A Digital Competence Framework for the Third Sector and Social Enterprises

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Research approach

1. A review of the academic digital competence literature.
2. A broader review of literature and resources from different sources (including documents from policy-makers and practitioners) on developing digital competences.
3. A review of DigComp and other competence frameworks .
4. Empirical research consisting of 19 interviews with experts from across Europe,

Underpinnings – Key research findings

The potential gains offered by the effective use of digital tools are huge – for efficiency and service delivery

More, longer-term and well-informed strategic planning is needed in many organisations

Lack of resources is a huge barrier to digitalisation, but so are lack of knowledge and enthusiasm

The sector is struggling to keep up – particularly small organisations

There are many sources of support for digitalisation but these are not always joined up

Underpinnings – Guiding principles

A framework that builds on work done before

A framework that promotes democracy and digital inclusion

A framework that enables TSOs to further social mission

A holistic framework including:
soft and hard skills
digital and leadership skills

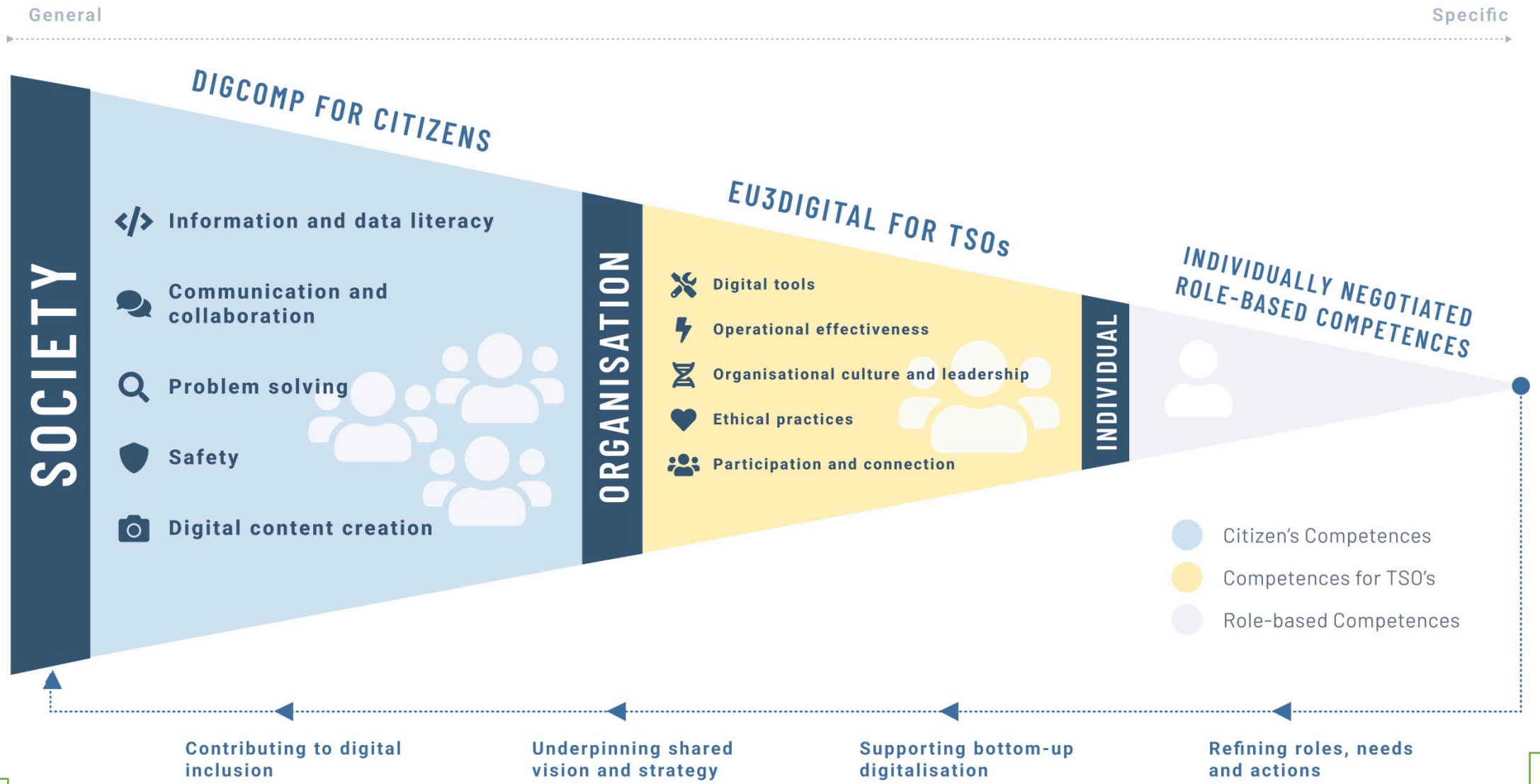
A framework that prioritises the specific needs of the third sector

A framework that considers skills as distributed across the organisation

A framework that addresses barriers to digitalisation for smaller organisations early in their digital journey

A framework that accommodates rapid change through continuous learning

Positioning the Framework



The Framework – Digital Competences for TSOs.

