



F2F Follow-up and Comments to Social Entrepreneurship in the WBA

From: BHS, WID, COT
To: All F2F Participants and WBA Offices
Date: 19 October 2016

1. Background

One topic during the EI F2F in Prishtina from 20 – 23 September 2016 was to learn and share more about Social Entrepreneurship/Enterprises (SE). Professional input was provided by Jessica Graf of Hystra Network Partner. It was an interesting session with lively discussions through which a lot of comments and ideas were generated. However, no conclusions were drawn yet.

2. Background Comments to Recommendations and Way Forward

The basis of our comments is the F2F Prishtina workshop and the SE sessions and Jessica Graf's Reporting Notes, i.e., page 3 onwards that we followed point by point for better understanding:

- Do more on inclusive or social business generated a lot of interest, also based on the background to make our programmes more socially inclusive. It is felt that in principle, when we partner with the private sector in VSD for their increased engagement and their contributions to e.g. the dual track education, the basic approach for SE, SB and normal private sector is more or less the same.
- In our logic and understanding SE is an additional tool and set of partners we may work in any domain and sectors.
- In VSD and MSD projects partnering with social enterprises is possible and is already done here and there. Not to try to compromise principles such as sustainability incl. potential for copying in are of course concerns. Currently we are more engaged with NGO-type of organisations and seldom with hard core businesses. To further explore/expand it, some steps may include:
 - Look out for businesses that would be interested in SE in some of their operations.
 - Identify measure to scale up successful small initiatives within on-going projects.
 - Utilise the space to experiment with the tool and SE since in the MSD approach it is acceptable that some interventions succeed and others fail.
 - Have a look at supporting services, e.g., are BDS available that could support SE?
 - The legal side of social enterprises somehow is still looming around in our heads and should therefore not be underestimated.
- In our view the SE tool can be applied in all three VSD pillars; supply, matching and demand.
- Mainstreaming SE into SECO's Entrepreneurship Program was cited as an option but needs to be discussed with SECO. We just learned that this is already happening but not sure yet to what extent (see next chapter MOSAIK Foundation).
- SDC's Global Credit was mentioned. However this instrument is mainly foreseen for small actions and commissioning of studies etc. and not for funding rather big SE interventions.
- Regarding the structure we do not see regional programs and a regional portfolio approach emerging. The WBA Division is structured differently and it is up to the country offices to judge to what extent to venture into SE.
- The e+I network, focal point and the regional adviser are available to provide support.
- Of course that does not rule out a regular or even closer regional exchange (community of practice) or the development of a common approach and tools if found necessary.
- Hence the possible way forward with regional level interventions and 1-day and 2-3-days workshops do not look feasible but could be applicable on a country level.

3. Comments to Examples

In Annex A a number of examples are given. Some remarks and questions are stated below:

- Also worthwhile to mention is the MOZAIK Foundation, see link <http://www.mozaik.ba/en/o-mozaiku/o-nama> They have supported through their Social Business Fund the NGO Atina in Belgrade (Bagel Bakery) and the NGO Different & Equal in Tirana. MOZAIK is a partner of the SECO Entrepreneurship Program!
- The UNDP report mentioned on inclusive business gives also some examples from the WBA Region.
- The Lanzaderas matching service example from Spain sounds similar to the Albanian Coaching for Employment and Entrepreneurship (C4EE) and Kosovo's Learning Group Approach (LGA). As a matter of fact we have already a proven model in the WBA Region!
- Most of the examples cited are coming from high or medium income countries. How does this relate to our WBA situation where we have a low income situation of about 200 € per month? Or as one local colleague puts it: How to convince the private sector to engage in SE when it is already difficult enough to get them on board when implementing the MSD approach?
- Examples are describing what the SE is doing with whom and how. But who is behind these SEs is not revealed, which would be helpful to know.

