

# SYNTHESIS REPORT

Social Enterprises  
as Potential Partners  
in Development  
Cooperation Advocacy

**CSO Partnership**   
for **Development Effectiveness**

**ISEA**  
Institute for Social  
Entrepreneurship in Asia

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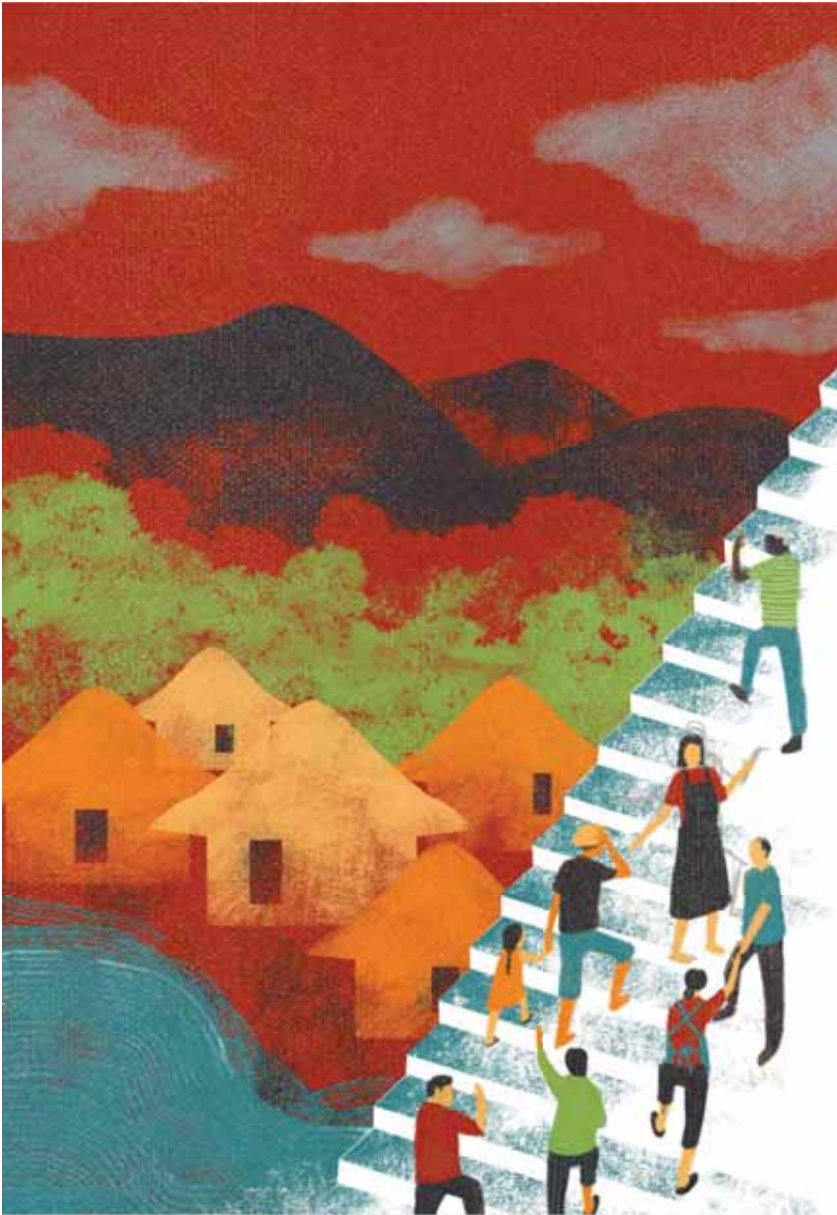
Thank you for generously sharing information, knowledge, insights, and experiences; and co-creating this research report.

**Marie Lisa Dacanay**

President, Institute for Social Entrepreneurship in Asia  
Project Director, Social Enterprises as Potential Partners for Development  
Cooperation Advocacy

## EXECUTIVE SUMMARY

This synthesis paper is the final output of the action research project, "Social Enterprises as Potential Partners in Development Cooperation Advocacy," a joint endeavour of the CSO Partnership for Development Effectiveness (CPDE) and Institute for Social Entrepreneurship in Asia (ISEA). It sought to explore the relevance and potential for civil society organisations (CSOs) in general and CPDE members in particular, in engaging social enterprises (SEs) as partners in development cooperation advocacy. To achieve this, the project was implemented in two major phases: country-level action research to provide CPDE members with a better understanding of the SE landscape and explore how they could work with the SE sector; and country outreach to social enterprises, where CSOs reached out to key SE actors to present the results of the action research as a take-off point to understand and appreciate the state of SE sector and its potential contribution in enhancing the development cooperation advocacy agenda per country. CPDE members from eight countries participated in the project: Indonesia and Philippines in Asia; Tanzania and Zimbabwe in Eastern Africa; Albania in Europe; Argentina and El Salvador in Latin America and Caribbean; and Palestine in Middle East and North Africa (MENA). However, only six countries are covered by this report as CPDE members in Indonesia and El Salvador were not able to submit their action research report on time.



## SOCIAL ENTERPRISE AS POTENTIAL GAME-CHANGERS IN ENSURING NO ONE IS LEFT BEHIND

The findings of the action research validate social entrepreneurship as an innovative, game-changing strategy that could contribute in ensuring that no one is left behind in the process of pursuing the sustainable development goals (SDGs). With the multiple crises faced by humanity today hitting the poor and marginalised the hardest, as well as expanding their ranks, social entrepreneurship is an evolving strategy in developing country contexts that is about the recognition, growth, and mainstreaming of social enterprises as partners of the poor and marginalised towards inclusive, equitable, and sustainable economies. As a global phenomenon, SEs have been characterised as responses to the complicated challenges of societies on the basis of innovative economic/business models driven by a social mission.

In developing country contexts of high poverty and inequality, social enterprises with the poor as primary stakeholders (SEPPS) have emerged as a conceptual construct to capture this phenomenon. SEPPS are responses to systemic and widespread poverty, inequality and the continuing failure of state and market institutions to serve the needs of the poor. As such, these SEs may be appreciated as part of a broader movement for social inclusion and societal transformation.

Global studies on social entrepreneurship have shown that SEs have delivered inclusive and sustainable economic development around the world by providing and promoting sustainable livelihoods, social inclusion, sustainable consumption and production technologies, and access to basic services for the poor and marginalised. Moreover, SEs have promoted people's democratic ownership of development needs and priorities, in the process enabling the poor and marginalised to collectively identify and carry out innovative solutions to move out of poverty. Even during the pandemic when their businesses were struggling, SEs all over the world found solutions, pivoting and adapting to continuously serve the most vulnerable through pandemic response initiatives. These studies show the dual or hybrid nature of social enterprises as the trading segment of civil society and as the social mission-driven segment of the private sector. On one hand, they are social economy organisations providing innovative solutions and alternative approaches to engage the poor in equitable and sustainable development. On the other, they are evolving economic and business models that create and distribute wealth and value among the poor while upholding human rights, gender equality, people's participation, and environmental sustainability in their endeavours.

## STATE OF SOCIAL ENTERPRISES IN THE COUNTRIES COVERED BY THE RESEARCH

In the countries covered by this research, the social enterprise sector is at various levels of development. The social enterprise sector is still at the nascent stage in Palestine, Tanzania, and Zimbabwe; and at the evolving stage in Albania. Meanwhile, the SE sector has reached the developed stage in the Philippines, and advanced stage in Argentina. The SEs covered in all six countries are either entrepreneurial non-profit organisations, social cooperatives, social businesses, or a combination of these types. The level of development of what are considered social enterprises varies. A number may be considered pre-social enterprise formations or evolving social enterprises. The broader context of occupation in Palestine has made the sustainability of what are considered social enterprise initiatives difficult.

Among all the countries covered, only Albania has a law recognising social enterprises. However, the law has been criticised by stakeholders for its lack of clarity and impositions that are not responsive to the realities of SEs on the ground. In Argentina, the social, solidarity, and popular economy (ESSP) organisations, as they prefer to be identified, are recognised and supported by government under the purview of the National Institute for Associations and Social Economy (INAES). The government agency has recently become part of the Productive Development portfolio, which stakeholders consider a landmark development as ESSP organisations are now recognised as significant economic actors that generate decent work for the people. Nonetheless, there are emerging forms of ESSP organisations in the country that lack recognition while newer grassroots-based cooperatives linked to food production, social and community work, care economy, and sustainable agriculture have registered





as cooperatives in the absence of legal structures that recognise their realities. In all countries where there are no legal frameworks recognising and supporting SEs, social enterprises are registered and governed by existing laws and regulations for cooperatives, private enterprises, or non-profit organisations. However, cooperative-like groups that have been set up to provide employment under the difficult context of occupation in Palestine remain unregistered due to what stakeholders consider to be unreasonable requirements for registration.

SE engagement with government varies, from registration and coordination purposes only, to solicitation of technical and financial support, to the promotion of issues affecting the sector and/or participation in government programs and policy reforms concerned with the development and growth of SEs/ESSP organisations. Social enterprise stakeholders in the Philippines have been lobbying for the Poverty Reduction through Social Entrepreneurship (PRESENT) law since 2012 but it has yet to be enacted.

