

Better Entrepreneurship Policy Tool Group Results Report & Future Recommendations

**For the attention of the Central Bohemian
Innovation Centre (SIC)**

Authors:

Gabriela Gandel, Executive Director, Impact Hub Network
Vladimir Visek, Sustainable Business & Development, Impact Hub Prague

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Executive Summary

Small and medium businesses (SMEs) are important contributors to sustainable economic development and job creation¹. They represent 50%² of global jobs and contribute 23-61% of national GDP³. In the Czech Republic, their contribution is usually between 43.1 % and 56% of GDP and between 61.4% and 73.9% of employment.

One in three SMEs globally aims at social good⁴, making social enterprises (SEs) a key niche and the core target group of Impact Hub's activities. Some critics - and even some advocates of social enterprise - dismiss its potential contribution to not only sustainable but also inclusive economic development on the basis that it is too small, too business orientated or too niche. Yet this perception ignores a rich vein of evidence. For example, social enterprises are far more likely to be led by women than mainstream businesses. 38% of social enterprises have a female leader, compared with 19% of SMEs and 3% of FTSE 100 companies. And 28% of social enterprise leadership teams have minoritized directors. Only 11% of SMEs report having directors from a minoritized background⁵. Finally, most SEs either serve vulnerable groups through their products & services, create additional jobs and livelihood opportunities for these groups or engage them in social & civic engagement.

The social enterprise sector in the Czech Republic, and specifically in the Central Bohemia region, is also growing and holds key potential for inclusive & green job creation and livelihoods. However due to the ecosystem's earlier stage of development and the surrounding insufficient public & private infrastructure, it needs further investment and stronger collaboration amongst initial key players to succeed in bringing forth the full economic, social and environmental results it can deliver.

SIC – the leading innovation centre in the Central Bohemia region – in partnership with Impact Hub – the largest global network of social entrepreneurs – have partnered to explore the current social enterprise ecosystem state in the region, and identify, through a bottom-up approach, gaps and opportunities where SIC might be able to intervene through an accelerator program.

As a first step, they leveraged the OECD & EU developed Better Entrepreneurship Policy Tool to survey 14 key local stakeholders representing a variety of backgrounds – entrepreneurs, business support organisations, academia, policy and business. This exercise was undertaken after a launch event introducing the initiative and the social enterprise concept to the local environment. The results of the survey and the related key recommendations are captured below and will be utilised in a multi-stakeholder's workshop in October 2021 focused on designing a relevant initiative to support social entrepreneurs & innovators in Central Bohemia.

The group results indicate an early stage of development of the ecosystem, with promising advancement at the level of skills & business development support, key opportunity for further development in the Access to Market and Access to Finance categories and stronger gaps in the regulatory framework support. On the basis of these insights, the key recommendations revolve around establishing key partnerships with skills & business development focused organisations and designing an accelerator that focuses on expanding the access to market & finance areas. Moreover, an advocacy effort is recommended in order to move local and national policy makers into supporting more actively – in particular in recognizing social enterprises, providing them relevant financial

¹ OECD, [Enhancing the Contributions of SMEs in a Global and Digitalised Economy](#), 2017

² World Bank, [SMEs FINANCE](#)

³ [MSME Country Indicators, IFC 2014](#)

⁴ Financial Times, [Special Report Social Entrepreneurship](#), 2018

⁵ https://www.britishcouncil.org/sites/default/files/british_council_-_seuk_think_global_report_graph4.pdf

support and providing them access to social procurement opportunities. Specific case studies and individual deep dives are provided in the results below around each of the seven areas surveyed.

An overview of Social Enterprises Globally

Worldwide there is increasing interest in social enterprises as formal and informal mechanisms of support for delivering services that the public and the private sector are failing to provide. The present scale of the social problems faced by the societies is deemed to be unmatched in human history. Economic and environmental challenges are magnified by the population growth, migration, inequality and diversity challenges in many country contexts.

On the positive side, obtainability of opportunities offered by digital technologies and the highly interconnected ecosystems is unprecedented as well. Socio-technological transformations brought by the rapid development of digital economy impact the way in which social enterprises are formed, sustained and scaled up. New generation business models used extensively by social enterprises such as platform cooperatives point out the fact that there are many opportunities for changing the dynamics of how social enterprise ecosystems relate to a wider range of stakeholders including technology platforms and users.

Social enterprises generate economic and social value. They create jobs and nurture other businesses while following good environmental and ethical practices. Social enterprise sector's contribution to the economy is vast when benchmarked against other sectors, i.e. the UK's social enterprise sector contributes three times more to the economy than the agriculture sector, according to Social Enterprise UK's 2018 'The Hidden Revolution' report. Social enterprises are worth £60 billion to the UK economy, 3 percent of GDP and 5 percent of all employment employing as many people as the entire creative industry sector. Social enterprises also represent 10 percent of all businesses in the EU providing employment to more than 13,6 million people. The report defines social enterprises as companies that 1. have a clear social or environmental mission that is set out in their governing documents; 2. are an independent business and earn more than half of their income through trading (or are working towards this); 3. are controlled or owned in the interests of their social mission; 4. reinvest or give away at least half their profits or surpluses towards their social purpose and 5. are transparent about how they operate and the impact they have.

Social enterprises are also seen as a viable alternative to help achieve the Sustainable Development Goals. As initiating agents for social innovations, social enterprises have a great potential to foster sustainable and inclusive growth. Consequently, fostering social entrepreneurship ecosystems is an alternative way to sustain and complement public policies in the sustainable development area. Performance and efficiency of SEs compared or relative to other social service providers such as the state and civil society are yet to be reviewed but given the fact that SEs are keen on managing and measuring social impact and their economic success depends on their performance, they are among the best candidates for learning, bettering and enhancing their performance.

Social enterprises are positively deviant in terms of their demographic qualifications. Underprivileged groups such as young people and women are leading social enterprises all around the world. In average around the world young people aged 18-35 makes up approximately 50 percent of social entrepreneurs while women make up approximately 45 percent of social entrepreneurs. Thus, support provided to social entrepreneurship translates into supporting youth, women, and the underprivileged.

Defining social entrepreneurship has been an issue haunting the field for decades but thanks to the steady growth of the field in recent years both the theory and practice matured beyond the definition issue. There are still different operational and legal definitions around the world, but it is easier to claim now compared to five years ago that there is a growing agreement around differentiating characteristics of social enterprise. These common characteristics are: i) bringing together income/profit generating activities with social impact generating activities, prioritising the latter, and ii) doing this via independent and participatory management structures or with improved accountability and transparency conduct. Briefly, most social enterprises operate on a spectrum of different combinations and variations of their business models, social impact/purpose models and governance models. Elements of innovation and rules regarding surplus/profit distribution are still contested issues and are included in some definitions while not mentioned in others.

Majority agrees that at least certain limitations in profit or asset distribution are essential for social enterprises, yet the extent of these limitations are debated. In practice almost all social enterprise laws, except for the American benefit corporation, have restriction rules to ensure that the purpose of the social enterprise is maintained. These restrictions might be in the form of dividend caps, asset locks, limited dissolution rights and property transfers or requiring a percentage of profits to be reinvested. The UK Community Interest Company (CIC) has asset lock structures limiting the distribution of the property and income of the business to the members, owners or managers of the organization. In British Columbia (Canada), Community Contribution Company (C3) limits dividends to 40 percent of a C3's annual profit. In France ESUS (Entreprise Solidaire d'Utilité Sociale) certification requires, among other things, that at least 66 percent of business expenses are dedicated to social mission or rate of return on investment is less than 5.96 percent.

Although social enterprises are innovative and social entrepreneurs are particularly collaborative and diverse in their daily operations opening up ways for social innovation, innovation is not seen as a required qualification. Survey results from the SEFORIS Project Cross Country Report indicate that 88% of social enterprises in Germany are innovative in the sense that they combine different methods, products, processes or services offering better solutions to existing social problems or responding to emerging social problems. Similarly, a recent British Council study conducted in Turkey suggests that 86% of social enterprises are innovative. That is also why most social enterprises do not easily fit into existing industrial sectoral categorisations or social sector categorisations and sectoral approaches carry the risk of curbing the diversity of the field.

There is a developing literature on the Fourth Sector which is defined as an emerging sector at the intersection of the three sectors (public, private, civil society) and combining market-based approaches of the private sector with the social purpose of the public and civil society sectors to address pressing problems. That line of discussion is interesting since it positions social enterprise within a new sector moving beyond the existing dichotomy of for-profit and non-profit debates.

It should be noted that the great majority of social enterprises are micro enterprises. In less developed countries most social enterprises are survivalists or 'necessity entrepreneurs' hence they do not seek profit at all focusing mostly on income/livelihood.

Better Entrepreneurship Policy Tool Application in the Central Bohemian Region - Context

Throughout 2020, SIC has explored the topic of social entrepreneurship and innovation in regards to how it could contribute to the long term sustainable development of the Central Bohemia Region,

increase its innovation output and competitiveness and open entrepreneurial opportunities that leverage the inclusion & green transition broader European efforts.

In this research a connection with Impact Hub was established. Impact Hub is currently the largest global network of social entrepreneurs, supporting over 16,500 such individuals across the world in over 60 countries and delivering over 250 social entrepreneur support programs annually. It has been present also in Czech Republic (Prague, Brno and Ostrava) since 2010, leading significant incubation, acceleration and investment efforts for social entrepreneurs across the country.