4. On-going or Planned SE Initiatives

Apart from Small Actions and some interventions in mainstream PSD/VSD/MSD/M4P projects at present no major SE project components are implemented. However two are in the pipeline:

- In the BiH Youth Employment Project (YEP) they worked already on social enterprises. Now with the assistance of Jessica Graf they are currently redesigning this component in order to upscale it. One option would be through a so-called Evergreen Investment Entity. Swiss Embassy in Sarajevo could share more to interested colleagues and offices.
- In Kosovo's Enhancing Youth Employment (EYE) project in the new phase starting beginning of 2017 we have mentioned social enterprises as well though details still have to be worked out. Here highly likely we see it more in the combination with social inclusion efforts. Of course we are willing to share once things become more concrete.

5. Next Steps

Following next steps are proposed:

- Each country office (Embassy or KOBÜ) shall reflect on the SE Reporting Notes and these comments providing a short feedback.
- In addition BHS could initiate a Lync conference call with the offices incl. HQ (WID, COT, BZP).
- COT will collect and send out SE information and experiences of UNDP and multi- and bilateral donors working on SE.
- BHS will provide the F2F outcome to SECO in order to discuss their view points on the issue of integrating or adding SE to the incubators of the SECO Entrepreneurship Programme.
- Each country office could specify their information/exchange/capacity building needs to the e+I network (COT).

6. Annex with Jessica Graf's Reporting Notes

Introduction

The objective of the introductory workshop on Social Entrepreneurship (SE) was to clarify what SE is, and start exploring what this new concept could do for the SDC programs in the Western Balkans (WBA). The main report already sums up the process and approach adopted. This note focuses specifically on key take-aways, recommendations, possible way-forward, and some concluding remarks about the session itself.

Key take-aways

- It was important to 'demystify' the topic. NPOs already have some early experience supporting organizations that could qualify as SE, even though they are rather small and with limited scale-up potential. To be able to show that SE are 'animals' that actually exist in a WBA context helped convince participants that this was a topic relevant to them. In appendix A, they can find a list of videos and links for more inspiring examples, including from the region (that were selected keeping in mind some of the pending questions participants wrote down). A book will also be sent to all field offices.
- The ambiguity that comes with what is a SE is a strength (because it enlarges the scope of what is possible). Still, for most NPOs the ambiguity means that they are not sure they 'will do the right thing' and they look for higher up to take a stance and frame the scope of what can/ should be done.
- The natural tendency among the group was to think 'incrementally', i.e. try to imagine ways to bring more SE-type models and ways of working to existing programs. Take like this, SE is an extra 'tool' of 'set of partners' to work with. However, one may argue that SE is also a whole new sector worth supporting in its own right, because it creates new players and new opportunities for the longer-term, in ways that SDC may leverage for its other VSD/MSD programs, but more importantly beyond.
- SE can bring very much to the WBA region. Strong SE can be a very powerful engine of change, not only because they can grow to large and influential organizations, but also because they demonstrate that 'another way' is possible. They create inspiration, leadership, innovation in fields that are often considered as 'hopeless', because the system is corrupt, dysfunctional, etc. This mind-set shift is probably one of the most crucial elements of success in the regional context. Capabilities and potential are present – what is missing is people believing, trying and succeeding in ways that make others aspire to follow. This also applies to SDC staff. Working with SE typically triggers more risk-taking behaviours, more problem-solving focus, more tolerance to ambiguity, and more appetite to launch new activities.
- There is a lot of interest and ongoing work to do more on inclusive or social businesses. However, this also comes with a different set of questions and issues (e.g. what is the best entry point, how to ensure alignment of interests, appropriate tools and skill set to work with private sector, positioning of 'social aspects' vs. private sector objectives). Due to lack of time, the workshop focused only on SE, but there is a lot of potential in the region to explore ways to accelerate current work on this.