SEs face common challenges including the lack of enabling legal and regulatory framework, access to adequate and appropriate financing and capital, and access to markets. In countries with nascent and evolving SE sectors, stakeholders point out that a limited understanding of social entrepreneurship, a lack of awareness about SEs, and the limited capacity of SEs to achieve financial sustainability are part of the challenges they face in developing the sector. Stakeholders express the need for a collaborative platform that would advance the recognition, growth, and mainstreaming of social entrepreneurship.

The impact of climate change, especially for SEs reliant on agriculture, fisheries, and natural resources, has negatively affected production, with disasters caused by stronger and more frequent hydrometeorological

hazards, as well as pest infestations, undermining the development and gains achieved by SEs. The development and sustainability of SEs is also very much affected by the broader country contexts of conflict and occupation in Palestine, the economic crisis accompanied by very high inflation rates in Argentina and Zimbabwe, and the shrinking civic space in the Philippines.

#### STATE OF CPDE NETWORK'S ENGAGEMENT WITH THE SOCIAL ENTERPRISE SECTOR

The involvement of CPDE members with the SE sector in the countries covered varies. Partners Albania for Change and Development (Partners Albania) and Fundación Multipolar in Argentina have been directly involved in development cooperation advocacy with the SE sector in their respective countries. Partners Albania is recognised as a key resource institution supporting social enterprise development in the country. Al Marsad in Palestine and the National Association of Youth organisations (NAYO) in Zimbabwe have been involved in policy advocacy that could support the development of SEs, but there are many challenges in engaging a nascent SE sector in development cooperation advocacy. This is also the same challenge faced by Tanzania's Coalition on Debt and Development (TCDD). In the Philippines where there is a developed SE sector, the Council for People's Development and Governance (CPDG) is still in the process of appreciating the SE sector in the country and determining how to evolve its work to engage the sector.

#### EXPLORING CSO-SE COLLABORATION IN PARTNERSHIP WITH GLOBAL/REGIONAL SOCIAL ENTERPRISE PLATFORMS AND NETWORKS

While CSOs have long been involved in global initiatives to advocate for effective development cooperation and contribute to the achievement of the SDGs, CSO-SE collaboration that harnesses the dual nature and character of social enterprises in enhancing development cooperation advocacy is still evolving. In this process, there are existing platforms and networks led by social enterprises at the regional and global level that may be relevant for CPDE to take note of.

In Asia and the Pacific, the Asia Pacific Regional CSO Engagement Mechanism (APRCM) that engages the UN system in the region on the SDGs recognised and set up a Social and Community Enterprise (SCE) constituency in 2014. In 2020, the APRCM SCE Constituency, with ISEA and its partners taking the lead, launched and set up multi-stakeholder platforms for inclusive recovery and building back fairer towards accelerating the SDGs. These platforms are arenas for the social enterprise



sector to undertake learning exchange, collaboration, and projection of collective impact, and engagements with governments, the private sector, and multilateral agencies towards mainstreaming social entrepreneurship as a strategy to leave no one behind. To provide an indication of the potential for these social enterprise platforms to add value to development cooperation advocacy, it is noteworthy to look into the initiatives of the most advanced platform, the Women's Empowerment, Livelihoods and Food (WE LIVE FOOD) in Agricultural Value Chains (AVCs). The WE LIVE FOOD Platform has been engaged in the development and advocacy of a set of Benchmarks and Guidelines for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains. The Benchmarks provide a set of planning, monitoring and evaluation tools on how social enterprises, SMEs, agribusiness corporations, and other value chain players can be transformational partners of marginalised women and men small-scale producers and in the process contribute more to advancing the SDGs. The Guidelines on the other hand provide a set of enabling policies and programs that governments can adopt to support and incentivise the practice of the Benchmarks.

While a more systematic scoping needs to be done, there are existing global networks and platforms led by SEs that may be useful as partners in development cooperation advocacy. Catalyst 2030 is a global movement of SEs and social innovators formed in 2020 that is promoting systems change towards accelerating the SDGs. Among others, it has been proactively advocating for a shift in the funding paradigm towards supporting initiatives that foster systems change and for governments to adopt policies supporting the growth of social enterprises and development of the social solidarity economy. Another noteworthy network is the World Fair Trade Organisation (WFTO). WFTO is a "global community of social enterprises that fully practice the ten principles of fair trade and employs a Guarantee System that puts the interests of workers, farmers, and artisans first.

These are networks and platforms that could potentially provide opportunities for CPDE to pursue collaboration with the social enterprise sector to enhance its advocacy for development effectiveness.

#### VALUE-ADDED OF CSO-SE COLLABORATION IN DEVELOPMENT COOPERATION ADVOCACY

Based on the state of SEs globally, and as validated by the countries covered by the research, SEs have served as partners of the poorest and most marginalised sectors in delivering basic social services, providing jobs and sustainable livelihoods,



enabling the practice of sustainable consumption and production technologies, and building their assets and capabilities to become actors in their own development.

The specific contribution of SEs in this process of transformation is two-pronged. On one hand, SEs contribute to building a strong social economy that is governed by reciprocity and redistribution, where the poor are stakeholders of equitable and sustainable development. On the other, SEs are co-creators of ethical markets where environmental and social costs and benefits are given due consideration when goods and services are produced, traded, and consumed.

In performing this dual role, SEs could strengthen CSO advocacy for alternative development strategies and approaches and concretise ways of supporting social economy initiatives and organisations. SEs could serve as partners of CSOs in developing nuanced policy and program directions for governments and multilateral agencies in support of alternative development approaches and strategies that have proof of concept on the ground. At the same time, they could further serve as partners of CSOs in constructively engaging and showing how the private sector could become more transformational partners of the poor and marginalised. Moreover, they could also serve as CSO partners in engaging governments to develop enabling policies and programs for the private sector to contribute more to the achievement of the SDGs. In the process, SEs could serve as partners in promoting the principles of development effectiveness and the Kampala Principles on effective private sector engagement.

## CONCLUSION AND RECOMMENDATIONS

This study sought to explore the relevance and potential for CSOs in general, and CPDE members in particular, in engaging SEs as partners in development cooperation advocacy. As shown by the action research, the overall nature, practice, and goals of SEs operationalise and enrich the Kampala and Development Effectiveness Principles. The principles of inclusive country ownership through innovative multi-stakeholder partnerships; targeting the poor as partners to co-create impact on their lives, livelihoods, and living environments; developing standards and benchmarks for transformational partnerships towards leaving no one behind are clear manifestations of their value added as partners in effective development cooperation advocacy.

Across the countries covered, Partners Albania and Fundación Multipolar in Argentina have been directly involved in development cooperation advocacy with the participation of SE/ESSP organisations. Partners Albania is even well-positioned as a resource institution contributing to the development of the SE sector. On the other hand, Al Marsad in Palestine, NAYO in Zimbabwe, and TCDD in Tanzania operate in countries where the SE sector is still in its nascent phase. The strengthening of the SE sector in these countries is a pre-requisite to their engagement in development cooperation advocacy. Meanwhile, CPDG in the Philippines is still in the process of

determining how social entrepreneurship and social enterprise development could enrich its work.

CPDE would need to address the challenges posed by the differentiated context and capability of CPDE members to engage with the social enterprise sector in the six countries studied. At the same time, there are opportunities for partnerships with SE networks and platforms at the global level and in the Asia-Pacific region that CPDE could consider in pursuing a robust CSO-SE collaborative effort to enrich its development cooperation advocacy agenda and strategy.

Considering the levels of engagement of CPDE members with the SE sector in the countries covered and the level of development of the SE sector in these countries, CPDE and its members could pursue the development of CSO-SE partnerships in a nuanced way.

The following are recommendations for CPDE to support the process of CSO-SE partnerships among their members in the six countries covered:

1. Optimise the evolving CSO-SE collaboration efforts in Albania and Argentina by supporting follow-through initiatives to develop a CSO-SE development cooperation agenda in these countries.
2. Support and assist the partners in Palestine, Tanzania, and Zimbabwe to contribute towards strengthening the SE sector. Explore the possibility of engaging social enterprises that may have the capacity to participate in shaping a development cooperation advocacy agenda supportive to the strengthening of the SE sector in these countries.
3. Create a learning platform for CPDE members, where they could learn and exchange perspectives and experiences towards crystallising a global CSO-SE development cooperation agenda. Partners Albania and Fundación Multipolar could lead the platform given their engagement with the SE sector in their respective countries. At the same time, the learning platform could assist the CPDE members in Palestine, Philippines, Tanzania and Zimbabwe to have a better understanding of how social entrepreneurship could enrich their work and in articulating a CSO-SE development cooperation agenda and strategy relevant to their respective country contexts.