1	**Digital tools**
1.1.	Identify digital needs and functions of the organization
1.2.	Identify, assess, procure and maintain appropriate hardware and software
1.3.	Gather, manage and analyse data to further social mission
1.4.	Track and act on the potential impacts of current and upcoming tools
2	**Operational effectiveness**
2.1.	Establish a coherent and efficient infrastructure through integration and rationalization
2.2.	Know when and how to outsource
2.3.	Train stakeholders to enable digital infrastructure to function effectively
2.4.	Evaluate and monitor efficiency and sustainability of digital infrastructure
2.5.	Ensure the safety and security of infrastructure, data and stakeholders

3	Organisational culture and leadership
3.1.	Develop a long-term sustainable vision and strategy for digital
3.2.	Enable and empower bottom-up creativity and encourage innovation
3.3.	Distribute digital leadership across the organisation
3.4.	Explore digital service delivery
3.5.	Support digital confidence and continuous learning for all stakeholders
3.6.	Establish principles and processes to manage continuous change

4	Ethical practices
4.1.	Include all stakeholder groups within digital vision and strategy
4.2.	Understand and mitigate the negative consequences and risks of digitalisation
4.3.	Move forward on digital inclusion
4.4.	Include social and environmental responsibility criteria when evaluating service providers and tools

5	Participation and connection
5.1.	Share knowledge and resources with peers
5.2.	Make use of existing networks to explore digital possibilities
5.3.	Discover the wider digital ecosystem and actively participate

Digging into the Detail

Each competence consists of knowledge, skills and attitudes

For a full list of knowledge, skills and attitudes see accompanying leaflet

Example

2 Operational effectiveness

2.2. Know when and how to outsource

Knowledge

- Current organisational capacity
- The range of available options for outsourcing
- Outsourcing processes

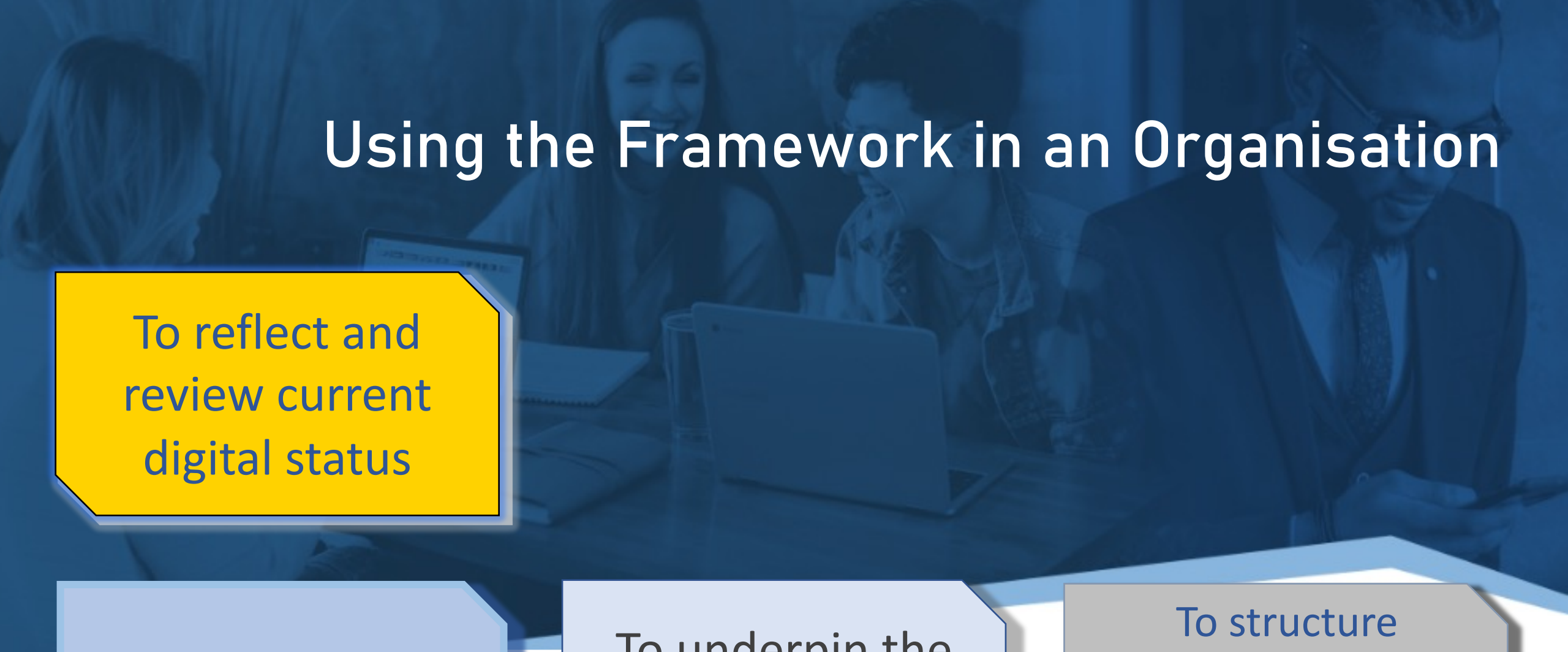
Skills

- Research
- Cost benefit analysis
- Procurement
- Project management

Attitudes

- Openness to new ways of working and collaborating

Using the Framework in an Organisation



To reflect and review current digital status

To develop digital strategy

To underpin the development of training

To structure discussion within the third sector community

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