SIC would like to design a program for social entrepreneurship (for-profit and tech-based) for entrepreneurs and researchers with their commercially viable projects to maximize their social and environmental impact. Some of the reasons for exploring this opportunity include considerations such as the fact that circular plastic, textiles, bioeconomy, and green/circular economy and procurement, represent a biggest potential and impact in Czech Republic (INCIEN), or that social enterprises with social and environmental impact are the fastest growing niche in SME market (British Council).

In order to ensure the design of the program is relevant, supported and co-created with local stakeholders, SIC decided to use an ecosystem assessment tool (survey)- Better Entrepreneurship Policy Tool - developed by the OECD and the EU as a first step. For this purpose, they joined efforts with Impact Hub (Ambassador of the tool) and have organized together a webinar to raise awareness about this topic and introduce the tool to key diverse stakeholders from the local context.

Post the event stakeholders were invited to fill in the tool and the results are captured in this report. This report is built on 14 responses received from stakeholders, representing a mix of academia, public policy makers, social entrepreneurs, business support organisations and financial providers from within the Czech Republic context and overall networks of SIC and Impact Hub.

The report's aim is to identify opportunities & gaps in building a social enterprise support intervention in the Central Bohemia region, identify where the focus of efforts is required, and what type of program should be developed from a bottom-up approach.

Following this report, SIC and Impact Hub will organise a deep dive co-creation workshop in Oct 2021, inviting both the stakeholder which filled in the survey but also broader stakeholders from the local and international context, to review the results of the report and design collaboratively a draft support program format for existing and potential social entrepreneurs in the region.

Survey Results and Summary Insights – Central Bohemia Region, SIC

Broader European Context

Since 2011, with the initiation of the EU Social Business Initiative, the social enterprise ecosystem development within the region has significantly advanced. In January 2020, the EU has published the report "Social enterprises and their ecosystems in Europe" - a latest status on key development within the region that sets the ground on where we stand today and how initiatives within the Czech Republic and beyond can leverage broader regional development and various best practices mentioned throughout this report.

Overall, there is significant progress on the political and official recognition of social enterprises in policy and sustainable development debates, including in the CEE and SEE regions. Many countries have adopted either official regulatory frameworks, or developed initial national plans as well as

leveraged the overall EU directives on the matter. Gaps remain in the actual implementation of the frameworks, both due to slow bureaucratic or political implementation or due to the ever-changing dynamics of this younger sector.

Figure 3. Countries with policy frameworks targeting social enterprise

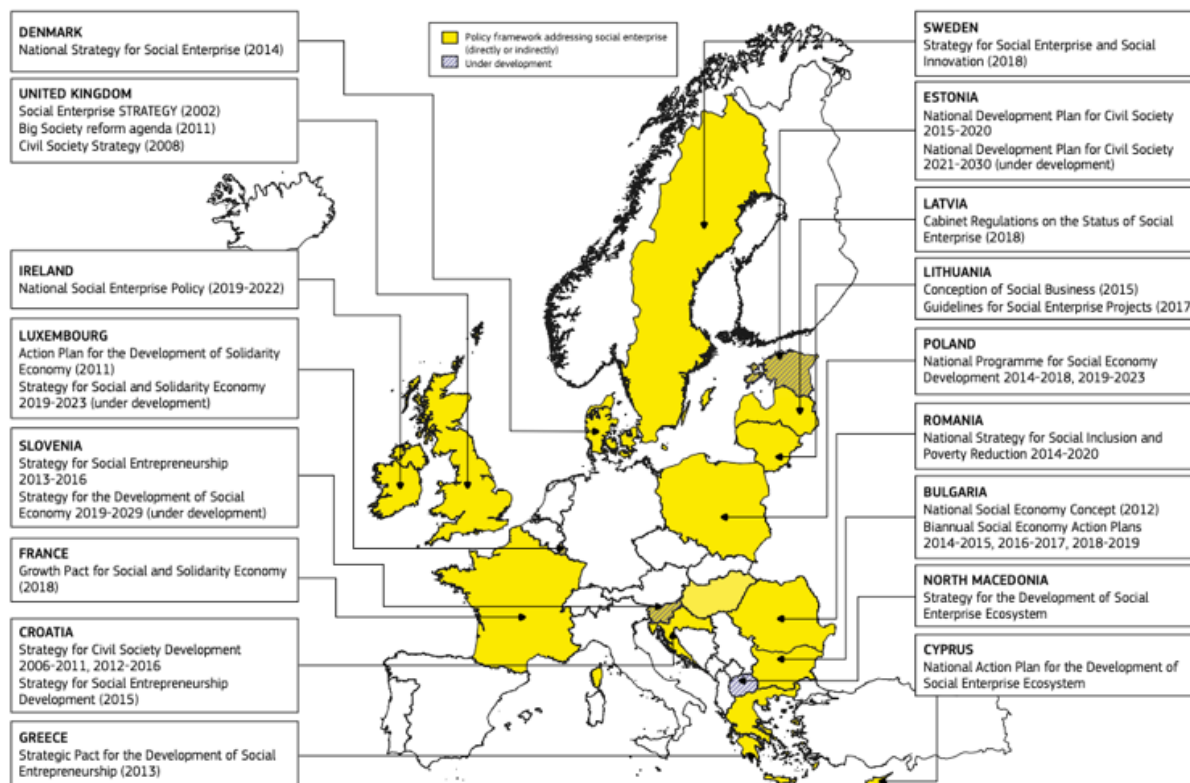
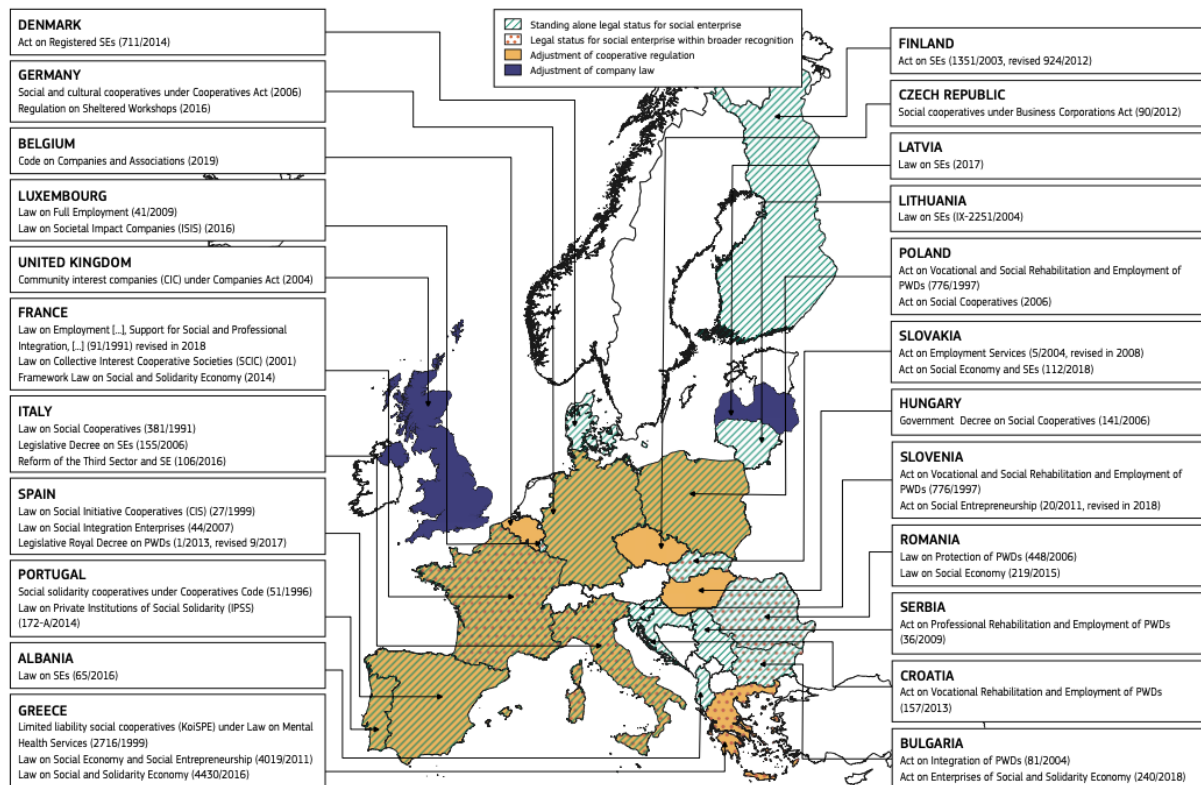


Figure 4. Countries with laws on specific legal forms or statuses for social enterprises



Progress in the official recognition of social enterprises and their inclusion in mainstream policy initiatives, have also facilitated and, at the same time, been supported by increased financial and non-financial support from public bodies. These are significantly advancing the impact of social enterprises on key social, environmental and economic indicators with, with countries like the UK or Germany already seeing significant results in the relevance of this sector to their GDP, social development and public service delivery.