While supporting its members in developing CSO-SE partnerships, CPDE could explore evolving a CSO-SE development cooperation agenda and strategy at the global level focusing on:



1. Making developing country governments more accountable in defining development priorities that focus not only in ensuring the inclusion of the poor but also in mainstreaming social entrepreneurship as a strategy to bring about meaningful results that enable the poor as stakeholders in equitable and sustainable development towards accelerating the SDGs. This means putting in place dedicated policies and programs, including the channelling of public financing, to social enterprises as partners in leaving no one behind;
2. Developing and promoting benchmarks for the private sector in terms of transformational partnerships that could directly pave the way for changing practices of private sector actors consistent with the Kampala Principles, and human rights and labour norms and standards, while also providing innovative pathways on how governments can enable social enterprises, micro, small, and medium enterprises to contribute more to the achievement of SDGs;
3. Developing or participating in multistakeholder collaboration platforms at the national, regional, and even global levels that could serve as arenas for evolving innovative pathways for governments, multilateral institutions, private sector partners, development partners, and civil society organisations to recognise, support, and mainstream SEs as transformational partners of the poor and marginalised towards inclusive, equitable and sustainable economies; and
4. Ensuring significant and genuine SE and CSO representation in development processes at the national, regional, and global levels where appropriate.

The above-mentioned recommendations can complement the recommendations from a parallel study undertaken by CPDE and the Reality of Aid Network published in the Private Sector Watch Global Synthesis Report 2022 that focuses on exacting accountability from private sector players based on the development effectiveness principles, Kampala Principles, and human rights and labour norms and standards.



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LIST OF ACRONYMS AND ABBREVIATIONS	
APRCM	Asia Pacific Regional CSOs Engagement Mechanism
AVC	Agricultural Value Chain
BOL	Bangsamoro Organic Law
BTPWEE	Benchmark for Transformation Partnerships and Women's Economic Empowerment
CBRES	Community-Based Renewable Energy System
COVID-19	Coronavirus Disease 2019
CPDE	CSO Partnership for Development Effectiveness
CPDG	Council for People's Development and Governance
CSO	Civil Society Organisation
DA	Department of Agriculture
DE	Development Effectiveness
DS	Down Syndrome
DTI	Department of Trade and Industry
EDC	Effective Development Cooperation
ESSP	Social, Solidarity and Popular Economy (in Spanish)
FSSI	Foundation for a Sustainable Society, Inc.
FTO	Fair Trade Organisation
GBV	Gender-Based Violence
HLF4	4th High-Level Forum
ILO	International Labour Organisation

INAEs	National Institute for Associations and Social Economy (in Spanish)
ISEA	Institute for Social Entrepreneurship in Asia
LSEED	Lasallian Social Enterprise for Economic Development
KRDC	Kusile Rural District Council
MDG	Millennium Development Goal
MENA	Middle East and North Africa
MKISEG	Mount Kalayo Institute for Social Enterprise Growth
MNC	Multinational Corporation
MSP	Multi-Stakeholders' Platform
NAYO	National Association of Youth organisations
New-Gen SE	New-Generation Social Enterprise
NFSW	National Federation of Sugar Workers
NGO	Non-Government Organisation
NGDO	Non-Government Development Organisation
NHCDO	New Hope Community Development Organisation
NPO	Non-profit Organisation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
PAMPA 2030	Argentine Monitoring Platform for the 2030 Agenda
Partners Albania	Partners Albania for Change and Development
PAYG	Pay-As-You-Go
PEF	Peace and Equity Foundation
PPP	Public-Private Partnership
PPPP	Public-Private-People Partnership
PRESENT	Poverty Reduction through Social Entrepreneurship
PVO	Private Voluntary Organisation
SDG	Sustainable Development Goal
SE	Social Enterprise
SEPPS	Social Enterprises with the Poor as Primary Stakeholders
Social Coops	Social Cooperatives
SMD-MFI	Social Mission-Driven Micro-Finance Institution

SSE	Social and Solidarity Economy
SSEO	Social and Solidarity Economy Organisation
TCDD	Tanzania Coalition on Debt and Development
TNC	Transnational Corporation
TRADO	Trading Development Organisation
UN	United Nations
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
WEF	World Economic Forum
WE LIVE FOOD	Women's Empowerment, Livelihoods and Food
ZYC	Zimbabwe Youth Council

## INTRODUCTION

This synthesis paper is the final output of the action research project, "Social Enterprises as Potential Partners in Development Cooperation Advocacy." The project was a joint endeavour of the CSO Partnership for Development Effectiveness (CPDE) and Institute for Social Entrepreneurship in Asia (ISEA). It sought to explore the relevance and potential for civil society organisations (CSOs) in general and CPDE members in particular, in engaging social enterprises (SEs) as partners in development cooperation advocacy. CPDE members from eight countries originally participated in the project: Indonesia and Philippines in Asia; Tanzania and Zimbabwe in Eastern Africa; Albania in Europe; Argentina and El Salvador in Latin America and the Caribbean; and Palestine in Middle East and North Africa (MENA). However, this report covers only six countries as CPDE members in Indonesia and El Salvador were not able to submit their action research report on time.

The action research was made up of two major phases: the first phase involved country level action research to provide CPDE members with a better understanding of the SE landscape and explore how they could work with the SE sector to further support and develop the latter as a key player in equitable and sustainable development. The second phase focused on a country outreach to social enterprises where the results of the action research and case study of the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition were presented among the CSO and SE stakeholders for a common understanding and appreciation of the state of SE sector and its potential contribution in enhancing the development cooperation advocacy agenda per country. Prior to these two major activities, an online course

on social entrepreneurship and orientation on the action research design were provided to the eight participating CPDE members.

Given the necessity for a global perspective, the research also drew heavily from relevant global studies on SEs, as well as ISEA's own studies and initiatives in the Asia Pacific Region on advancing the development of the SE sectors as a major player in contributing to the achievement of the sustainable development goals (SDGs).

This synthesis paper can be viewed as an input to better situate CPDE's potential engagement with the SE sector in the countries covered by the action research, as well as globally.



## METHODOLOGY

The action research project primarily employed qualitative approaches entailing:

- Key informant interviews of global and country experts and thought leaders on social enterprises, social investment, and development cooperation advocacy.
- Review of related literature on social enterprises, development cooperation, social investment, and development aid.
- Country-level action research that employed rapid appraisal and case study approaches to identify the key actors in the social enterprise sector and emblematic caselets of social enterprises with the poor as primary stakeholders (SEPPS); determine the challenges and opportunities for SEs; and explore strategies on how CSOs and key SE actors could work together to support and develop the SE sector.
- Case study of the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition in the Philippines to develop an understanding of the role of civil society in working with SEs as partners in development cooperation advocacy
- Country outreach to social enterprises where CPDE members reached out to key social enterprise players to explore the elements of a CSO-SE development cooperation agenda supportive of the SE sector as key actors in sustainable and equitable development.





## Social Enterprises as Key Actors in Equitable and Sustainable Development

# 1

### A WORLD IN CRISIS

A 2019 report already showed that the international community was lagging behind in achieving the 2030 SDGs (Sachs et al, 2019). It revealed that the world was already facing multiple crises revolving around worsening poverty, increasing conflict, climate change and environmental degradation, and human rights violations. Poverty remained a global challenge; land use and food production were not meeting people's needs; poor labour standards and conditions were rampant in low to middle-income countries which rich nations tolerated through the importation of products and services; violation of human rights and freedom of speech were worsening; climate and biodiversity issues were not addressed at all with governments failing to reduce greenhouse gas emissions and prevent the extinction of threatened species. The Coronavirus Disease 2019 (Covid-19) pandemic has made matters worse not only because it led to a health crisis with over 630 million cases and 6.5 million deaths (WHO, 2022), it also caused economic and social disruptions that have further exacerbated inequalities and vulnerabilities and intensified environmental destruction and biodiversity loss, with the risks to developing countries, along with the poor and marginalised populations, rising even more (UN et al, 2022). A recent report on the progress of the SDGs in Asia and Pacific reveals that progress across goals is slowing down, stagnating, or even regressing (UNESCAP, 2022).

### SOCIAL ENTREPRENEURSHIP WITH THE POOR AS PRIMARY STAKEHOLDERS

In developing country contexts of high poverty and inequality, social enterprises with the poor as primary stakeholders (SEPPS) has emerged as a conceptual construct to capture this phenomenon. SEPPS are responses to systemic and

widespread poverty, inequality and the continuing failure of state and market institutions to serve the needs of the poor (Dacanay, 2019). As such, these social enterprises may be appreciated as part of a broader movement for social inclusion and societal transformation. SEPPs are “social-mission-driven organisations that enable the poor and marginalised to participate in the creation and distribution of wealth” (Dacanay, 2017, p. 4).

As the trading segment of civil society, SEPPs pursue a social mission of addressing poverty and uplifting the lives of the poor. But unlike civil society organisations (CSOs) that usually depend on grants for their operations, social enterprises derive a significant percentage of their revenues from the sale of products and services. Hence, they create wealth like traditional businesses. But unlike traditional businesses that seek profit mainly to enrich the owners of capital, often at the expense of the poor and the environment, social enterprises contribute to resolving social and environmental problems while also distributing the wealth created to a broader constituency, especially the people living in poverty who are the main reason for their being (Dacanay, 2012; ISEA, 2015). A previous study on the role of SEPPs concluded that these enterprises have a dual role in building a plural economy. Citing Laville (2010), who theorised that in a plural economy, market principles operate side by side with the principles of redistribution and reciprocity, the study explained that as change agents, SEPPs are hybrid organisations that perform a dual role. On one hand, SEPPs may be viewed as key builders of a strong social economy, guided by the principles of reciprocity and redistribution. On the other hand, they catalyse the process of “giving value to social and environmental costs and returns and providing benchmarks for the pursuit of inclusive and ethical markets” (Dacanay, 2019, p. 269).