Recommendations

- There are multiple opportunities to include SE into existing programs or launch new SE-related programs. Three of those were discussed by working groups (see Appendix C):
 - o Integrated CIS regional program to accelerate the development of (social) entrepreneurs among youth following professional schools
 - o Mainstreaming SE into seco entrepreneurship incubator program, to ensure that more socially impactful and inclusive business ideas and businesses are being supported across the region
 - o Developing SE-ship into existing sectorial MSD programs, to drive entrepreneurship, PSD innovations, and facilitate replication of successful modelsIn addition, a very large working group was interested to discuss social/ inclusive businesses and how to ensure that more socially impactful and inclusive business ideas and businesses are being supported across the region. Finally, many participants highlighted immediate opportunities that were relevant to their own countries (see Appendix B). For instance:
 - o Test SE models of job matching within existing programs
 - o Reach out and fund many small actions that contribute to job creation and skills development out of the Global Credit grants fund
- However, expectations, level of possibilities/ flexibility/ interest vary across countries. Entry points differ too. To facilitate the development of the most promising opportunities, the regional and topical teams (e+I and VSD) need to play a major role, including:
 - o Setting the boundaries of what is possible: While the regional team does not need to issue a definitive note on what SE and Social/ Inclusive Business should mean for SDC, it needs to provide an experimentation field within the boundaries of what is broadly possible to the countries. Otherwise, NPOs will keep looking for SE that are NGOs starting side-projects to hire Romas in a little local business more or less well-run. This experimentation field should have a scope that is as broad as possible,

encompassing social inclusion, (self-) employment opportunities for the youth, addressing market failures, VSD, etc. That means including for instance:

- ✓ SE offering inclusive, affordable and (partly) sustainable (vocational) training and skilling-up opportunities for the (very) young (e.g. coding skills for school-going children) and the less young (including schemes leveraging retired people)
 - ✓ SE promoting 'everyone can be a (social) entrepreneur' schemes, to encourage self-employment and new local initiatives
 - ✓ SE offering unique models to employ and valorise populations that are living precariously because they cannot access jobs. Vulnerable populations do not need to be restricted to Romas, victims of trafficking, or handicapped people in countries where the average unemployment rate means millions of wasted productive lives
 - ✓ SE active in sectors that create new economic opportunities in depressed geographical areas or in sectors that could become rather dynamic in a regional context (e.g. SE setting up production facilities for a new type of greenhouse that would allow to cultivate higher value crops in an organic fashion, or SE developing equipment that allows isolating homes much better and that need to be installed by specially trained people)
- Encouraging countries to adopt a portfolio approach, rather than supporting individual organizations through a project-mode. Investing into SE is not about investing into the "best of" SE, even though these are often more exciting to work with than 'mainstream' NGO's, but it is about creating a movement and network of 'doers', entrepreneurs which develop ventures that bring new solutions to old problems in a way that is more sustainable and more system-changing. The bigger the movement, the more chances that the more established SE will grow to a size where s/he will manage to improve overall framework conditions. The overall portfolio needs to show sustainable and cost-effective impact, not the individual projects. As the participant from Ukraine rightly pointed: "If I fail a project with a local NGO, I am in trouble, imagine proposing a program where we know upfront a number of the SE we support will not make it big within the lifetime of the program..." Thanks to this portfolio approach, NPOs will also support the more innovative and more risky ventures.
 - Build regional bridges to the extent possible, to accelerate sharing of knowledge, create a broader network for the SEs, and pool some resources that can be shared by all. This 'regionalization' could take many forms, and does not necessarily require money to come/flow from the regional division. It could also consist in a few countries (e.g. Kosovo, Macedonia, BiH, Serbia, Moldova) launching new program components on SE and formalizing some level of coordination and resource/knowledge-sharing.
 - Mainstreaming SE into other agendas (e.g. social inclusion or long-term education), to make it easier for NPOs to include such components into existing and future programs.

Possible way forward

- a) List and prioritize opportunities to mainstream, integrate or launch new SE-related components and activities at country level (to be done by regional and topical teams in 1-day workshop, starting from the inputs given during the workshop, possibly involving the CIS region to increase momentum and avoid reinventing the wheel across regions)
- b) Explore if regional-level interventions (e.g. with seco or otherwise) or at least synergies can be developed and how (to be done by regional and topical teams, through same 1-day workshop)
- c) Select 3 country-level opportunities that show most promise (i.e. sufficient bandwidth, interest/ risk appetite, support and resources) and organize 2-3 days workshop in-country to outline possible intervention/'pivot' of their activities. Workshop should involve NPOs, implementing partners, Alex and ideally topical expert (Brigitte and/or Stefan). Outcome will be a proposal that is ambitious yet feasible in that particular context, while building internal capabilities to do more and more of this across the region.