Table 10. Availability of major support measures for starting up social enterprises

Type of support measures	Yes, without limitations	Yes, with limitations	Not available
Grants and subsidies from public authorities and European funds	Austria, Finland, Italy, Luxembourg, Malta, Netherlands, Poland	Belgium, Cyprus, France, Germany, Ireland, Latvia, Lithuania, Portugal, Romania, Slovakia	Bulgaria, Croatia, Czech Republic, Denmark, Estonia, Greece, Hungary, Slovakia, Slovenia, Spain, Sweden, United Kingdom
Grants and other support from private stakeholders, foundations and second-level organisations	Austria, Belgium, Croatia, Czech Republic, Germany, Latvia, Lithuania, Luxembourg, Netherlands, Portugal, United Kingdom	Bulgaria, Estonia, France, Ireland, Italy, Malta, Portugal, Slovakia, Spain	Cyprus, Denmark, Finland, Greece, Hungary, Romania, Slovenia, Sweden
Private and public support for incubators and business innovation centres	Austria, Belgium, Cyprus, Estonia, Finland, Greece, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Spain	Croatia, Denmark, France, Germany, Hungary, Ireland, Italy, Portugal, Romania, Slovenia, United Kingdom	Bulgaria, Czech Republic, Poland, Slovakia, Sweden

Table 12. Countries with specific fiscal benefits for social enterprises

With specific fiscal benefits	Without specific fiscal benefits
Austria, Denmark, Estonia, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Luxembourg, Poland, Portugal, Romania, Slovakia, Spain	Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Finland, Malta, Netherlands, Slovenia, Sweden, United Kingdom

National context – the social enterprise ecosystem in the Czech Republic

The Czech Republic has a nascent social enterprise sector with the majority of the enterprises focussing on the employment of people with disabilities, long term unemployed or other marginalised groups. Its size is a subject of discussion; estimates range between a couple of hundreds to as many as around 4,000⁶ depending on the definition used. TESSEA, the Thematic Network of Social Economy⁷ has drawn up a list of principles building on the EU's definition of social business and created two types of social enterprises initially: “general social enterprise” and work integration social enterprise (WISE). More recently TESSEA created a new set up of principles for a new type, the “environmental social enterprise” (Figure 1).

The WISE principles have been used over the years by the Ministry of Labour and Social Affairs (MoLSA), in charge of social enterprises on the government's side, for the purposes of its grant making and support programmes. MoLSA has a narrow understanding of social enterprise and sees them only as a tool for employment creation, therefore it only supports WISEs. It created an official registry that contained 222 social enterprises in early 2018. Also using the TESSEA characteristics, other stakeholders estimated the social enterprise universe to be 400-600, mostly limited liability companies and public benefit companies⁸.

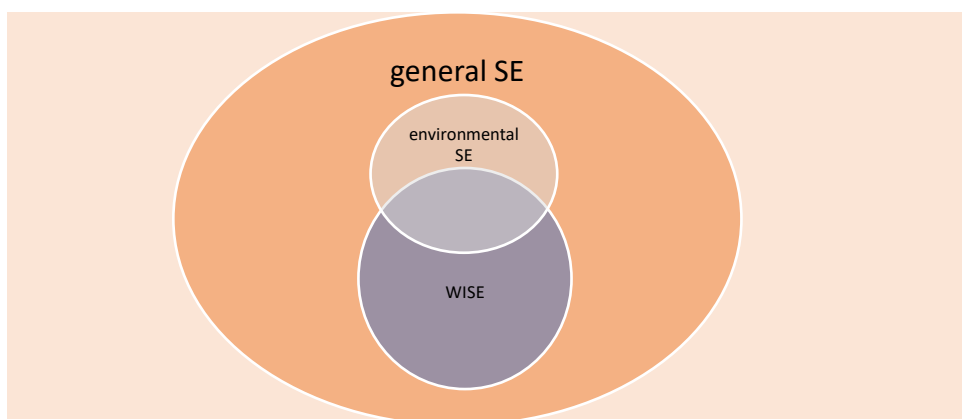
Social enterprises are set up in a diversity of legal forms ranging from associations to limited liability companies. They are engaged in a wide range of impact areas and business sectors. The Czech Republic currently does not have specific legislation for social enterprise. A Social Enterprise Act was drafted and launched in 2017, but never passed. A new draft was drawn up in 2020 and submitted for approval through the legislative process in 2021.

Figure 1. Types of social enterprises according to TESSEA definition

⁶ European Commission (2019), page 44

⁷ <https://www.tessea.cz/>

⁸ European Commission (2019)



Source: Francova P, Frankova E (2019) Evaluation of a questionnaire survey of social enterprises in the Czech Republic 2019, for the Ministry of Labour and Social Affairs

At the same time, impact investors expect that long term policy initiatives of the EU, such as the Green Deal and the consequent environmental standards in public procurement will present opportunities for impact enterprises in the environmental sector. The “Czech Republic is on the verge of a revolution as to what is the purpose of business: to benefit all stakeholders, not only shareholders”⁹. Social enterprise will increasingly converge with mainstream enterprise.

Greenwashing and impact washing discussions are now starting and will remain on the agenda. Current reality predicts slow progress with little official public sector support. The Czech Republic is far behind the rest of Europe in this respect, which makes the work of social enterprise network organisations and policy advocacy even more important. They need more support, funding and visibility in order to showcase social enterprise role models and represent their interest.

A promising trend is that more and more people and entrepreneurs want to do business in a different way and are looking to social and environmental enterprise models. They are not work integration enterprises, rather a new breed of business, which may operate in a diverse range of impact areas working for the common good. This new trend could help bring social enterprise into the mainstream and offer it the recognition it needs in order to grow.

Overall, the Czech Republic has advanced the social enterprise ecosystem over the past years, however remains in an early development stage compared to other more developed regional ecosystems. However, it has a unique opportunity to take a leadership role on this topic within its sub-region.

⁹ source: interview with impact investment fund

Table 14. Estimated number and degree of acceptance of social enterprises²¹

Country	Year	Estimated number of SEs	Number of SEs per million inhabitants	Estimated number of employees	Degree of data reliability	SE concept use & acceptance
Albania	2018	379	132	2,000-2,500	Low	Low
Austria	2015	Approx. 1,535	Approx. 174	N.A.	Low	Low
Belgium	2017	18,004	1,530	572,914	Average	Average-High
Bulgaria	2015-2017	Approx. 3,700	Approx. 525	26,000	Average	Average
Croatia	2018	526	128	N.A.	Average	Average
Cyprus	2017	190	22	N.A.	Very low	Low
Czech Republic	2018	3,773	356	N.A.	Average	Average
Denmark	2018	411	71	N.A.	Low	Average
Estonia	2016	121	92	1,603	Average	Low
Finland	2018	1,181	214	Approx. 52,500	High	Average
France	2015-2017	Approx. 96,603	1,414	>1,187,249	Average	Average
Germany	2017	77,459	936	N.A.	Average	Low
Greece	2019	1,148	107	N.A.	High	Average
Hungary	2016	15,855	1,621	72,642	Average	Average
Iceland	2017	258	740	1,488	Low	Low
Ireland	2009	3,376	699	>25,000	Low	High
Italy	2017	102,461	1,694	894,800	Very high	Very high
Latvia	2018	Approx. 200	Approx. 103	N.A.	Average	Average
Lithuania	2016-2017	3,476	1,237	N.A.	Average	Average

Country	Year	Estimated number of SEs	Number of SEs per million inhabitants	Estimated number of employees	Degree of data reliability	SE concept use & acceptance
Luxembourg	2017-2018	928	1,546	24,055	High	High
Malta	2018	31-62	65-130	N.A.	Low	Low
Montenegro	2018	150	241	< 500	Low	Low
Netherlands	2015-2016	5,000-6,000	290-350	65,000-80,000	Low	Low
North Macedonia	2013-2015	551	266	N.A.	Low	Low
Norway	2016	250	47	N.A.	Average	Low
Poland	2016-2019	29,535	768	428,700	High	Average
Portugal	2013	7,938	771	145,734	Average	Average
Romania	2015-2017	6,317	323	17,117	Average	Average
Serbia	2012	411	59	4,273	Average	Low
Slovakia	2014	3,737	687	N.A.	Low	Average
Slovenia	2017	1,393	674	15,063	Average	Average
Spain	2017	9,680	208	>91,500	High	High
Sweden	2009-2016	Approx. 3,000	Approx. 296	N.A.	Low	Low
Turkey	2016-2018	1,776	22	N.A.	Average	Low
United Kingdom	2007-2017	30,753	464	353,357	Very high	Very high

Regional context – group results for the Central Bohemia Region

I. Social Entrepreneurship Culture

The Tool defines an ideal social enterprise (SE) ecosystem as a place where awareness-raising activities are undertaken, civil society and social economy organisations actively foster social entrepreneurship, education and research activities contribute to the development of social entrepreneurship and statistical data on SEs is collected and analysed on a regular basis.

Bridging the social and solidarity economy organisations with SEs through law-making like in France and Italy, the UN Inter-Agency Task Force on Social and Solidarity Task Force (UNTFSSSE)'s approach associating SEs and SSE organisations are good practices. The President's Challenge Social Enterprise Award in Singapore, Asia Pacific Social Innovation Partnership Award (APSIPA) carried out by the Ministry of Economic Affairs in Taiwan are good practices for positive representation and visibility. On the statistical data collection front, a good practice is The Portuguese Social Economy Satellite Account (SESA) which is assembled and published by the Portuguese National Institute of Statistics.