“Two models of stakeholder engagement are evident among social enterprises with the poor as primary stakeholders (SEPPs): the collaboration model, in which the poor are engaged as transactional partners; and the empowerment model, which engages the poor not only as transactional partners but also as transformational partners. The multidimensional nature of poverty -- which involves a state of capability deprivation and exclusion from the market and the economy -- explains the relevance of both models. The collaboration model, in which the excluded poor are enabled to become workers, suppliers and clients of SEPPs, results in the development of inclusive and ethical markets. The empowerment model, in which the poor are also enabled to become full-fledged owners and decision makers of SEPPs, results in the transformation of the poor and development of the social economy” (Dacanay, 2017, p. 4).

## CONTRIBUTIONS OF SOCIAL ENTERPRISES

An insight report by the Schwab Foundation and World Economic Forum or WEF (2022) asserts that social economy players (made up of SEs, cooperatives, entrepreneurial non-profits) have delivered inclusive and sustainable economic development around the world, citing a United Nations (UN) report that “the social economy accounted for around 7% of global GDP in 2017 and increases employment across economies.” Schwab Foundation’s network of 400 leading social innovators and entrepreneurs alone have improved the lives of more than 622 million people in over 190 countries (Schwab Foundation, 2020) by providing and promoting sustainable livelihoods, social inclusion, sustainable consumption and production technologies, and access to basic services. Even during the pandemic when their businesses were struggling, SEs all over the world found solutions, pivoting and adapting to continuously serve the most vulnerable through pandemic response initiatives (WEF, 2020). While the dominant model of growth-oriented and large-scale development paradigms often externalise environmental and social costs, SEs have “brought vital products and services to the poor and marginalised, while acting as first responders during a crisis; sustained jobs and social security, at a time when the effects of losing one’s income can be particularly devastating; innovated to address the intractable social and environmental challenges society faces; championed the sustainable development agenda, calling for an inclusive and green economy and a reset of markets; and empowered and created agency among communities so they can develop and advance their own trajectories and solutions” (WEF, 2020, p. 15).

These studies affirm the dual or hybrid nature of social enterprises as the trading segment of civil society and as the social mission-driven segment of the private sector. On one hand, they are social economy organisations providing innovative solutions and alternative approaches to engage the poor in equitable and sustainable development. On the other, they are evolving economic and business models that create and distribute wealth and value among the poor while upholding human rights, gender equality, people’s participation, and environmental sustainability in their endeavours. The International Labour Organisation (ILO, n.d.) emphasises this point, “recent global economic and political instability has served to underline the shortcomings of our current development system and further confirm the necessity for an alternate or complementary development paradigm. The social and solidarity economy (SSE) is a viable solution to re-balancing economic, social and environmental objectives.”

In the context of worsening poverty and inequality, social entrepreneurship is evolving as a strategy to recognise, grow, and mainstream SEs as key partners in multi-stakeholder innovation platforms to enable the poor/marginalised to have access to basic social and economic services; become stakeholders in developing inclusive, sustainable economies; and to partake of the value & wealth created in ways that transform their lives, communities and living environments (Dacanay, 2020). If mainstreamed as a poverty reduction strategy, it could lead to greater opportunities for the poor and marginalised to get out of poverty and better protection and management of the environment and natural resources. Hence, they need to be supported and promoted.

A better understanding of the SE sector is necessary for collaboration efforts towards influencing development programs and policies that would leave no one behind in the efforts to achieve the SDGs.



## Understanding Social Enterprises in Differing Contexts



The development of SEPPS is a process and may differ depending on the social, political, and economic conditions where they are located and operating. The six countries covered by the project have provided insights on how to better understand, appreciate, and support SEs based on their contexts.

### THE SOCIAL ENTERPRISE SECTOR IN THE COUNTRIES COVERED

SEs are part of the SE sector which comprises the stakeholders involved in promoting the development, growth, and promotion of social entrepreneurship. The SE sector is made up of SEs; the poverty/marginalised sectors served by SEs; government institutions that regulate and support SEs; resource institutions (which may cover incubators, social investors, academe, faith-based organisations, non-government organisations or NGOs, etc.) that provide financial, capacity development, research, technical, and other forms of assistance to SEs; inclusive businesses partnering with SEs; the public and consumers that avail of SE products or services; and other groups that contribute to the growth of social entrepreneurship. The research looked into the development stage of the SE sector in the countries covered – whether the sector is in its nascent, evolving, developed, or advanced stage. These development stages have been differentiated according to the following criteria:



MATRIX 1. STAGES OF SE SECTOR DEVELOPMENT

SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/ Programs	Resource institutions for SEs
Nascent	Limited awareness and understanding of SE and SE concepts among stakeholders	Collaborative endeavours are mainly between SE resource institutions and the SEs they support	No dedicated government policy and program to support SEs	Minimal resource institutions for SEs  Limited researches/ documentation on SEs
Evolving	Growing awareness and understanding of SE and SE concepts among stakeholders	SEs and other SE stakeholders having consultations leading to pockets of collaborative endeavours and networks with clear objectives	None to evolving government policy but with no clear program to support SEs	With growing non-government resource institutions providing financial and technical support to develop SEs  Limited to significant research/ documentation on SEs evident; research/ documentation on the SE sector

SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/ Programs	Resource institutions for SEs
Developed	High level of awareness and understanding of SE and SE concepts among stakeholders and with support from some segments of the public	Presence of SE networks or collaborative platforms with clear policy agenda to support SEs and the capability to engage government and/or resource institutions for changes in policies and programs	Policies and/or programs are being considered and/or developed by government with the participation of SE stakeholders	With developed community of non-government resource institutions providing financial and technical support for SEs and SE development  Social entrepreneurship courses offered by a growing number of academic institutions  Growing community of researchers and scholars studying SEs and the sector



SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/ Programs	Resource institutions for SEs
Advanced	High level of awareness and understanding of SE and SE stakeholders and with support from the general public	Presence of SE networks or collaborative platforms successful in advocating for government policies and programs to enable and support SEs or major segments of SEs as key partners in equitable and sustainable development	SEs/major segments of SEs are fully recognised with distinct enabling policies and programs in place at various levels	<p>With government and non-government resource institutions providing financial and technical support for SEs/ major segments of SEs</p> <p>Social entrepreneurship integrated in the curriculum of major schools/ universities</p> <p>Established community of researchers and scholars studying SEs and the sector and contributing to social entrepreneurship theory</p>

The findings reveal that the development of the SE sector in the participating countries differs as each country has its unique history, characteristics, and changing context that have defined the evolution of the SE sector (please refer to details in Matrix 3). It is important to note that no matter what the development stage is of the sector in a country, there are SEs that are still evolving and have yet to fully achieve the SEPPS criteria of (1) being social-mission-driven; (2) wealth creating; and (3) following a distributive enterprise philosophy. At the same time, there are also SEs that are already developed that meet the indicators of SEPPS. Matrix 2 shows the categorisation of the SE sector per country using the framework above.

MATRIX 2. STAGE OF SE SECTOR DEVELOPMENT PER PARTICIPATING COUNTRY	
Country	Stage of SE Sector Development
Albania	Evolving
Argentina	Advanced
Palestine	Nascent
Philippines	Developed
Tanzania	Nascent
Zimbabwe	Nascent



## MATRIX 3. STATE OF SE SECTOR DEVELOPMENT PER COUNTRY

Legend:





SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
ALBANIA	<p>SE and SE concept understood and used only by SE practitioners and some SE actors; the concept is relatively new (Laze, 2020; Partners Albania, 2020).</p> <p>Two main SE strategies: work integration of marginalised groups and fair-trade enterprise (Partners Albania, 2020); there are cooperatives but these are associated with the former socialist state and are negatively viewed.</p>	<p>Some social enterprises have tried to collaborate and set up a network, but these have not yet materialised into concrete actions (Laze, 2020)</p> <p>Task Force for Enabling Environment of Social Enterprises in Albania, formed by Partners Albania for Change and Development (Partners Albania) in 2018 with representation of 20 SEs; issued a statement calling for government to address the issues in the legal package for SEs.</p> <p>Partners Albania's Dua Partner Invest initiative is a collaborative platform among investors, consultants and entrepreneurs aiming to serve and develop a community of start-ups in Western Balkans countries through networking, consultancy, and access to funding opportunities</p>	<p>Law No.65/2016, "For Social Enterprises in the Republic of Albania" and several by-laws issued over a three-year period (2016-2019).</p> <p>Legal package not yet fully implemented due to unclarities, limitations, and restrictions of the law and by-laws (Kadrimi, 2019; Partners Albania, 2019, Laze, 2020).</p> <p>Approved public fund in support of social enterprises by the Ministry of Health and Social Protection for the period 2019- 2021 was not allocated.</p> <p>Only non-profit organisations (NPOs) are recognised as a legal form entitled to benefit the Social Enterprise status under the SE law.</p>	<p>"Most social enterprises are either in an early growth stage of their business lifecycle and do not have enough financial or human resources to apply for funding" (Laze, 2020, p.92)</p> <p>NBS (Nxitja E Biznesit Social or Promoting Social Business), a government office established in 2011 which seeks to "improve social protection policies of the Government, accountability processes, and improving cooperation between the public and non-public sector [<i>italics added</i>]" (NBS 2014:7, cited in Hackett &amp; Roy, 2021, p.10).</p> <p>Yunus Social Business Balkans is functioning as an NGO that supports entrepreneurs and the development of the inclusive and social entrepreneurship sector in the region. It first started as a social business development project in Albania in June 2012, and was formally registered in February 2013 as an NGO. It envisions entrepreneurs in the WB6 countries that are empowered to take bold actions towards bringing significant positive change to the society.</p>



SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/ Programs	Resource institutions for SEs
ALBANIA				<p>Partners Albania is a research-based non-profit organisation that promotes social entrepreneurship through research, capacity development, and financial support (Laze, 2020)</p> <p>International funding and support mostly from the European Union and Swedish International Development Cooperation Agency (Swedish Government).</p> <p>The German Development Agency Giz (the Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH), in collaboration with Albanian Investment Development Agency and the Ministry of Finance and Economy, have launched the IDEA project (Innovative Development for Entrepreneurs in Albania), through which innovative start-ups are offered the opportunity to scale up their entrepreneurial competences and business skills, and deliver a final, convincing business plan. Selected Business Plans are then supported through a granting scheme managed by the Ministry of Finance and Economy.</p> <p>Lacks systematic inclusion of entrepreneurial learning and university-business cooperation within the academia (Laze, 2020) but with some research/ documentation on SEs and SE sector evident (based on availability of online studies).</p>

SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
ARGENTINA	<p>“Social and solidarity economy” (SSE) is the term widely acceptable and used, by the academe and SE stakeholders, (Vazquez, 2019); “Social, Solidarity and Popular Economy” (ESSP) in colloquial and also normative language of Argentina</p> <p>SSE models/ steams: workers’ self-managed organisations; entities of the traditional social economy; cooperatives for social inclusion related to state policies; social businesses led by social entrepreneurs; and associative and family popular initiatives (Vazquez, 2019, p.37)</p> <p>Workers’ self-managed organisations and entities of the traditional social economy are very strong and have the capacity to unite, advocate for their rights and concerns, and influence government; cooperatives for social inclusion related to state policies and associative and family popular initiatives are not as advanced but there are advocacy groups supportive of their quest for better government support; social businesses have not yet reached a critical level to influence government and other sectors (G. Vazquez, personal communication, 11 February 2022)</p>	<p>National federations of cooperatives with successes in influencing national policies to favour their sector/s: National Confederation of Worker Cooperatives (Confederación Nacional de Cooperativas de Trabajo, or CNCT), a national confederation of workers’ cooperatives; Confederación Intercooperativa Agropecuaria Limitada (CONINAGRO), a big national confederation composed of agricultural federations and cooperatives; The cooperative bank “Credicoop” and the large consumer cooperative “Cooperativa Obrera de Consumo”, two big organisations with thousands of associates and a rich history; Confederation of Popular Economy Workers (Confederación de Trabajadores de la Economía Popular, or CTEP), representing SSEOs subsidised by government and provide jobs and income to marginalised workers (Vazquez, 2019)</p> <p>Argentine Monitoring Platform for the 2030 Agenda (PAMPA 2030) made up of cooperatives, trade union centres, faith-based organisations, human rights organisations, NGO networks, and indigenous and feminist movements, which monitors government policies and programs to achieve the 2030 SDGs</p>	<p>Cooperative Act of 1973, which has been revised several times to adjust to the changing context and needs of the sector (Blugerman et al, 2017)</p> <p>Law Nbr. 14650 in Buenos Aires, creating a system to promote and develop a social and solidarity economy in the province (Blugerman et al, 2017, p.20)</p> <p>2014 Civil and Commercial Code where regulations on the legal forms, structures and functioning adopted by the thirdsector organisations are defined and regulated in its First Book, Title II, and especially between its Articles 168 to 224; does not include business operations but does not ban them, either (Blugerman et al, 2017, p. 12)</p>	<p>Cooperatives are under the purview INAES (National Institute for Associations and Social Economy), a decentralised government agency created in 2000 that used to be under the National Ministry of Social Development but since 2020 has become part of the Productive Development portfolio making social and popular economy no longer an appendage of social policies and in particular of welfare, but is given the hierarchy of being actors of the economic and productive development of the country, which generate decent work.</p> <p>INTA (National Institute of Agricultural Technology) and INTI (National Institute of Industrial Technology), specialised institutes of agriculture and industrial development that allocate part of their public budgets to promote cooperatives and specific developments of family farming</p> <p>University Network of the Social and Solidarity Economy (Red Universitaria de Economía Social y Solidaria, or RUESS; <a href="http://www.ruess.com.ar">www.ruess.com.ar</a>), which seeks to support the articulation, visibility, convergence and characterisation of the university practices (of intervention, research, teaching, community actions and territorial connection) related to SSE</p>



SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
		<p>Involvement in regional and international social economy networks and platforms (International Cooperative Alliance, Southern Common Market or MERCOSUR)</p> <p>Sistema B, a global network bringing together enterprises, consultants, accountants, lawyers and workers for the creation of a favourable ecosystem for B Corps; has over 120 members in Argentina, promoting the social business model and advocating for a law to spur the creation of such SEs (Ibid, p.45; Blugerman et al, 2017)</p> <p>Initiatives involving private, public, and social sectors to promote SSE: #101soluciones (which started in Chile and being adopted in Argentina); National Civil Society Meeting, an event promoting Argentine Civil Society development via three core themes: a legal framework to foster this sector, access to public funding, and engagement in and influencing public policy making; Promotion of Alternative Finances for a Social and Solidarity Economy (PROFAESS), an organisation determined to drive the transformation of Argentina's financial system to build a social and solidarity-oriented economy (Blugerman et al, 2017)</p> <p>Argentine Foundation for Social Enterprises (FAES) fosters, develops, and promotes the development of social enterprises to contribute to poverty alleviation and humane living conditions in Latin America and around the world (Blugerman et al, 2017, p. 19)</p> <p>Network of Argentinian Social Enterprises (Red de Empresas Sociales Argentinas, or REDESA), which "organises a number of events to create a collaborative network, especially in Latin America, based on research actions and relying on several kinds of social agents, including public officials and agencies" (Blugerman et al, 2017, p.</p>		<p>Noteworthy researches on SSEs by Universidad de San Andrés' Centro de Innovación Social (CIS), Universidad Torcuato Di Tella's Espacio de Negocios Inclusivos (ENI), Center for State and Society Studies'(CEDES) Civil Society, Culture and Development Area, Culture and Development Area, and Universidad Nacional de General Sarmiento (UNGS) (Blugerman, p.16)</p> <p>Creation of the first Master's Degree in Social Economy in 2003 (Vazquez, 2019); a number of teaching cases on social businesses were published by CIS (at San Andres), and a couple of directories of social businesses produced (Blugerman, 2017)</p> <p>State-owned universities in semi-urban areas with greater involvement of local social problems, show greater synergies with ESSP organisations compared to universities with more academic tradition.</p> <p>Notable resource institutions engaged in training, dissemination, and awareness efforts for social business include AVINA Foundation (which focuses more on lobbying activities), Socialab, and Njambre (both devoted to the co-creation of triple-bottomline business models), Sistema B (Ibid, 16)</p> <p>International organisations with significant local impact on SSEs: Ashoka, which has been operating in Argentina since 1994 and boasts a network of 60 social entrepreneurs; NESsT, a catalyst for social enterprises in emerging markets, which has been operating locally since 1997 (Ibid, 2017)</p>



SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
<b>PALESTINE</b>	<p>Relatively low awareness on SE, still in its embryonic stage (Koa et al, 2018; Akella &amp; Eid, 2018)</p> <p>Difficult to set a unified concept or definition due to the novelty of the concept, multiplicity in terms of institutional forms and legal frameworks addition, and economic, social and political factors</p> <p>Most CSOs, even those with little or no revenue stream, identify as SEs, because of their efforts for social change; for many SEs, their significant sources of revenues are grants (J. Billimoria, personal communication, 28 January 2022)</p> <p>There has been a significant growth of ICT-based SEs (F. Bonnici, personal communication, 01 February 2022)</p> <p>Presence of a fair-trade community, composed of about a dozen actively exporting organisations involved in olive oil, handicrafts, and fabrics (E. Sahan, private communication, 04 February 2022)</p>	<p>Relationship between SEs and CSOs, usually revolves around logistical support, capacity development, or deepening the understanding of the concept.</p>	<p>Lack of a legal framework for SEs; no public support schemes targeting SEs (Koa et al, 2018)</p> <p>No clear government role for the development and growth of the SE sector but the following serve as purely regulatory bodies, providing licenses and approval: Ministry of Economy, Ministry of Labour, Cooperative Work Authority, Higher Council for Innovation and Excellence, Monetary Authority, Ministry of Finance, Council of Ministers</p>	<p>Higher Council for Innovation &amp; Excellence (HCIE), a government organisation that aims to incubate innovation and inventors and to provide entrepreneurial ecosystem, organised by regulations, and to provide solidarity for Palestinian economy (Koa et al, 2018)</p> <p>Non-profit organisations that incubate, accelerate, and help develop business proposals: Intikar Fund (founded in 2015), Work Factory (founded in 2014), Leaders Organisation (founded in 2004), and Pioneers of Palestine Synergous (founded in 2008) (Barakat, 2018)</p> <p>Palestinian Agricultural Development Association (PARC) is a leading Palestinian non-profit organisation involved in rural development and women's empowerment; implemented a research project that mapped and assessed the needs of SEs in Palestine</p> <p>Lists and descriptions of SEs and resource institutions found in the study by Koa et al (2018): <a href="https://www.oxfamitalia.org/wp-content/uploads/2020/06/Palestine-Needs-Assessment-of-SESOs.pdf">https://www.oxfamitalia.org/wp-content/uploads/2020/06/Palestine-Needs-Assessment-of-SESOs.pdf</a></p>

SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold; margin: 0;">PHILIPPINES</p>	<p>High level of awareness among organised SE stakeholders</p> <p>Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition has unified the diverse SE streams/ models through the adoption of SEPPS framework in 2012</p> <p>SE segments: social cooperatives (social coops), social-mission-driven micro-finance institutions (SMD-MFIs), fair trade organisations (FTOs), trading development organisations (TRADOs), and new-generation social enterprises or new-gen SEs (Dacanay, 2017)</p>	<p>PRESENT Coalition, an alliance of social enterprise practitioners belonging to the five SE segments, along with advocates, NGOS, and members of the academe formed in 2012 to advance social entrepreneurship as an approach to poverty and economic development; lobbying for the enactment of the Poverty Reduction through Social Entrepreneurship (PRESENT) Bill in Congress for the past 10 years and securing initial commitments for SE-focused initiatives with key government agencies</p> <p>Social coops, SMD-MFIs, FTOs, and TRADOs have each formed national networks to promote their stream of social entrepreneurship; new generation SEs with clusters of networks with similar intersections</p>	<p>No enabling law focused on SEs but PRESENT Coalition and members have managed to: (1) integrate a provision on social entrepreneurship in the Bangsamoro Organic Law (BOL or Republic Act 11054); (2) influence the Department of Trade and Industry (DTI) to sign a resolution recognising SEs as partners in poverty reduction and inclusive recovery, as well as the Department of Agriculture (DA) to sign a Memorandum of Agreement for SE capacity building and value chain development for agriculture-based cooperatives and farmers' organisations; partnerships not yet operationalised</p> <p>Government support for SEs not firmed up in a systematic way; SEs, by themselves, are able to avail of national and local government support individually but they are not being supported as a sector</p>	<p>Institute for Social Entrepreneurship in Asia (ISEA), a learning and action network set up in 2008 to catalyse knowledge creation, capacity development and movement-building for social entrepreneurship in the region</p> <p>Foundation for a Sustainable Society, Inc. (FSSI) and Peace and Equity Foundation (PEF) are key local resource institutions that primarily exist for the growth of SEs and the SE Sector; Oxfam has a dedicated program supportive of SEs and the sector; other significant SEs and resource institutions found in several publications (ISEA and PRESENT Coalition, 2020; PhilSen, 2017; Japan Research Institute, 2016)</p> <p>Ateneo de Manila University offers social entrepreneurship program through the Ateneo School of Government and Master's degree in the Ateneo Graduate School of Business; also established the Ateneo Center for Social Entrepreneurship to initiate research, training, and incubation of social enterprises; De La Salle University-Manila established the Lasallian Social Enterprise for Economic Development (LSEED) Center as a flagship initiative in areas of social entrepreneurship and social innovation; Central Mindanao University established Mount Kalayo Institute for Social Enterprise Growth (MKISEG) together with Gawad Kalinga as a mentoring hub for social enterprises in Mindanao (Japan Research Institute, 2016)</p> <p>Significant efforts in the academe; one stream intends to professionalise SE (Bayan Academy, SAPSE, Society for the advancement of SEs, graduates of Ateneo Business School Graduates with about 50 members)</p>
				

SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
<p>TANZANIA</p>	<p>Public officials and local stakeholders unfamiliar with SE terminology (More and Fulgence, 2009; World Bank Group, 2017)</p> <p>SEs not well developed because of legal and policy framework, technical and financial limitations, but are functional at the community level</p>	<p>The Social Entrepreneurship Network Forum, a monthly forum with innovation hubs as members (KINU, BUNI, N-Lab)</p>	<p>There are laws, by-laws, government policies and strategies on poverty alleviation which advocate for SEs</p> <p>Ministries assisting SEs: President's Office-Regional Administration and Local Government, Prime Minister's Office- Labour, Youth, Employment and Persons with Disabilities and Ministry of Community Development, Gender, Women and Special Groups</p> <p>National Economic Empowerment Council (NEEC) provides capacity building support and soft loans to registered SEs</p> <p>All local government authorities (LGAs) recognise community-based SEs and provide skills enhancement and soft loan support</p>	<p>SEs and resource institutions cited in Calvo and Pachon (2013), World Bank Group (2017); and Sheikheldin (2017); has a number of impact investors looking for deals, incubators and SEs courses, which matches or exceeds other East African counties (World Bank Group, 2017)</p> <p>SEs are rarely subject to scientific scrutiny in the academic community (World Bank Group, 2017)</p>





SE Sector Phase	Awareness of SE and SE Concepts	Nature of Collaborative initiatives	Government Policies/Programs	Resource institutions for SEs
ZIMBABWE	<p>Limited awareness among SE stakeholders (Frank &amp; Muranda, 2016)</p> <p>SEs are mostly informal, driven by volunteerism (F. Bonnici, personal communication, 01 February 2022)</p> <p>Several SEs are active and have worked over the years to design interventions that tackle poverty and social inequalities.</p> <p>Practice of social entrepreneurship fuelled by NGOs' quest for sustainability due to declining support from traditional, philanthropic, and government sources</p>	<p>The engagement between SE actors and CSOs is mostly ad hoc limiting the contribution of the sector to development cooperation. There is an opportunity for the SE sector to collaborate with CSOs on resource mobilisation and sustainability of the organisation in the face of shrinking funding for non-state actors</p>	<p>Lack of enabling law for SEs (Frank &amp; Muranda, 2016); no clear legislative framework for the registration of social enterprise organisations, some register as private voluntary organisations with the Ministry of Labour and Social Welfare but registration process is difficult such that most organisations prefer to register as Trusts.</p> <p>Ministries dealing with SEs: Ministry of Youth, Sport, Arts and Recreation under which the Zimbabwe Youth Council (ZYC); Ministry of Women Affairs, Community, Small and Medium Enterprises; Ministry of Public Service, Labour and Social Welfare.</p> <p>Note: Environment in Zimbabwe is not very conducive for SEs due to high inflation rates; revenue-raising is very difficult; heavy grant dependency to make ends meet (J. Billimoria, personal communication, 28 January 2022)</p>	<p>Minimal resource institutions for SEs and limited research or documentation on SEs</p>

It must be emphasised that there are different contexts and factors that drive the SE sector to thrive or struggle per country. Based on the analysis of the sector in each country, only Argentina falls under the advanced category. Its long history of unionism and cooperative movement; rise of workers' self-managed organisations to recuperate bankrupt companies and sustain employment during the 2001 economic crisis; and growing number of associative and family popular initiatives have driven Argentina's SE sector to reach its advanced stage. Distinct to the country is the dominance of social, solidarity, and popular economy (ESSP) as a social entrepreneurship stream. ESSP is mainstreamed with government recognition and support but there are emerging forms of ESSP organisations in the informal economy that have risen in recent years and need support.

The SE sector in the Philippines is categorised as developed. SEs belonging to different segments in the country have been united through the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition which has been working towards the enactment of a national SE law, raising public awareness on social entrepreneurship and proposed law, and development/adoption of standards and benchmarks for self-regulation and development of the sector.

In Albania, the SE sector is considered evolving as most SEs are still in their early stages primarily due to the country's transition from socialist to market economy and these SEs are still dependent on grants. Meanwhile, the SE sectors in Palestine, Tanzania, and Zimbabwe are still in the nascent stage. Nonetheless, there are long-established and developed SEs in these countries that have successfully weathered poor socio-economic conditions and sustained their engagement with the most vulnerable sectors. The overwhelming and devastating impact of war and occupation in Palestine has made any type of enterprise, SEs even more so, difficult to sustain. With Zimbabwe's high inflation rate at 285% (ZIMSTAT, 2022) and limited government support, the country is not a conducive place for SEs to thrive. The SE ecosystem is more promising in Tanzania but most SEs and SE resource institutions are still in their early stages and have yet to reach a level of sustainability.

