role of Artificial Intelligence

Artificial intelligence (AI) already offers valuable capabilities in this area. Existing AI tools can automatically identify key stakeholders within a specific region and around a defined topic, significantly reducing the time and cost of manual mapping. While human validation remains necessary, these technologies can perform much of the groundwork.

Beyond identification, AI can also interpret ecosystem data, helping to extract social perceptions and link mapping with co-creation and experimentation processes. In the near future, AI-enabled models could even generate tailored intervention proposals and suggest funding opportunities, automatically turning mapping into a strategic decision-support system.

From Cost to Investment

A major barrier remains the perception that ecosystem mapping is a cost rather than an investment. When integrated with evaluation, experimentation, and co-creation, however, intelligent mapping becomes a vital tool for increasing the impact and efficiency of interventions. The goal is not simply to visualise what exists, but to enable systems learning, inform strategy, and strengthen collaboration across the social innovation landscape.

Florian Laboulais, France: Common Questions and Development Needs in Social Innovation Ecosystem Models

In examining the diversity of existing ecosystem models, I sought to identify what they share in common. Although these models differ considerably in form, scope, and purpose, they all attempt to respond to a set of core questions. This comparative perspective can help us understand their underlying logic while avoiding an artificial uniformisation of approaches.

Who Are the Actors within the Ecosystem?

Each model, in its own way, seeks to answer this question. However, the response depends strongly on the model's primary objective.

- When the goal is primarily to map and describe the ecosystem, models tend to list specific organisations. This is the case, for instance, in the French "Social Gramme" or the Book 2GS and Spanish mappings.
- When the aim is to guide action and address societal challenges, as seen in the Swedish model, actors are instead represented through typologies—for example, public sector, civil society, business, and academia.

The definition of "who counts" as an actor also depends on the boundaries of the model. For example, the French model is primarily designed for members of the local collective that developed it and focuses on internal ecosystem actors. By contrast, the Portuguese and Spanish models provide more detailed profiles of each actor, often including thematic filters to locate them by their field of action.

In models designed to support entrepreneurs, such as the French one, the emphasis lies on roles and complementarities among actors rather than on thematic categories. There, actors are classified into three key functions: funding, business, and accommodation and support mechanisms.

How Do Actors Operate and Interact?

The question of "how" encompasses both resources and interactions.

- The Portuguese model, for instance, highlights the financial instruments that actors mobilise or benefit from.
- In models that focus more on interactions, the mapping often includes interactive or dynamic components, allowing users to visualise relationships more fluidly and less statically.

When and Where: Temporal and Spatial Dimensions

The questions of "when" and "where" are closely linked, as both relate to positioning actors in time and space.

- Some models integrate a temporal perspective, situating actors within the innovation process and showing their roles at different stages.

- Others are geographically structured, providing a spatial overview of where activities take place within a region or country.

Diversity and Context-Specific Adaptation

I deliberately framed these reflections as questions because each model's way of answering them depends on its context, community, and purpose. The goal should not be to standardise models but to recognise that they each respond to shared questions through context-specific solutions—influenced by cultural, institutional, and practical needs.

Further Development of Ecosystem Models

While the existing models already provide valuable insight, two main issues emerge as priorities for further development: actualisation and integration.

1. **Actualisation: Keeping Models Dynamic**

   One persistent challenge is updating the data and ensuring that mappings remain current and relevant. This is both a technical and an organisational issue:

   - *Technically*, models must find ways to renew data efficiently and reflect ecosystem changes over time.
   - *Organizationally*, there must be clarity about who is responsible for maintaining and updating the mapping.

   Mapping should therefore be understood not as a static representation of a given moment, but as a living system that evolves alongside the ecosystem it describes. As new actors join and others change roles, the mapping must reflect these evolving relationships and needs.

2. **Integration: Connecting with Other Mapping Tools**

   A second issue is how these models interact with other existing mapping systems—for example, those related to green transition ecosystems or citizen-led initiatives, which are often closely linked to social innovation. Integrating data across such systems raises both technical and governance questions, including:

   - To what extent should data be open or shared?
   - How can mappings from different domains (environmental, social, civic) be interoperable and mutually enriching?