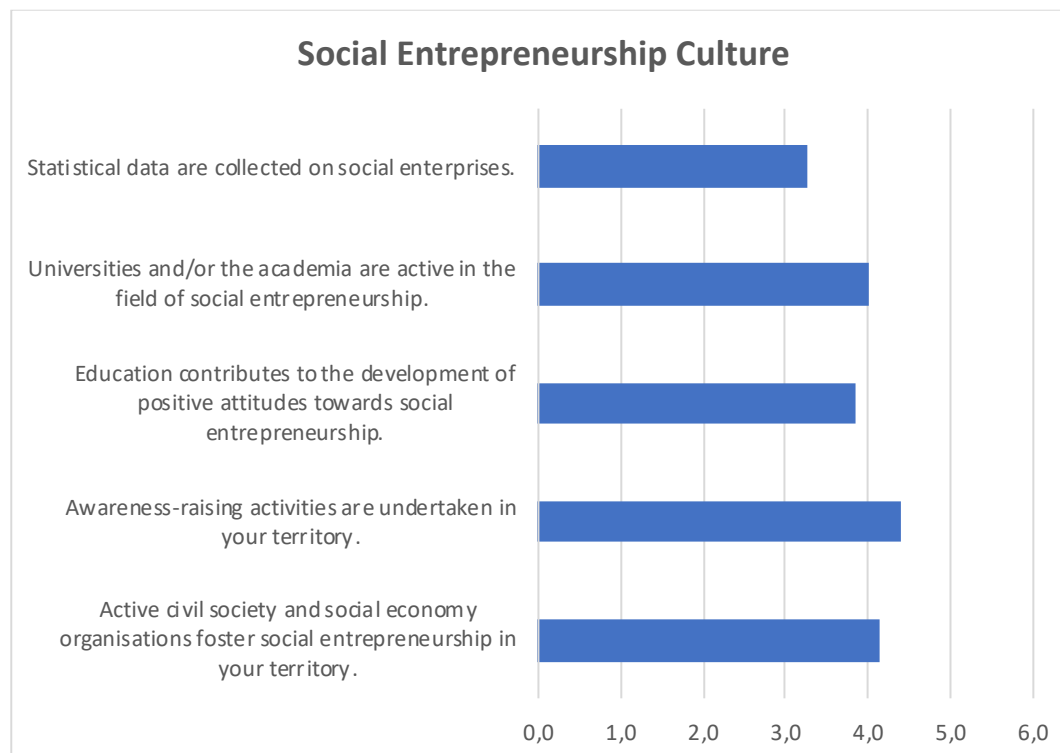
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: Active civil society and social eco organisations foster social entrepreneurship in your territory.

Lower score: Education contributes to the development of positive attitudes towards social entrepreneurship.



Key conclusions:

Overall, this area presents some overall initial progress and specifically on awareness raising activities which are an essential foundation for development. These can be leveraged to expand into more committed actions to support SE culture development and show that there is initial potential and interest to expand this area and support it in a more structured way, hence making the case for public & private organisations to actively support SE development with more confidence. However, given the early stage of the ecosystem and limited private & public support provided to SE initiatives, more structured, institutional and organisational embedding of the culture of SEs is limited, with most areas scoring under 5 of a maximum of 10 points awarded per area.

Recommendation to be explored:

In order to score higher, in your context one key recommendation is to consider having social entrepreneurship promoted through formal education (i.e. primary, secondary, tertiary education) and non-formal learning. This can be done through structure social enterprise courses (formal or informal) or through more dynamic entrepreneurial efforts such as social innovation challenges.

Why is it important?

Education plays a significant role in developing positive attitudes towards social entrepreneurship and can help to foster understanding of its specific functioning and role in society. Indeed, through education, students can learn how social enterprises work and contribute both to social and economic outcomes. In addition, it can provide students with opportunities to develop their entrepreneurial competences more generally, contributing to personal development, active participation in society, employment prospects and to business creation. An effective way to promote social entrepreneurship is therefore to embed it into formal education (i.e. primary, secondary and tertiary education) and non-formal learning. At the higher education level, there have been an increasing number of courses and programmes developed related to social entrepreneurship in recent years. However, there is still space for improvement among younger students. One option is to invite social entrepreneurs to present concrete examples of social enterprises to for example secondary education students, or to include professions related to social entrepreneurship in career orientation classes (see good practice example below). Another option is to have social entrepreneurship education programmes already from late primary education, inviting students to tackle social and environmental challenges for example through the creation of a “mini” social enterprise together with their classmates. Teachers play a significant role here, and need to be adequately trained.

Case studies

In Singapore, The President’s Challenge Social Enterprise Award is given by the President’s Office to outstanding businesses and their partners within the social enterprise sector. Honouring and recognising exceptional social enterprises for their contributions is the main aim of the award programme that has three categories for i) newly established SEs, ii) SEs older than 2 years and iii) the partners of the SEs. Asia Pacific Social Innovation Partnership Award (APSIPA) is another award programme carried out by the Ministry of Economic Affairs in Taiwan. It aims to motivate changemakers in the region to contribute to social innovation, social impact and partnerships aligned with the Sustainable Development Goals.

Another good practice is the Authority of Social Contribution – Ma’an which has been established by the Abu Dhabi Department of Community Development in February 2019. Ma’an brings the government, private sector, and civil society together to help drive social innovation and build a

culture of social contribution. Ma'an is part of Abu Dhabi's development accelerator initiative Ghadan 21 and overall social development framework, which aims to help grow Abu Dhabi's economy in more impactful ways. The Authority also runs the Ma'an Social Investment Fund which is Abu Dhabi's official government channel to receive contributions from the public sector, private sector and community to tackle the social challenges in the Emirate.

II. Institutional framework

In an ideal social entrepreneurship ecosystem social enterprise is recognised by institutional bodies that support and engage with them. There are effective coordination mechanisms building collaborations among government agencies and across government levels. Policy making is inclusive and there is a formally endorsed strategy for social enterprise development.

The Malaysian Global Innovation and Creativity Centre (MaGIC)'s Social Enterprise Accreditation (SE.A) is a national certification recognising SEs to enable them access better support and opportunities. The Strategy for the Development of Social Entrepreneurship 2015-2020 in Croatia and Scotland's Social Enterprise Strategy 2016-2026 are highly praised practices ensuring stakeholder engagement and policy harmonisation.

For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: *Institutional bodies support and engage with social enterprises.*

Lower score: *Effective coordination mechanisms build synergies among government agencies and across government levels.*



Key conclusions:

This area presents a relatively low development score, indicating the early-stage development of the ecosystem in the region but also showing the opportunity for a more structured offering to be made available. This will help both create legitimacy for SE initiatives, as well as improve innovation competitiveness by having new businesses better leverage the sustainability & inclusion trends that are essential to a more inclusive & sustainable economic development. By establishing a formal owner of this agenda in the region, further opportunity to shape policy at local, national and international level and accessing new regional development funding aligned to sustainability & inclusion goals will be possible.

Recommendations to be explored:

Some common good practices for effective coordination include:

- Openly collecting and sharing information on social enterprise development schemes across private & public organisations, ministries, agencies, and with relevant stakeholders.
- Establishing a formal communication channel between the different levels of local government that can be easily accessed.
- Organising information sessions for civil servants and employees of public & private organisations from other relevant bodies with the help of stakeholders from the social enterprise ecosystem.
- Making sure there are regular opportunities for informal communication among employees in private & public organisations, ministries, agencies, and with relevant stakeholders.

Why is it important?

Social enterprises often operate at the intersection between different policy areas. Therefore, their activities touch upon the portfolios of different ministries, public & private organisations and

government agencies. At the same time, the coordination of policy actions across national, regional, and local levels impacts social enterprises as well. For example, the effective implementation of a national strategy for social enterprises will to a large extent depend on actions taken at regional (if applicable) and local level. Therefore, it is essential to have a coherent institutional framework that effectively allocates responsibilities among government agencies and across government levels, so as to avoid inconsistencies and confusion.

Smooth information flows across private & public organisations, ministries, government agencies, other institutional bodies and relevant stakeholders is also essential for providing comprehensive and coordinated support to social enterprises. Sharing of information can be done both through formal and informal channels - what is essential is that it happens on a regular basis and that the information is easily accessible.

Case studies

Malaysian Global Innovation and Creativity Centre (MaGIC) has been established as an agency under the Ministry of Science, Technology and Innovation (MOSTI) facilitating and enabling the social impact ecosystem. MaGIC runs the Social Enterprise Accreditation (SE.A), for the Ministry of Entrepreneur Development and Cooperatives, which is a national certification recognising social enterprises. SE.A certifies the status of social enterprises in Malaysia to enable them access better support and opportunities. SE.A status is granted to all social enterprises fulfilling the eligibility requirements and whose impact has been audited according to the eligibility criteria. The final level of accreditation is the confirmation of the social enterprise status of the company with the recognition of the Ministry of Finance and Inland Revenue Board of Malaysia.

Turkish Ministry of Trade's Directorate General of Cooperatives carried out a coordination activity across government agencies in 2018 for the inclusion of cooperatives to existing support schemes. As a result, cooperatives were added as eligible organisations for the Regional Development Agencies' grants and EU Ministry's Civil Society Sector grants as well as KOSGEB's (Small and Medium Industry Development Organization) entrepreneurial support schemes which have been traditionally reserved for companies.

III. Legal and regulatory frameworks

The Tool describes an ideal social entrepreneurship ecosystem as an environment where social enterprise is legally recognised, legislation on social enterprises is pertinent and has been developed together with relevant stakeholders, and the administrative procedures specific to social enterprises are accessible and clear.