Of note, the selection of interventions and activities should ideally reflect a wide range of situations, so that the regional and local teams can build an inventory of tools and approaches. For instance, in some countries, there could already be a number of SE, but the team wants to find ways to support them in a more integrated fashion, ensuring they build their sustainability and potential for systemic change. In some other countries, there may be very little SE but a good 'infrastructure' to work with (e.g. strong local business incubators), and the team needs to find complementary ways to accelerate the 'social' component in it. Finally, some countries might start from scratch, and will need to 'import' ideas, models and inspiration from elsewhere (ideally from the region or similar geographies), and the team needs to find partners and approaches to do so in a way that triggers local successes.

Some concluding remarks

Overall, I found the level of engagement and interest from participants very high. It will take time and iterations for everyone to gain a better understanding of this new field, but I trust that the key aspects were clarified.

Looking back at the organization of the day, I realize that my choice of letting participants a lot of 'creative room' to brainstorm and imagine potential future interventions, following what they thought was most relevant or interesting was perhaps a difficult format given the time at disposal and the level of knowledge of participants. I wanted to thank the organizing team for trusting me with this choice: it is essential that NPOs experience more 'entrepreneurial' ways of working (i.e. more ambiguous, more dispersed, more initiative-led, and in some ways more 'chaotic') if they want to become comfortable with developing SE within their programs. These are no established NGOs well drilled in donors' requirements... I trust that a lot of good ideas came out of this process, but that they now need deepening and structuring.

Examples

- Examples for inclusive business models from the region:
http://www.growinginclusivemarkets.org/media/report/rbcreport_EN_websmall.pdf
 - Book on SE and Social Business (will be sent to all participating countries by mail)
 - Some additional examples of relevant SE
- **LANZADERAS (matching services)**
In 2013 the SE launched a targeted Career Boosting and Social Entrepreneurship program, which brings together teams of 20 people and a coach to work together to find jobs or develop their own entrepreneurial activities. The approach mixes job seeking & entrepreneurial development with collective empowerment and a shared social and global vision, getting participants visible and proactive. Since 2013 Lanzaderas has grown exponentially in Spain. The Region of Cantabria has adopted the model as a public employment policy and the success of the project has led them to aim to create 150 new shuttles in 2016. Moreover, they have conducted an impact measurement process, which shows that unemployed participating in a Lanzadera find a job that is 20% more than those who have not.
 - **THE FUTURE IS BRIGHTER (matching services)**
This SE encourages and enables youths to design their own unique futures, formulate proactive plans. Through "The Future is Brighter", it gives youth access information, contacts with businesses, universities and leading professionals across borders, and supports them to make better and more informed life and career choices. The platform combines online and offline services such as online trainings, coaching sessions, webinars, forums and workshops. So far, over 950 business professionals volunteered to share their first-hand success stories and insights with more than 5000 Turkish youth and open their eyes to the various options available.
 - **JOBACT (matching services)**
This SE intertwines paths of self-discovery and skills training to dramatically increase the chances of employment for unemployed people of all ages. Instead of using theatre pedagogy to prepare for creative or artistic careers, she turns it into an empowerment instrument to leave the circles of dependence and frustration. With a 43% success rate of finding a job or vocational Training, JobAct strongly outperforms the state agencies' rate of 24%. On top of the 43%, an additional 24% of JobAct® participants go either back to school to finish a degree or go into other programs that keep them off the streets. This SE works with more than 80 educational institutions and established a network of collaboration throughout whole Germany and with 84 different JobCenters.
 - **MOZAIK RH (matching services)**
This SE founded Mozaik RH in 2007 in France as the first executive recruitment agency specialized in promoting diversity within corporate culture and reversing employment discrimination patterns by connecting people from disadvantaged communities to leading employers. It identifies talent from poorer communities and enables companies to develop their recruiting strategies and to match their executive recruitment needs with talented, qualified leaders from diverse areas. Mozaik's services are now provided through Adecco's agency, proving that diversity in the workforce is becoming an essential requirement of today's corporate culture. In seven years after its launch, Mozaik RH has supported candidates in over 10,000 job interviews and has placed more than 2,500 unemployed in the labour market.
 - **ALIANÇA EMPREENDEDORA (entrepreneurship development in disadvantaged areas)**
This SE has created unique infrastructure and services to encourage and ensure the success of entrepreneurial initiatives in low-income communities across Brazil, including existing businesses,

promising start-ups, and the revenue-generating projects of community groups. Aliança's method is based on forming people into collaborative groups or 'cells'. Each cell has both young and mature entrepreneurs who exchange experience and knowledge. Since 2005, it supported over 16,000 micro-entrepreneurs in 15 locations throughout Brazil.