#### STATE OF THE SOCIAL ENTERPRISES IN THE COUNTRIES COVERED

The emblematic cases selected from the six countries covered by the project are mostly focused on social enterprises with the poor and marginalised as primary stakeholders (SEPPS), especially those belonging to nascent, evolving, and developed stages of the SE Sector. Argentina focused on ESSP organisations, which are very diverse, and not all are concentrating on poverty alleviation and social inclusion. Most of the SEPPs were formed as a response to the limited access to social services

and worsening poverty and inequality brought about by the failure of state and market to address such.

The cases across countries differ in form or legal entity, depending on the laws and regulations in the country. The SEs covered are either entrepreneurial non-profit organisations, social cooperatives, or social businesses. All types of SEs are present in Albania and the Philippines, though only entrepreneurial non-profits are accepted as SEs under Albania's SE Law. On the other hand, those in Tanzania are mostly entrepreneurial non-profits, usually taking off from being NGOs or community associations that have eventually engaged in production, processing, and trading of goods, as well as provision of micro-finance and support services to women, youth, and farmers. Meanwhile, ESSP organisations covered in Argentina are mostly registered as cooperatives because there is no other legal entity that could cover the unique features of their efforts, especially those in the circular economy and other emerging ESSP initiatives. In Zimbabwe, most SEs take the form of social business, preferring to be registered as trust or private company as government requirements for registration are more manageable than registering as private voluntary organisation (PVO). There are SEs in Palestine, the Philippines, and Zimbabwe that take on a combination of legal forms. One cooperative-like SE in Palestine remains unregistered due to the complicated registration process for cooperatives and non-profit organisations in the country.

Among all the countries covered, only Albania has a law recognising social enterprises. However, the law has been criticised by stakeholders for its lack of clarity and impositions that are not responsive to the realities of SEs on the ground. In Argentina, the social, solidarity, and popular economy (ESSP) organisations, as they prefer to be identified, are recognised and supported by government under the purview of the National Institute for Associations and Social Economy (INAES). The government agency has recently become part of the Productive Development portfolio, which stakeholders consider a landmark development as ESSP organisations are now recognised as significant economic actors that generate decent work for the people. Nonetheless, there are emerging forms of ESSP organisations in the country that lack recognition while newer grassroots-based cooperatives linked to food production, social and community work, care economy, and sustainable agriculture have registered as cooperatives in the absence of legal structures that recognise their realities. In all countries where there are no legal frameworks recognising and supporting SEs, social enterprises are registered and governed by existing laws and regulations for cooperatives, private enterprises, or non-profit organisations. However, cooperative-like groups that have been set up to provide employment under the difficult context of occupation in Palestine remain unregistered due to what stakeholders consider to be unreasonable requirements for registration.



## PALESTINE: STRENGTHENING VOLUNTEERISM THROUGH EVOLVING SOCIAL ENTERPRISES

### *The Experience of Al-Jalazun Youth and Women's Association*

#### Beginnings

The Al-Jalazun Youth and Women's Association is an unregistered organisation and described as a youth and women's movement inside the camp. The association is made up of young volunteers, whose work started 8 years ago, coinciding with the war in Gaza. The group initially provided relief assistance among the residents affected by the war. After the relief phase, the frequent interaction with the community members in the camp made them realise that their work had to evolve to sustainably address the issues and concerns in the area. They came up with the idea for a cooperative-like model that would benefit the entire community, without financial return for the association. Hence, they established a consumer cooperative-like supermarket, the proceeds of which would fund the community pharmacy and medicines that people need. Calculating the purchases made by the people in need of medicines from the supermarket, the financial return from their purchases is reserved to buy the medicines they need.

#### Emergence of Additional Social Enterprise Initiatives

From the supermarket, a canteen with some women in the camp as workers was established. They also established a furniture recycling warehouses and a second-hand tool store. =Using the same logic, the revenues from these initiatives cover the salaries of workers, as well as expenses of people in need

of medicines from the pharmacy, or to fund other camp residents' needs. The association is currently setting up another supermarket that sells healthy food to be managed by a group of diabetics in the camp as there are around 400 to 500 patients, including 10 children.

#### Gains and Benefits of Poverty Sectors

The initiatives have provided 13 job opportunities for people from the camp and half of them are women. Meanwhile, around 60 families benefit from the pharmacy, including people from the camp's vicinity. Moreover, the association also grants 5 full scholarships for four-year university courses, in addition to 15 students who are provided with assistance when needed.

The association also provides recycled home furniture much lower than market costs. It also donates free pieces of restored furniture to families in need. At the same time, the recycling initiative contributes the practice of sustainable production and consumption practices, through recycling and reusing solid wastes, as well as saving cost for fuel to transport waste materials to the municipalities or local councils.

The SE initiatives have likewise promoted a culture of volunteerism in the camp. Since the residents have gotten used to relief aid, the SE initiatives encourage them to do volunteer work in exchange of goods or services.

#### Future Initiatives

The association plans to establish a vocational training centre linked to the atelier, which will contribute to the sustainability of the recycling/upcycling efforts. Moreover, the association is considering purchasing machines to serve more than one project. For example, it has purchased a sponge-cutting machine using the atelier's revenues. The machine can be used for sponge-cutting while some women in the camp use it to make cushions and garden furniture, thus reducing the production cost while providing job opportunities and benefitting more people.

## SOCIAL MISSION PURSUED BY SOCIAL ENTERPRISES

The cases reveal that no matter the categorisation of the SE sector, all SEs are able to pursue their social mission. They are strongly driven by their social mission to engage, support, and/or empower the poor, marginalised, and vulnerable sectors. Even in occupied Palestine and economically unstable Zimbabwe, there have been cases of SEs that were established even before the concept of social entrepreneurship became globally popular and have withstood the test of time, one in 1965 (Palestine) and another in 1989 (Zimbabwe). Most of the SEs in nascent and evolving stages are working with the poor/marginalised through transactional engagements (as workers, suppliers, or clients) or to ensure their inclusion by providing social services. Nonetheless, there are at least two cases that have evolved into transformational partnerships where those initially serving as workers or being provided with social services have become the owners and/or key players in the success of the SEs and in serving their communities.<sup>1</sup>

Several SEs have enabled the practice of sustainable consumption and production technology as an integral part of their social mission. There are SEs that promote the protection and propagation of the resources/raw materials needed to sustain the enterprises, as well as cooperatives and family initiatives involved in sustainable agriculture. Several ESSP organisations in Argentina have likewise ventured in the circular economy. One case in the Philippines is involved in community-based renewable energy systems while another is implementing a farmer-led rice breeding initiative that has produced climate change-adaptive rice varieties (flood tolerant, drought tolerant, saline tolerant, and pest/disease resistant).

While all cases exhibit the capacity to pursue their social mission, not all have been successful in their efforts for wealth creation. Most SEs belonging to nascent and evolving stages, have yet to reach a stage of sustainability and stability as they are either still largely dependent on grants (Albania) and soft loans (Tanzania); their countries' economy is so unstable that previous gains are lost or current ones are threatened; or there simply is lack or limited support for SEs (Zimbabwe and Palestine). Moreover, SEs in volatile and conflict situations such as those based in

<sup>1</sup> Dacanay (2012) used these categories to describe the services provided by SEs to the poor and marginalised they serve. These categories cover: (1) transactional services which are oriented at assisting the poor/marginalised to become effective workers, suppliers and clients; (2) social inclusion services which seek to provide the poor/marginalised immediate access to basic needs and social services; and (3) transformational services which aim to enable the poor to overcome their capability deprivation and become actors in their own development.

Palestine are more inclined to focus on the sustainability of the poverty/marginalised sectors they serve more than their own.

SEs in developed and advanced stage (Philippines and Argentina) exhibit the capacity to pursue their social mission, create wealth, and distribute the economic and social gains from the enterprise. These SEs have formed networks/coalitions that serve as platforms to advocate for policies and programs that would recognise and benefit the SE/ESSP sector (or SE/ESSP stream they belong to) and the vulnerable sectors they serve. They have also established linkages/partnerships with regional and international networks that advance the development of SEs/ESSP. SEs in the Philippines often start with transactional and social inclusion services for the poor/marginalised and eventually engage them as transformational partners (Dacanay, 2012). SEs/ESSP organisations in advanced development stage, specifically in Argentina, are mostly community/local-based and owned/managed by the marginalised/vulnerable sectors who are very strong in claiming their rights. These sectors perform transformational roles and functions where they own and manage their enterprises, proactively lead or participate in endeavours to improve their community/society, and develop and/or provide an alternative to the market economy. Beyond poverty alleviation, ESSP organisations in Argentina are pursuing endeavours to strengthen the local market and development of the rural regions in the country.