Legal and regulatory approaches in the social enterprise field are diverse due to the highly fragmented nature of the field. There are cooperatives, start-ups, trading arms of charities and new generation and hybrid forms operating on a spectrum with differing needs. Although interconnected, interdependent or implemented in combination in many contexts practices around legal approaches can be classified under five categories: distinct legal form, distinct legal status, global third-party certification standards, use of existing forms, hybrid forms and self-regulation or workarounds and emerging solutions usually as a Regulatory Sandbox. Given the early stage of the ecosystem a flexible framework, usually including 2 or 3 of the options is recommended in order to both provide legitimacy but also flexibility to learn from the development of this ecosystem.

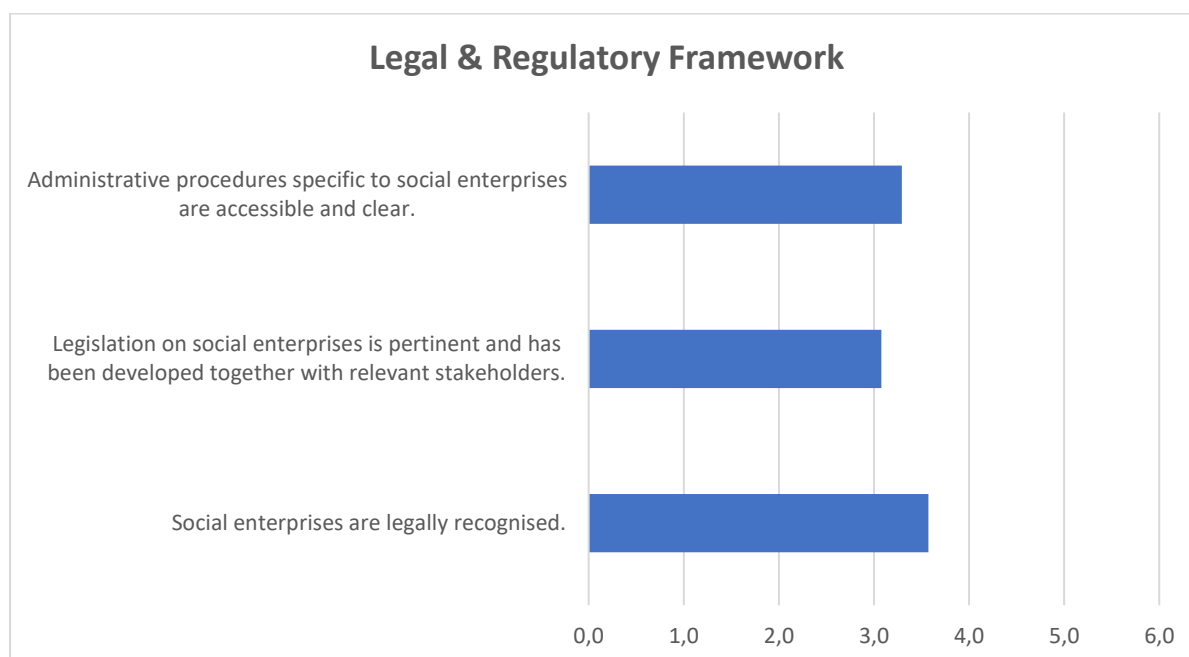
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: social enterprises are legally recognized.

Lower score: legislation on social enterprises is pertinent and has been developed together with relevant stakeholders.



Key conclusions:

This is one of the lower scores within the assessment as current local social enterprise primarily use existing legal forms and regulations and do not benefit from specific dedicated frameworks. This to some extent is indicative of the lower development of the ecosystem as well as the less innovative national legal framework available. Given this, the initial step in this area should rather be a flexible approach that starts building legitimacy and success stories as well as data insights that can then inform stronger legal & regulatory development. As such, through a mix of dedicated support and institutional ownership of this support, a light legitimacy intervention such as certifications or legal status can be initiated.

Recommendations to be explored:

- Explore various relevant international certification models that could build initial legitimacy – i.e. B Corp, Economy for the Common Good, Social Enterprise Mark etc.

Why is it important?

Along with the contents of the legislation developed or adapted to suit social enterprises, the process for developing or revising it is important. To this end, governments can invite relevant stakeholders to participate in a consultation process to ensure that the proposed legislation (or revision) reflects the views of different stakeholders in an appropriately sensible, measured and proportionate way.

Ultimately, an inclusive consultation process serves to inform and enhance the design and implementation of the law and/or regulation in the real world.

It is further important that the legislation provides a definition for “social enterprise” and the activities they can pursue. Without such a definition, it can be difficult for policy-makers and investors to distinguish social enterprises from other businesses and hence to develop suitable instruments and support.

Case study

Diversity within the social enterprise ecosystem demands an inclusive and flexible approach in law-making. Facilitating the formation of enabling regulatory frameworks for social enterprises, while staying agile and flexible, is a major challenge. The need for greater recognition is more prominent than regulation. The Regulatory Sandbox model emerged in the field of financial technology policy-making and is now moving to the legal space to address issues requiring dynamic law-making and experimentation to determine the best regulatory regimes to govern new technologies.

IV. Access to finance

The Tool describes a good social entrepreneurship ecosystem where the financing market has been mapped, SEs have access to the appropriate type of financing for their stage of development, SEs are supported in their financial development by specialised services providers, policymakers actively reach out to the mainstream funders to raise awareness about SEs and public funds are leveraged to fund both SEs directly and through intermediaries.

Social Impact Bonds are innovative financing mechanisms gathering attention all around the world especially from public authorities and local administrations, i.e. the Finnish Innovation Fund Sitra’s social impact bond Koto-SIB is developed to offer fast track training and employment services for immigrants in Finland. Another widespread financing mechanism is crowdfunding with the options of equity, debt and donation crowdfunding along with match funding options from governments.

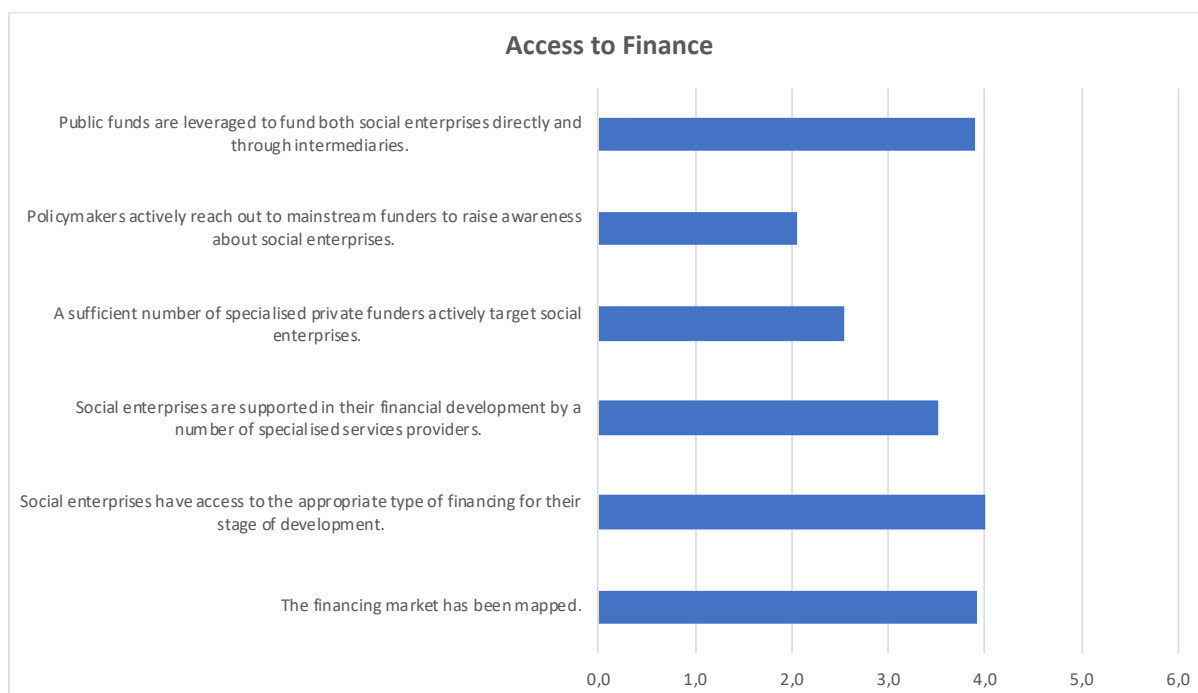
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: the financing market has been mapped.

Lower score: A sufficient number of specialized private funders actively target social enterprises as an investment opportunity.



Key conclusions:

This area shows some encouraging starting points that can be leveraged in further development, with a stronger starting point on public funds mapping and accessibility and the opportunity to map and make more visible stage appropriate venture funding that can be accessed. With these initial investments, further development could be undertaken to incentivise existing financing players in the region to add social and environmental considerations in their funding instruments with appropriate terms.

Recommendations to be explored:

- Specialised private funders – business angels, crowdfunding platforms, local or regional social or cooperative banks - are actively targeting social enterprises as an investment opportunity.
- Public funding is used to incentivise specialised funders to actively finance social enterprises – i.e. guarantees for impact investors, local grants & blended capital offered via public agencies.

Why is it important?