- **BALLOON (entrepreneurship development in remote areas)**

Balloon started in Chile in 2013, to strengthen entrepreneurship and develop opportunities among remote and disadvantaged communities. Balloon begins by identifying such communities and engaging with all relevant local partners (chambers of commerce, local businesses, neighbourhood associations) to recruit local entrepreneurs (e.g. in tourism, retail, catering, craftsmanship). In parallel, Balloon recruits international volunteers (typically young business professional wishing to engage in social entrepreneurship) and trains them on entrepreneurship skills and how to teach them. These volunteers pay Balloon to be able to spend 5 weeks in communities to coach local entrepreneurs. The 5-week programme includes collective classes and workshops, individual consulting sessions, networking, and some financial support. In January 2016, Balloon had supported 400 entrepreneurs, and was expanding to Argentina, Mexico, Kenya, Uganda and Kenya. Balloon is sustainably funded by contributions from international volunteers, local partners in communities wishing to receive support, and sponsors.
- **ALLIANCE EMPREENDEDORA (micro-entrepreneurship development)**

This SE supports Brazilian companies, organisations and governmental agencies in developing inclusive business models and projects to support low-income micro-entrepreneurs. Their three main tools are bringing knowledge, credit and marketing networks. They work on spreading the message that each and every one can be an entrepreneur by learning a new set of skills. Since its creation its 2005, this alliance has worked with 70 organisations and supported nearly 30,000 micro-entrepreneurs.
- **INSTITUTE FOR TEACHING ENTREPRENEURSHIP (entrepreneurship development in schools)**

This SE believes that entrepreneurial skills are essential to educate independent young people and create active citizens. He has compiled a comprehensive set of innovative teaching materials now integrated in school curricula for all grades, including handbooks, exercise books, case studies, and CDs for teachers and students, as well as business plan competitions that encourage young people to combine their entrepreneurial thinking with self- driven actions. The fact that debate is built into the social entrepreneurship curriculum ensures that students will not simply be socially entrepreneurial but will have the communication skills needed to drive the dissemination of their ideas. These creative materials are reaching about 20,000 students every year and are used in three to eight hours of the curriculum each week. The institute has trained a total of 400 teachers and 2,700 business teachers in Austria and has trained teachers in ten southeast European countries. Each year, 2,500 students participate in competitions, which encourage young people to combine their entrepreneurial thinking with self-driven action. Two third of them implement their ideas into practice.
- **RLABS (VSD and entrepreneurship development)**

This SE is an information technology hub that fosters creativity and social innovation in underprivileged communities around the world. The Rlab Academy offers students aged 18-25 entrepreneurship and IT courses to develop skills and critical thinking. It encourages students to become leaders in their communities and create their own social enterprise. Rlabs then has an incubation program for the Academy start-ups. Rlabs also developed community outreach programs to detect future leaders and advises corporations looking for talent. Rlabs was founded in 2008 in South Africa, and is now present in 22 countries across the world and has impacted 5.5m people since inception.
- **VITAMINE T (VSD and job creation with companies)**

To access new financial resources and increase the legitimacy of job insertion ventures, this SE attracts private companies based on their real business interests—recruitment, market penetration and CSR activities. He then offers the opportunity to invest in the co-creation of new social ventures that can produce both economic and social impact. To guarantee that the social mission comes first and to ground the intention of the partnership, he implements key governance principles such as a maximum of 49% of the capital for private partners and no payment of capital and reinvestment of all the profits for a pre-determined period of time. In 2014, Vitamine T employed 2 600 people, had more than 950 clients, and generated a turnover of €50M, being the largest job insertion company in France. So far, more than 35,000 people benefitted from Vitamin T's job training programs and for each euro invested in Vitamine T 2.5 euros are given back through taxes and employers' contributions. Major companies such as Adecco, Paul and the Dutch Van Gansewinkel recycling company or Sodexo are just some of the co-creation partners Vitamine T has engaged with.