   Conclusion: Making Models Reflect Needs, Not Only Achievements

Finally, an important reflection raised in our discussions concerns what these models show. Most of them describe what has been done—the actors, the activities, the functioning—but do not sufficiently highlight what is missing or where the gaps lie.

A next step, therefore, would be to use these ecosystem models not only as instruments for mapping existing structures, but also as diagnostic tools for identifying unmet needs, underdeveloped connections, and opportunities for innovation.

José Mota, Portugal: From Mapping to Learning – Building Living Social Innovation Ecosystems

I would like to begin by situating this discussion within its broader context. I am reminded of an important article by Jürgen Howaldt and Sofia Lando from *Portugal Social Innovation Today*, which calls attention to the growing importance of social innovation in Europe.

We are currently living through what could be described as a "perfect storm" — a convergence of multiple and interconnected crises. These include social fragmentation, political polarisation, disinformation, and the erosion of trust. Such challenges reveal the limitations of traditional governance and market-based solutions.

Against this backdrop, social innovation and the mapping of its ecosystems are not a luxury; they are a necessity. They offer a way to rebuild our collective capacity to act, to care, and to imagine alternatives.

The Value of Ecosystem Thinking

The report under discussion is particularly valuable in this regard. It invites us to see social innovation ecosystems as living systems — composed of relationships, learning processes, and place-based specificities. They should not be viewed merely as catalogues of projects or static inventories.

This ecosystem perspective allows us to visualise how social innovation is structured and supported at different levels of governance. The report succeeds in doing this in a way that is both pedagogical and practical — useful for policymakers and practitioners alike who wish to strengthen their capacity to act in this field.

Importantly, it marks a shift from isolated projects to systemic thinking. Innovation, as the report makes clear, is not only about new ideas or funding opportunities; it is about connections among institutions, intermediaries, and communities. This perspective can make a major contribution to the work of Social Innovation Competence Centres across Europe.

Critical Reflections and Limitations

At the same time, several critical reflections emerge.

First, maps alone cannot fully reveal the conditions that make ecosystems effective. They often fail to show governance cultures, levels of decentralisation, degrees of trust, and existing asymmetries. Some regions benefit from consolidated networks and local leadership, while others remain dependent on external support.

Moreover, maps rarely capture the intensity or quality of relationships among actors. Ecosystems should therefore be understood not merely as a set of entities, but as fields of negotiation, mediation, and power relations — spaces where different forms of knowledge and influence interact.

There is also an invisible side of social innovation: initiatives that may not be funded or labelled as "social innovation," but which nevertheless contribute significantly through civic, public, or community-led innovation. Mapping should strive to make these transformative, bottom-up initiatives more visible.

From Mapping to Building Learning Infrastructures

Looking ahead, we should move from ecosystem mapping toward the creation of learning infrastructures. This means developing mechanisms of personal and institutional mediation to help organisations, citizens, and decision-makers effectively use these tools.

In Portugal, for example, plans are emerging to establish a Regional Observatory for Social Innovation — a structure that could link open data platforms with intermediary levels of coordination and learning. Such infrastructures would not only map what exists but also identify what is missing, helping to mobilise new social innovators to address existing gaps.

Visibility, Transformation, and Long-Term Investment

Finally, while ecosystem maps can greatly enhance visibility, they should also help us understand how transformation actually happens. Including inspiring stories and examples of impact can motivate other actors to engage in similar efforts.

To achieve this, we must embrace the complexity of social innovation ecosystems – recognising both formal and informal actors—and commit to long-term investment in learning and monitoring.

Ultimately, ecosystem mapping should not only describe innovation but actively generate it. It should function as a catalyst for collaboration, experimentation, and systemic transformation.

Karl Johan Bonnedahl, Sweden: Improving Compatibility and Learning Across Ecosystem Models for Social Innovation

First, I must say that my comments are based only on the report, so I may miss some details and understandings of the models that are clear to those more familiar with them. The models are very different, each serving distinct purposes, and my suggestions are made with the idea of improving their compatibility.

The additions I suggest could be seen as background factors — activated when needed, but not necessarily applied all the time. I believe that improving compatibility between the models could strengthen common understanding and mutual learning among actors.

Starting with the **Swedish model**, I see it as the most general one — not because I am Swedish, but because it provides a broad systems perspective. It could be used for understanding and mapping the conditions for social innovation in almost any context. However, it tends to highlight supporting factors, particularly on the left-hand side of the model.