Specialised private funders (e.g. venture philanthropists, impact investors, ethical investors, social crowdfunding platforms, etc.) can act as catalysts for boosting the social enterprise financing market in various ways. For instance, they can introduce innovative financing instruments that combine grants, debt and equity. They can also mobilise resources and de-risk mainstream financing in order to make it accessible to social enterprises. In addition, specialised private funders can increase the attractiveness of social enterprise financing by highlighting success stories and convening key stakeholders in events to support social enterprises. Yet, specialised private funders that actively target social enterprises as an investment opportunity are still limited in number, especially in less mature markets. In addition, they often struggle themselves in a resource-scarce environment. Therefore, policy-makers can consider leveraging public funds to support the development and growth of specialised private funders.

Case study 1

European Investment Fund's Social Impact Accelerator- an EU-level fund of funds investing in specialised private funders (Multiple countries)

The European Investment Fund's (EIF) Social Impact Accelerator (SIA) is the first pan-European public private partnership addressing the growing need for availability of equity finance to support social enterprises. SIA is a first step in the EIB Group's (European Investment Bank and EIF) strategy to pioneer the impact investing space, responding to the wider EU policy aim of establishing a sustainable funding market for social entrepreneurship in Europe. This segment of the business world is becoming increasingly instrumental in promoting social inclusion, providing alternative sources of employment for marginalised social groups and contributing to economic growth. Hence the importance of SIA's aim to build up the existing market infrastructure for social impact investing in such a way that this emerging asset class is placed on a path to long-term sustainability.

The size of the SIA is EUR 243 million, combining resources from the EIB Group and external investors, including Credit Cooperatif, Deutsche Bank, the Finnish group SITRA and the Bulgarian Development Bank (BDB). SIA operates as a fund-of-funds managed by EIF and invests in social impact funds which strategically target social enterprises across Europe. In the context of the SIA, "a social enterprise shall be a self-sustainable SME [small or medium enterprise] whose business model serves to achieve a social impact by providing an entrepreneurial solution to a societal issue based on a scalable approach, and shall have a measurable impact".

Case study 2

Portugal Inovação Social acts as a market catalyst promoting the social investment sector in Portugal through the mobilisation of EU structural funds. Its funding programmes support innovative financing instruments tailored to the needs of both social enterprises and investors. In addition, it aims to promote social innovation and tackle the financing mismatch between supply and demand in the social sector. Portugal Inovação Social has six overarching objectives: 1) to improve the competitiveness of social enterprises; 2) to promote the growth of projects with proven intervention and business models; 3) to create evidence and inform public policy decisions; 4) to attract new players to the market; 5) to promote an outcome-based culture in the public sector; and 6) to promote the development of priority geographic areas.

Portugal Inovação Social proposes four funding programmes, featuring distinct objectives and measures tailored to social enterprises' different developmental stages. These are being implemented for the period 2016-2020 and follow common application process, with call for proposals:

- Capacity-building for social investment enables social enterprises to apply for grants to access support from specialist providers in areas such as financial management, business modelling, impact measurement, leadership and governance.
- Partnerships for impact promote venture philanthropy in Portugal through a match-funding system.
- Financing instrument of social impact bonds (SIBs) promotes the importance of an outcome-based focus among public entities.
- Social Innovation Fund is a wholesale fund co-investing in Portuguese social enterprises and social-investment products with a demonstrated potential to generate social and financial returns.

The programmes are further synergistic, meaning that a social enterprise having benefitted from for instance the capacity building programme can use its new skills to apply to the Social Innovation Fund.

V. Access to markets

The Tool maintains that an ideal SE ecosystem, SEs have access to public markets through public procurement schemes and receive support for responding to tender calls, SEs are supported to access private markets and use the opportunities that are offered via new technologies. Buy Social campaigns run by national social enterprise representative bodies in Canada, UK, USA, and the Netherlands are good examples. Malaysian government's recent Buy for Impact (BFI) movement to mobilise individuals and corporations to buy from social enterprises is another similar practice. Scotland's Partnership for Procurement (P4P) that supports social enterprises and the wider third sector to access contracts through collaboration is another good practice.

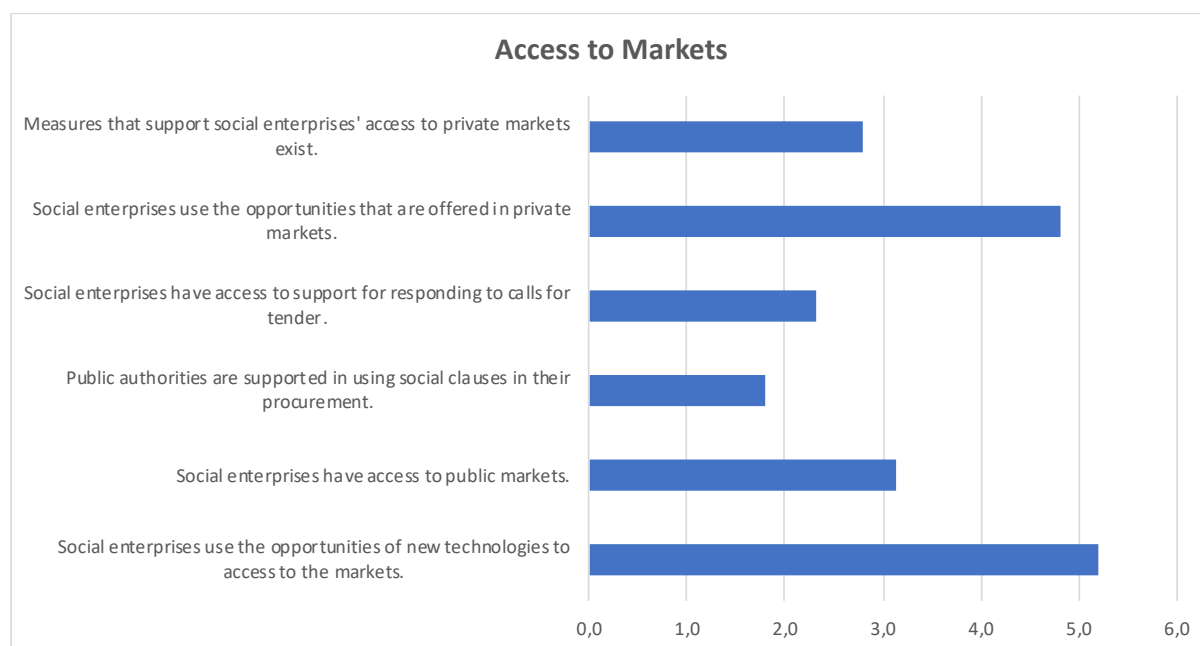
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: social enterprises have access to public markets.

Lower score: social enterprises have access to support for responding to calls for tender.



Key conclusions:

The results indicate an initial stronger profile of collaboration with private markets and technology trends. This can be embedded in a more intentional way in the support provided to SEs in the region – i.e. support to tender with private organisations, SME retraining etc. And a lower availability and access to public procurement opportunities, although these are seminal in supporting the local development of effective SEs. In fact, in most early-stage ecosystems, it is essential for public organisations to define social and green clauses in their procurement and provide technical assistance to access public tenders by new entrants such as SEs.

Recommendations to be explored:

- Dedicated training and support programmes are available to help social enterprises participate in calls for public or private tenders.
- Formal technical guidance documents are available and easy to understand to take advantage of public or private market opportunity.

Why is it important?

Social enterprises, similarly to SMEs, often struggle to respond to calls for tenders due to barriers related to capacity constraints, lack of skills for navigating administrative procedures, or simply poor information regarding such market opportunities.

In order to tackle social enterprises' capacity constraints when it comes to large tenders, public authorities could divide contracts in smaller lots in order to make requirements more attainable, particularly in sectors where social enterprises may have a significant role to play. For instance, in the UK, although the Social Value Act applies to services contracts above the thresholds in the 2014 EU procurement directives, guidance from the central government advises authorities to apply the Act more widely and for smaller contracts. This is also the policy in Plymouth Council which applies social value considerations and helps social enterprises to respond to any contract above GBP 5,000.

Providing dedicated technical guides and supporting documents related to the administrative steps needed to respond to calls for tenders, as well as specialised training programmes and networks for sharing good practices, can facilitate participation by social enterprises. Public authorities can also take steps to better inform social enterprises about where tenders are advertised, how the procurement process works, and what tender documentation is needed. To this end, some good options can be to organise open days or "meet the buyer" events. Finally, since tender documentation requirements can be very heavy and bureaucratic, these may need to be streamlined and simplified. Public authorities can also consider extending the time period for submission of expressions of interest and tenders. This can be very helpful for social enterprises struggling with capacity constraints.

Case study

It is fair to say that in most countries social enterprises are struggling for better access to markets. Buy Social campaigns run by national social enterprise representative bodies in the United Kingdom, and the Netherlands are good examples. Malaysian government's MaGIC has formally launched the Buy for Impact (BFI) movement in 2020 and very recently (April 2021) launched the Social Enterprise Catalogue on the BFI website to mobilise individuals and corporations to buy from social enterprises.

The Social Value Act which came to force in 2012 in the United Kingdom is one of the most advanced practices from the field under this category. Another best practice for a market intermediary platform bringing together private sector and social enterprises belongs to SmartKolektiv which promotes corporate social responsibility and social entrepreneurship development in Serbia.