- **DISCOVERING HANDS (job creation with handicapped people)**
This SE invented a low-cost breast examination method to be performed by blind women. “Medical Tactile Examiners” (MTEs) are trained to deliver physical breast examination and detect early signs of breast cancer. They learn standardized methods for 9 months using a mapping system with braille coordinates and breast-specific psychology. MTEs perform examinations at doctors’ practices and/or hospitals on a freelance basis. Blind women detect 30% more cancer signs and 50% smaller tissue alterations than doctors. When an abnormality is located, doctors proceed with ultrasound and mammography. At 30€ per breast exam, this model costs 4 times less than a mammography examination. Discovering Hands currently operates in Germany and in Austria, where it has trained 10 women so far, has pilot projects in India and Colombia, and plans to roll-out on a franchise model.
- **CAMPOALTO (VSD)**
This Colombian SE was created with the mission to “inspire people to change their standards of living through access to education and work”. Campoalto now offers 16 different technical courses of 3 semesters on average, each focusing on practical and professional skills in 9 topics (Health, Administration, Mechanics, Tourism, etc.). They have 8 training centres in Bogota located close to major low and medium class neighbourhoods. To ensure that students can pay and stay on the program, they offer maximum flexibility, e.g. flexible schedules (evening, Saturday or Sunday classes), multiple program start dates, easy transfer between training centres, and flexible payment options (pay-as-you-go model). The centres are fully sustainable (over 6m USD in revenues in 2015) and train over 6,500 new students per year, 70% of which are women. 70% of the 30k alumni are now working in the formal economy, with an average income increase of \$150/month, paying back their investment in Campoalto courses within 10 months.
- **YOUNG AFRICA (VSD)**
This SE runs training and co-working centres for youngsters in 4 Eastern and Southern Africa countries. It has developed a franchise system whereby local entrepreneurs settle in Young Africa facilities, and use Young Africa equipment and brand name. In exchange, each entrepreneur pays a rental fee and provides practical training (e.g. in farming or craftsmanship) to Young Africa students, whom become apprentices and can then be recruited by these entrepreneurs. Apprentices are also trained on life skills and entrepreneurship by Young Africa staff. Some (although not all) of the centres have reached financial sustainability thanks to the rental system. Since 2001, 26k students have been trained: 80% of the graduates are economically active, of which 30% are self-employed.

SE Session Outcome (Restructured)

What we can do already now.....	What can we do in the longer-term...	Pending questions
<ul style="list-style-type: none"> ▪ Job creation: create more opportunities by bringing new ideas to employers who want to employ more people ▪ Sectorial MSD: combine with SE projects; help launch organic cooperatives ▪ SE development program: Reach out and fund many small actions that contribute to job creation and skills development out of the Global Credit grants fund ▪ General: Monitor SE development across the region, share experiences, find more local examples, inform colleagues about the possibilities of SE ▪ Other: transform existing migration project into a SE 	<ul style="list-style-type: none"> ▪ Skills dev: Include more SE logic in VET/academic curricula ▪ Job matching: test SE models with existing program ▪ SE development program: a) identify relevant SE in country, network them and have state institutions support them; b) replicate SE from other regions and countries ▪ General: link it with long-term education/ social inclusion core program (as a model); spread awareness about SE among NGOs and public sector ▪ Others: establish SE that has women from different ethnicities work together and earn income; collect funds form large corporations to expand 	<ul style="list-style-type: none"> ▪ SDC guidance: How does SE mean for SDC, how do we go for it? How other donors support SE (that SDC can learn from); What is SDC strategic rationale – job creation or social goal; Can we risk not finding the golden egg? ▪ How to work with SE: How can they have systemic change and we support this? What about misuse of SE in transition countries? How to ensure sustainability of SE? ▪ More info about SE: What about the ownership of SE? Difference between SE and inclusive business and normal start-ups?