Using the ecosystem metaphor, it might also be useful to include neutral or even negative actors and resources — those that favour other forms of innovation over social innovation. Moreover, since social innovation is at the centre, the model could benefit from including clearer criteria for defining social innovation and for identifying the societal challenges being addressed. This would strengthen both its comparability and its capacity for contextual adaptation.

The connected questions add perspective from the viewpoint of social innovation actors. However, I think the model is mainly relevant for understanding relationships between organisations and factors, rather than within organisations. It would also be useful to clarify the distinction between actors in social innovation and social innovation itself, since they are not the same thing. The current formulation places the social innovation actor, rather than social innovation, at the centre — and that could be refined.

The **French model** can be seen as a detailed and complementary counterpart to the Swedish one — focusing on networks rather than individual actors. I would suggest complementing it with some of the more general influencing factors from the Swedish model, such as norms and regulations. Simply marking the presence of such factors would help to contextualise the detailed network information. Given the model's level of detail, regular updating is crucial. Adding general factors would also provide a more generic conceptual frame, making it easier to apply and compare across different contexts.

The **Portuguese model**, in contrast to the Swedish one, focuses on social innovations themselves, rather than the surrounding conditions or factors. Like the Swedish model, however, it remains relatively general. I suggest making the criteria for defining a social innovation more explicit, which could also allow for the inclusion of non-funded SIs that meet those criteria. Data on interventions could then be coordinated with how societal challenges are defined and addressed in other models or countries. In principle, with sufficient effort, the four "corner" elements from the Swedish model could even be integrated into this Portuguese data system.

Finally, the **Spanish model** contributes a strong focus on societal challenges and a clear change-oriented approach. It could be complemented by the general contextual factors found in the Swedish model, while also enriching the more descriptive French model with its focus on improving activities and outcomes.

How to make ecosystem models useful

Defining Purpose and Scope - key learning is that mapping works best when it starts with a clearly defined societal challenge. Attempting to visualise an entire social innovation ecosystem without focus quickly becomes too broad and loses value. By contrast, when we identify specific challenges such as food system transformation or sustainable mobility, it becomes easier to determine which actors and initiatives are relevant and how they interconnect.

In our work, we typically distinguish between two levels of analysis:

- Key stakeholders, such as institutions and organisations; and
- Initiatives, meaning specific projects or interventions.

Recognising both categories is essential; otherwise, much of the relational intelligence within the ecosystem remains invisible.

Links shared in the lab chats

- Gipuzkoa: https://www.etorkizunaeraikiz.eus/en/ and https://oecd-opsi.org/blog/anticipatory-innovation-governance-in-gipuzkoa/.
- ALC tool: https://ktool.agirrecenter.eus/, https://www.agirrecenter.eus/en/k-tool and the code: https://code.bestiario.org/opensource/alc-ktool-open.
- Genio's tool Validating Social Innovations for Scaling: Validation+Tool+to+Assess+Potential+of+Social+Innovations+to+Scale.pdf
- Mapa Interativo da Inovação Social: Projetos | Portugal Inovação Social
- Cooperation support structures : https://www.avise.org/ressources/cartographie-et-annuaire-des-structures-accompagnant-les-cooperations
- Social innovation & social economy initiatives support systems: https://www.avise.org/sites/default/files/atoms/files/20230217/avise_carto_detaillee_accompagnement_creation.pdf
- Mapping of Territorial clusters for economic Cooperation: https://carto-ptce.carteco-ess.org/
- Estudo do ecossistema de inovacão social em Portugal: EIS_versao1
- Orientation map for societal change: https://socialinnovation.se/si/orientation-map-for-societal-change/
- ESSOR: ESSor - Le portail de l'accompagnement et du financement de l'ESS en Pays de Loire
- One Value: One Value – Portugal Inovação Social 2030
- Matchmaking Social Economy: EU Networks/EaSI Call: Home | Matchmaking Social Economy: EU Networks/EaSI Call
- Map of social innovation in the Atlas of Social Innovation: Map of Social Innovation | socialinnovationatlas.net

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MALMÖ UNIVERSITY

FORUM FOR SOCIAL INNOVATION SWEDEN