In Canada British Columbia Ministry of Social Development and Social Innovation introduced the Social Impact Purchasing Guidelines in 2014 to use the government's purchasing power to improve social outcomes and favoured setting a minimum amount of state purchasing that needs to be dedicated to social enterprise. The guide describes 'Social Impact Purchasing' as a process through which organizations consider social value as well as financial value when evaluating supplier options.

Social Enterprise Network Scotland's creative mapping of the Scottish social enterprise ecosystem is another best practice assisting social entrepreneurs to find direction and guidance, just like in a

subway map, on how to move from one spot to another including access to market and finance. A good practice to spot under the access to market category on the map is the Partnership for Procurement (P4P) that supports social enterprises and the wider third sector to access contracts through collaboration by offering guidance and resources, training, workshops and practical advice from specialist advisers.

VI. Skills and business development support

For an ideal state, there should be dedicated training initiatives, coaching and mentoring programmes available to social enterprises as well as business development support structures and networks supporting the development of social enterprises.

Incentivising local, regional and national networks of social enterprises or social enterprise support organisations yield many benefits under this category, as examples around the world such as the Social Enterprise Thailand, Turkey Social Entrepreneurship Network, Lebanese Social Enterprises Association, Social Enterprise Ethiopia or Social Enterprise Network Germany (SEND), and the Impact Hub Network showcase.

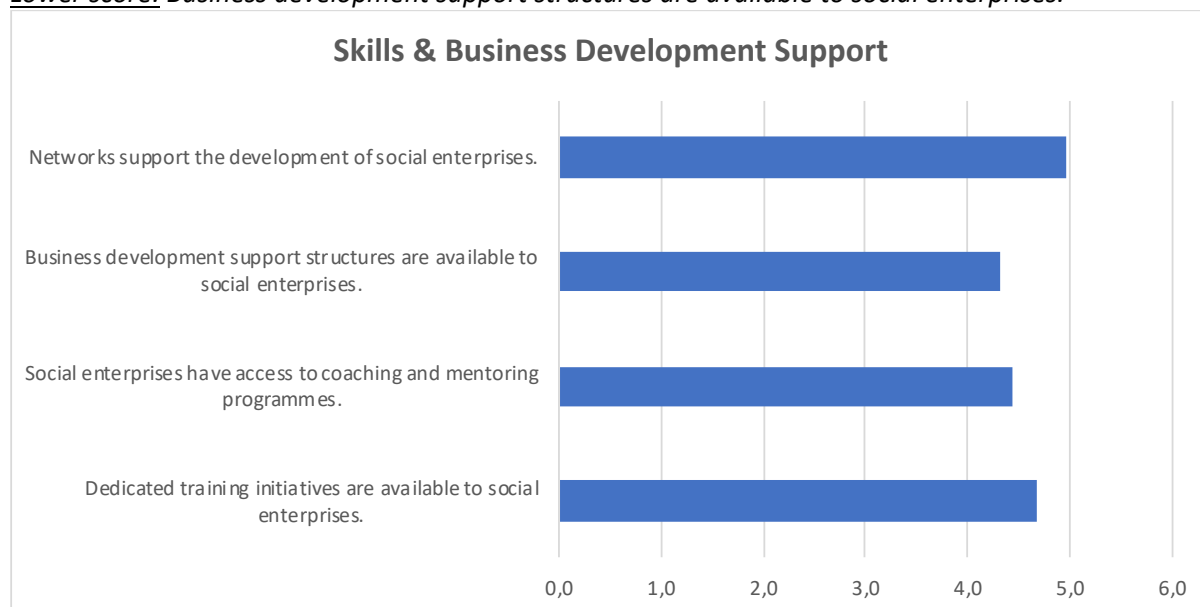
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: social enterprises have access to coaching and mentoring programmes.

Lower score: Business development support structures are available to social enterprises.



Key conclusions:

Results indicate that initial networks and intermediaries for support are existent in the region, and can hence offer an initial setting on which to start co-creating more dedicated business support structures. However, the area remains broadly under developed and should be considered as an initial stronger intervention area to build more solutions, skill up talent in the region and connect these initiatives with broader national and international initiatives.

Recommendations to be explored:

- General business development support structures provide integrated support to social enterprises.
- Dedicated incubators and hubs are available to help social enterprises to be established and grow.
- Dedicated incubators and hubs are promoted through various channels.
- The scale of support meets the demand of social enterprises.

Why is it important?

Dedicated support structures usually provide a range of services to help establish or scale-up social enterprises, such as co-working spaces, training, coaching, consulting services, networking and funding. These services are often combined with specific programmes offered to social enterprises. Most support structures focus on young social enterprises ('start-up-ers'), while fewer target social enterprises seeking to grow their organization and/or their impact ('scalers'). Dedicated support structures should ideally establish strong links with other stakeholders, such as private companies and public bodies, as a means not only to help social enterprises scale their impact, but also to enable multistakeholder collaboration. It is also important that the existence of dedicated support structures is adequately communicated through various channels in order for the social entrepreneurs (existing and aspiring) to find them.

Case study

Incentivising local, regional and national networks of social enterprises or social enterprise support organisations yield many benefits, as examples around the world such as the Social Enterprise Thailand, Turkey Social Entrepreneurship Network, Lebanese Social Enterprises Association, Social Enterprise Ethiopia or Social Enterprise Network Germany (SEND), and the Impact Hub Network showcase.

Well-functioning intermediaries (accelerators, incubators, co-working spaces, helpdesks etc.) are essential for ecosystem development and at the same time within a well-functioning ecosystem, intermediary organisations/mechanisms play key roles by i) providing visibility to existing social entrepreneurship endeavours and raising awareness, ii) developing and implementing support programmes to improve existing social enterprises, iii) supporting the emergence of new social enterprises through tailored programmes and disseminating information at multiple levels, iv) carrying out community-building activities encouraging encounters across sectors and actors and cultivating relations and networks of partners, peers, collaborators, and donors for the sustainability of the system. Effectiveness of intermediary organisations especially in emerging markets has been supported by different lines of research at local, regional, national and global levels.

A best practice in the dedicated training category is the Munich Social Enterprise Akademie which is a cooperation of the Munich universities filling the gap in the German educational landscape by providing online and offline social enterprise and social innovation training programmes and summer schools.

Similarly, Mötesplats Social Innovation (MSI) is the unifying national knowledge node for social innovation and social entrepreneurship in Sweden. Since its inception in 2010, it has been hosted by Malmö University in partnership with the City of Malmö. Jönköping University, Lulea University of

Technology, Malmö University, Stockholm University, Umea University and Örebro University are the main parties to the establishment, supported by Vinnova, Sweden's innovation agency.

The Entrepreneurship Competence Framework (Entrecomp) of the European Commission and its implementations in the social entrepreneurship field is another best practice in the skills development front. Recently the Union of Chambers and Commodity Exchanges of Turkey (TOBB) and the Turkish National Agency translated the framework into Turkish and initiated a multi-stakeholder dissemination plan for the use of the tool for benchmarking entrepreneurial skills and competences.

VII. Managing, measuring and reporting impact

In an ideal SE ecosystem, there are awareness-raising initiatives on impact measurement and reporting, SEs have access to methods for measuring and reporting impact, the impact metrics and reporting techniques are co-developed with the SE community, and impact measurement and reporting features are discussed in the public debate and feed into policy-making. Most impact measurement models are now aligning with the SDGs and the 2030 Agenda. The Impact Management Project (IMP) acting as a forum for building global consensus on measuring, managing and reporting impact is a good practice bringing together prominent actors in the field of sustainability and impact reporting such as the OECD, UNDP, Global Impact Investing Network (GIIN), B Lab, Social Value International, Global Reporting Initiative (GRI) as well as a community of over 2,000 practitioners. SROI, IRIS+, Lean Data by Acumen, The Social progress Index, GIIRS, Theory of Change and logic models are among widely used impact measurement metrics.

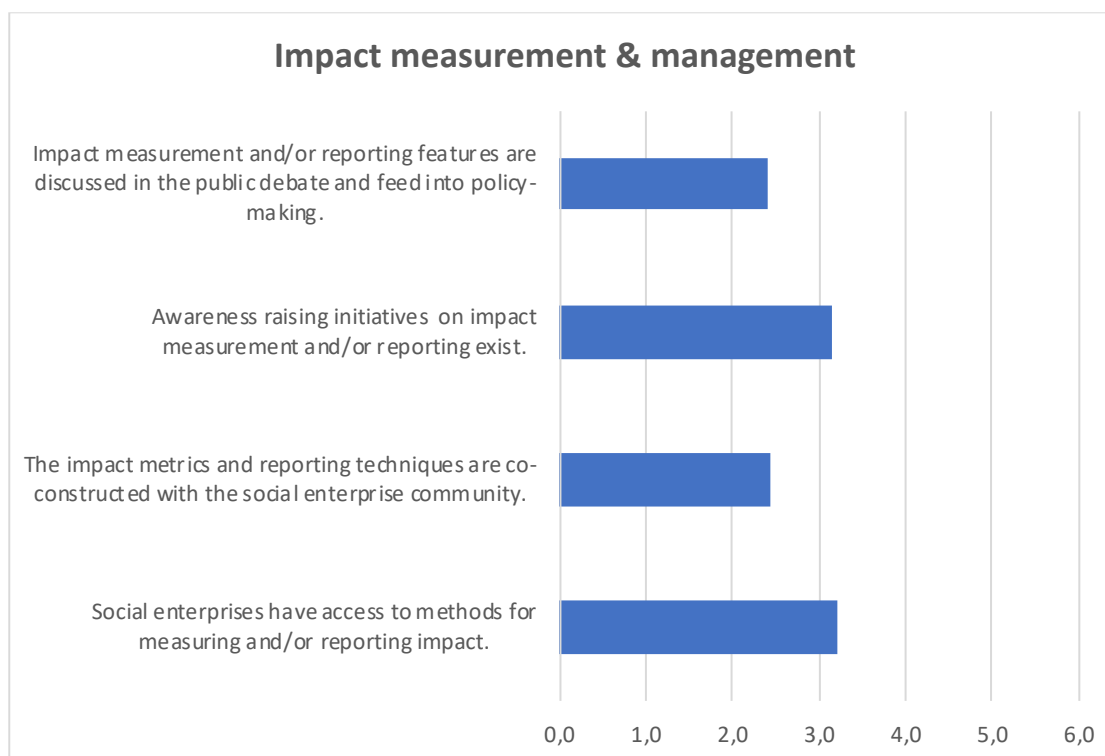
For more information about this area, you can read the guidance note [here](#).