Working groups to brain-storm about 4 different ideas to integrate SE into SDC's work. These are presented from the most 'green-field' (i.e. new program) to the most 'brown-field' (i.e. evolving existing program)

i) Integrated CIS regional program to accelerate the development of (social) entrepreneurs among youth following professional schools

Ideas	Hurdles	Way forward
<ul style="list-style-type: none"> ▪ Step 1: encourage youth in professional school to start own (social) enterprise in a few countries ▪ Step 2: select best talent (locally) and support them to launch own enterprise ▪ Step 3: Bring the 'bulldogs' (i.e. talent) to a regional impact hub to groom them, and help them scale-up and network by sharing experiences across the board ▪ Step 4: Leverage the talent to have them encourage more youth to follow their steps 	<ul style="list-style-type: none"> ▪ Include entrepreneurship in curriculum (to increase awareness and trial by students) ▪ Identify and give seed financing and non-financial support to talent ▪ Identify regional funds and resources within SDC 	<ul style="list-style-type: none"> ▪ Convince/lobby government (e.g. by showing examples and impact) ▪ Find right implementation partner (ask around, check a few) ▪ Demonstrate cost-effectiveness given impact (i.e. analysing how much investment can create how much jobs)

ii) Mainstreaming SE into seco entrepreneurship incubator program, to ensure that more socially impactful and inclusive business ideas and businesses are being supported across the region

Ideas	Hurdles	Way Forward
<ul style="list-style-type: none"> ▪ Awareness raising on existing examples (in country and abroad) and building on idealism from the young generation ▪ Combined support to selected incubators/ accelerators (towards components that could focus on SE), e.g. specialized SE mentors, networking of SE learning together; or dedicated support to SE-focused incubators, linking with CfEE (Swisscontact) and S4RE (Helvetas) ▪ Swiss Award for innovative SE 	<ul style="list-style-type: none"> ▪ Finding right implementation partners, interested incubators and entrepreneurs ▪ Matching challenge: can we help to create entrepreneurial models for SE? ▪ Costs and sustainability? ▪ Coordination between SDC and seco 	<ul style="list-style-type: none"> ▪ Develop approach (through discussion about inclusive growth and SE between SDC and seco, and involving implementing partners) to develop a 'SE component' into existing program ▪ Support opportunity-driven pilots among incubators <u>and</u> accelerators ▪ The region has potential: Talents, energy, creativity. Catch them!

iii) Developing SE-ship into existing sectorial MSD programs, to drive entrepreneurship, PSD innovations, and facilitate replication of successful models

Ideas	Hurdles	Way forward
<ul style="list-style-type: none"> ▪ Near-term <ul style="list-style-type: none"> ○ Link existing SE along the value chain ○ Facilitate BDS ○ Improve regulatory framework ▪ Medium-term <ul style="list-style-type: none"> ○ Identify potential SE and trigger more SE-ship ○ Scaling-up/ expanding existing cooperations ○ Replicate successes geographically and by sectors (even longer-term) 	<ul style="list-style-type: none"> ▪ Ensure quality and quantity (applicable to all ideas) ▪ Difficult to find potential SE partners 	<ul style="list-style-type: none"> ▪ Clever use of ICT ▪ Public private dialogue ▪ Mapping potential partners and establish contacts with them ▪ Support trust building

iv) Mainstreaming SE into existing job creation programs with local enterprises, to ensure that more socially impactful and inclusive business ideas and businesses are being supported across the region

Ideas	Hurdles	Way Forward
<ul style="list-style-type: none"> ▪ Help companies move from CSR to social business (e.g., Nestlé Youth Alliance) by bringing new ideas and incentives to employers who want to employ more people ▪ Help existing social businesses to grow, become champions and scale-up ▪ Focus can be on being more inclusive in sourcing, or with clients and employees 	<ul style="list-style-type: none"> ▪ Lack of vision, misalignment of objectives, poor incentives ▪ Non-conducive legislation ▪ SDC and seco Swiss image ▪ Lack of critical mass of “good” and sizeable companies in target sectors 	<ul style="list-style-type: none"> ▪ Develop partnership models between SDC and companies and develop skills to roll those out ▪ Work on favourable environment (e.g. legislation, taxes, incentives), awareness and information ▪ Identify champions within companies