Results of the assessment (14 responses)

Legend:

Higher score: social enterprises have access to methods for measuring and/or reporting impact

Lower score: impact measurement and/or reporting features are discussed in the public debate and feed into policy making



Key conclusions:

Results indicate a limited offer on impact measurement & management, and hence initial awareness raising and basic tools should be considered. Overall, across Europe, there are relevant practices that can be used and considered as a starting point. Moreover, international certification frameworks, also recommended in the sections before, can offer an initial assessment framework for impact on which further more strategic approaches can be developed upon deeper education and skill development of the sector.

Recommendations to be explored:

- The public sector systematically evaluates the impact of its key policy interventions.
- Evidence produced by impact measurement is used in public debates.
- Research on impact measurement is promoted.

Why is it important?

Impact measurement and reporting should not be an end goal in itself. The insights generated should serve as a means to identify areas that require improvement or areas that show sufficiently promising results to be scaled. To promote this, policy-makers can commission high-quality impact evaluations of key policy initiatives supporting social enterprises. Importantly, sufficient resources must be foreseen to ensure that valuable insights can also elicit lively debate and ultimately stimulate appropriate action and evolution of the field. There is widespread concern that high quality impact assessments all too often fail to improve public debate and policy-making. Some potential reasons are:

- 1) the gap between scientific language and popular understanding, which is often left too wide;
- 2) that acting on findings often requires changing the status quo, which is notoriously difficult to do; and
- 3) that many academics do not feel sufficiently compelled or comfortable to engage in public debate.

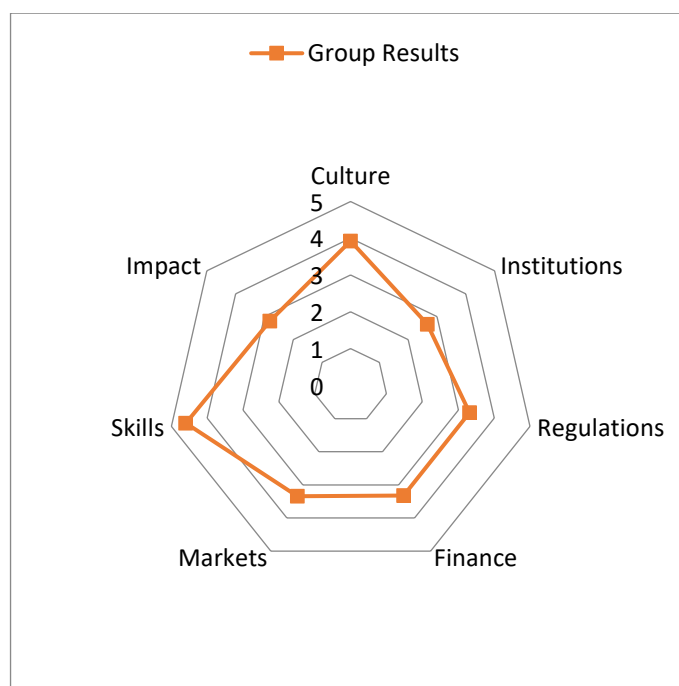
Case study

There is so much activity and an abundance of tools and methodologies in the impact measurement area with hundreds of listed impact measurement practices. One widely used method is the Social Return on Investment (SROI) which blueprints the Return on Investment (ROI) model. The model has been standardised by Social Value International (SVI) which also functions as an umbrella organisation with associate country networks spread around the world. SVI conducts extensive work on certification of trainers, software, impact reports and other related products and practices through its Assurance and Accreditation programme.

Global Reporting Initiative (GRI) and B Lab initiated a bridging effort and published a guide on complementary use and linkage of GRI Standards and B Lab's B Impact Assessment clarifying their similarities, differences, and overlaps. Another best practice in the field is the Impact Management Project (IMP) acting as a forum for building global consensus on measuring, managing and reporting impact. IMP brings together prominent actors in the field of sustainability and impact reporting such as OECD, UNDP, Global Impact Investing Network (GIIN), B Lab, Social Value International, Global Reporting Initiative (GRI) as well as a community of over 2,000 practitioners to share their best practices, explore technical issues and identify areas where further consensus is required.

Summary and Conclusions

Overall, given all areas of review scored 5 or under of a maximum of 10 points per area, the overall ecosystem development stage is defined as early stage. This phase of development is also influenced by the overall early stage of development within the national ecosystem - see national context section. However, there are promising areas that can be leveraged to catalyse further development and have the region take a pioneering and leading role in the country, leveraging the broader European trends and opportunities brought forward by the just & green transition focus of the current Commission and of many countries within the EU environment.



For the specific group results undertaken with this exercise, we can see some promising areas that can be leveraged to further develop the ecosystem and start seeing some deeper positive effects on the social & economic development of the region.

Specifically on skills & business development support, developing more customised accelerators and incubators, to be delivered in partnership with existing networks and intermediaries already present in the Czech Republic or within the region, can be a strong next intervention point. This can be particularly effective if connected with the initial progress registered on Access to Markets and Access to Finance which are also two other areas that show more development.

The stronger gap areas registered are on institutional framework and legal & regulatory frameworks. To some extent this is not surprising given that Government policy documents such as the Recovery and Resilience Plan¹⁰ submitted by the Czech Republic to the EU do not mention social enterprise, which shows that the central government does not see a role for this type of business in building a greener and more resilient economy in the future. Hence, and in light of the broader shift of investment towards green and inclusive initiative, there may be more opportunity at local government level, where there is more openness towards social enterprises.

The key recommendations stemming from the overall group evaluation exercise and broader provided context can be summarised as below:

- Skills & business development support exists within the region and can hence be leveraged to build a more focused collaborative intervention to strengthen other areas within the ecosystem. Key partnerships within existing business development support organisations – i.e., business networks, educational institutions, research institutions, incubators etc. – are essential to establish in the delivery of further interventions.
- These partnerships and collaborations need to be focused on initiatives focused on Access to Market and Access to Finance which will be essential in the overall success of this sector and the consequent achievement of the innovation, job creation and inclusive & sustainable transformation sought.
- Access to Market initiatives can be focused on a mix of public procurement opportunities - i.e. socially responsible public procurement and related challenge and piloting efforts, and corporate supply and value chain initiatives – accelerators focused on more specific industries and co-invested in by broader corporate institutions or coalitions. Access to Market initiatives can also be enhanced by “Buy Social” type campaigns that support individuals to make sustainable choices in their purchasing.
- Access to Finance initiatives need to include outcome-based financing that consider the impact sought by the initiatives alongside their financial plans and results. Also, given the early stage of the ecosystem, blended financing models – i.e., mix of grant & loans – as well as patient terms are essential for success. Key partnerships with European, regional and local investors who are moving into the impact scene is essential.
- Finally, given the broader regulatory framework needs further advancement for the investment in this sector to be long term sustainable, a coalition of key stakeholders that advice, advocate and hold accountability for further regulatory advancement at local and national level will help enhance efforts and ensure long term success.

¹⁰ the Recovery and Resilience Facility is the multibillion euro loan and grant programme of the EU to support the reform and investment plans of member states that mitigate the impacts of the coronavirus pandemic and aim to rebuild a greener and more digital economy. https://ec.europa.eu/info/business-economy-euro/recovery-coronavirus/recovery-and-resilience-facility_en

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- 11 <https://si.taiwan.gov.tw/Home/News?Fid=99&lang=en>
- 12 <https://maan.gov.ae>
- 13 <https://www.ghadan.abudhabi/en/home/>
- 14 <https://central.mymagic.my/sea> - In Malaysia, SE is defined as a business entity that is registered under any written law in Malaysia that proactively creates positive social or environmental impact in a way that is financially sustainable.
- 15 There are three eligibility criteria: i) the organisation has a clearly stated social or environmental goal, ii) the organisation allocates a significant amount of resources towards their social or environmental goal, and iii) more than half (50%) of total annual revenue is earned by trading e.g. by selling goods or services to customers as opposed to donations or grants. For start-ups, the organisation has a credible plan to work towards this revenue model.
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- 20 <http://smarkolektiv.org/en/home/> The organisation is also co-founder and co-administrator of Social Economy Network Serbia (SENS) and the Responsible Business Forum, which includes the country's 30+ largest companies.

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