**TANZANIA:**  
**ENHANCING SOCIO-ECONOMIC OPPORTUNITIES FOR THE POVERTY SECTOR**  
 The Experience of New Hope Community Development Organisation

### Beginnings

The New Hope Community Development Organisation (NHCDO) was formed in 2012 and was officially registered in 2013 as a non-governmental



organisation (NGO). The organisation was established by 10 members who decided to donate their own resources to address socio-economic problems of community members. To address these problems, NHCDO has sought to raise the awareness among community members on effective optimisation of available community resources; engage in model-building projects for replication; and mobilise community members to initiate and manage social enterprise initiatives. These objectives have been pursued through awareness-raising, model farming, and community mobilisation using participatory approaches to ensure community participation.

**Baby Care and Nursery School for children** from lower income families whose parents are not capable for pay school fees in competitive private schools.

**Vegetable Gardening** designed as a model farm for poor community members, especially for women. As an agricultural field school for vegetable farming, many farmers have learned to engage in profitable vegetable farming which has helped them increase their yield and income.

**Sewing Factory** for income-generation and training purposes. The factory produces a variety of clothing materials at affordable prices and trains potential sewers from nearby communities with minimal training fees.

**Road Concreting** of a 24-kilometer rough road which mobilised community members for labour. After completion of the project, community members have been able to transport their produce to the market, as well as access social services especially health, education, electricity, and water.

**Nutrition Training Centre** for small scale farmers and livestock keepers on processing of crops and livestock products for value addition.

#### Gains Achieved by the Poverty Sectors Served

The foregoing initiatives have successfully helped a number of poor community members to get out of poverty. The small-scale farmers involved in vegetable farming have been earning well from selling their produce. Similarly, the nutrition training centre has helped increase the income to farmers and livestock keepers due to the added value to their processed

products. At the same time, the baby care centre and nursery school has helped parents from low-income families, especially mothers, to engage in micro-trading as their children are taken care of while they work. As a result, the family income also increased.

Because of its community-based efforts to support farmers and other marginalised sectors in communities, NHCDO has been recognised by the government and other development stakeholders as contributors in poverty alleviation.

#### Promotion of Women's Economic Empowerment

*"We have held workshops on new masculinities, together with our colleagues, and it is fundamental that they deconstruct themselves as men. And the fact that they are with us today is really important because it doesn't happen everywhere. I repeat, it is a path that not only our comrades walk, they also help us to walk that path. When we talk about feminism, we say that we have come here to achieve equal rights and the help of our male comrades in this struggle is vital."*

More than half (eight) of the twelve cases in nascent and evolving stages of SE sector development involve SEs with women as primary stakeholders. Of these SEs, three are owned and managed by women. These SEs have provided employment/livelihood for women or capital to start or expand their own micro-enterprises. Moreover, they have implemented capacity development interventions for these women to be effective workers, suppliers, and/or entrepreneurs. In at least three cases, social services to reduce unpaid care and domestic work (e.g., day-care centre and nursery school, road construction) have been provided. One case in Palestine facilitates the integration of women in the labour market and generate income through options for intermediate and professional diploma (licensed by the Ministry of Labour). In support of working women, the organisation also offers quality but low-cost food products, nursery/kindergarten, beauty salon for women, and housing for working women and female students to facilitate their mobility and their involvement in the labour market. Another case provides legal services for women.

In the Philippines where the SE sector is considered

developed, there have been documented cases where SEs have contributed in the improved status and empowerment of women stakeholders (Dacanay, 2012). A survey of SEs likewise reveals that more than half of the personnel employed by an estimated 164,000 SEs are women and almost half (44%) of these SEs are women-led (PhilSEN & the British Council, 2017). A farmers' cooperative showcased in the action research has supported women and the whole community by establishing a maternity and birthing clinic, as well as training community members on maternity and basic healthcare.

Meanwhile, ESSP organisations in Argentina have exhibited significant progress in women's participation, leadership, and empowerment. The progress is attributed to the confluence of government policies, evolving culture, and socio-demographic changes (rise in the number of women-led households) in the country. As a result, gender empowerment and inclusion have been mainstreamed in the life and work of ESSP organisations through education, financial inclusion, and organisational structure and policies.



ZIMBABWE:  
EMPOWERING WOMEN AND AMPLIFYING THEIR VOICES  
The Experience of Lupane Women Center

#### Beginnings

The Lupane Women Centre was founded in 1997 as an association of traditional clubs of women who came together to weave. Before the establishment of the association, the women already had regular buyers, among them the National Handcrafts Center, but they decided to come together to explore better market opportunities. As an association of women

weavers, they were the members and owners of the Centre. With the help of a government official, the Center was linked to a volunteer from the UN Peace Corps, who then organised them to work with Kusile Rural District Council (KRDC). As the association grew, the association transitioned and registered as a Trust in 2005.

The women started engaging in weaving to augment the minimal income remitted by their husbands working in South Africa and Bulawayo. The remittances were not enough to meet their families' household food and non-food requirements. Between 1997 to 2005 the Center successfully mobilised funds from Canadian, British, and America Embassies to construct a building intended as a conference and lodging centre from 2003 to 2005. Moreover, the centre mobilised external support until 2018 as they could not finance the centre's projects. The resources from development partners enabled the women's group to equip their centre with kitchen equipment and beds for the lodge. By 2018, the women decided that they could stand on their own and stopped soliciting funds from development partners. It is now 100% dependent on self-generated revenues to sustain its activities. The Centre generates funds from the Lodge and Kitchen that it operates, conference centre, farming, 15% of basket sales, and membership fees. These initiatives support the operational costs of the Center, covering staff salaries and maintenance of the Center.

#### Services for Women Weavers

Currently, the Centre has a membership of 728 weavers. It provides marketing and training services to women weavers and trains them in basketry, financial literacy, craft making, and women entrepreneurship. It also markets their crafts to the national, regional, and international markets and also does quality control of products. Moreover, the centre has a strict product quality control program that ensures consistency and good quality of products. It has also been providing educational sessions on domestic and gender-based violence (GBV) and women's rights.

The centre's strength is derived from the collective nature of the enterprise with women weavers at the forefront of the enterprise. It thrives from a bottom-up approach where women as founders and owners of the enterprise drive and sustain the enterprise initiatives and services to women. As a result, women have enhanced and learned new skills, as well as strengthened

their collective actions. They also have better income as a result of accessing national, regional, and international markets.

### Sustainability Concerns and Other Challenges

The centre has been, for decades affected by macroeconomic instability in Zimbabwe, which has negatively impacted the revenues made from sales of crafts. The inability to access cash at the banks and limitations on cash withdrawals by banks have affected the growth and profitability of the centre over the years.

Mechanisms needed to support and sustain the Centre's support to poverty sectors include technical support for the Centre to transition from a Trust to a Company Limited by Guarantee where profits are ploughed back to support further production. The centre also requires support in conducting advocacy on tax incentives such as tax holidays and tax breaks for SEs in Zimbabwe so that they can grow and expand their businesses. One of the key challenges of the group is transportation to move products from the centre to locally available markets. It relies on public transport, which has an adverse effect on the number of existing and potential markets reached by the products.

### Engagement with Government, Private Sector, and CSOs

The Centre has been engaging the Government at both local and national levels. The KRDC donated the land where the Centre is built while the Government provided the farm for free. The Centre is also engaging the Government on issues of tax laws on natural resources – women take care of the environment through recycling and hence should be exempted from tax. The Centre has also been engaging with banks on cash withdrawal limits. Engagements with CSOs have been around promoting self-sustainability among CSOs and NGOs as the sector continues to experience shrinking funding space. The Centre has also been partnering with local CSOs to raise awareness and reduce the prevalence of violence against women.

### Collaboration with Civil Society Organisations

SEs are already working closely with CSOs in the countries covered. There are several cases where CSOs themselves are engaged in trading to sustain their social mission or have helped establish SEs to support the marginalised sectors. Except for Argentina, all the countries report of CSOs, particularly developmental NGOs, that are engaged in social entrepreneurship. Those that are not involved in SE initiatives usually provide capacity development interventions for SEs. In Palestine and Tanzania, there is difficulty in distinguishing CSOs from SEs, primarily because of their social mission. CSOs supporting or operating as SEs at the national level are active in policy advocacy work for an enabling policy environment for SEs, as in the case of Albania, Philippines, and Zimbabwe. Except for the Philippines, none of the countries has formed a CSO-SE platform to advocate for government recognition and support of SEs as key players in equitable and sustainable development. The PRESENT Coalition in the Philippines is a CSO-SE platform that has successfully unified all the five segments of SEs in the country and have been working towards the enactment of the PRESENT Bill.

SEs/EESP organisations in developed and advanced development stages have universities and research institutions offering courses/degrees and conducting significant studies on social entrepreneurship/social and solidarity economy. There are also homegrown resource institutions/incubators that provide funding for these organisations.

Having an advanced SE/EESP sector, Argentina is unique in that SSE organisations themselves belong to tertiary level or national level confederations that are very strong in advocating for their rights and have the capacity to negotiate with, and even demand from, government what is due them. These groups form alliances with CSOs that could help them in their advocacy work. They are likewise members of regional and global alliances. Groups belonging to the popular economy have yet to reach this stage but they are supported by CSOs in advocating for their rights and welfare. Meanwhile, CSOs made up of faith-based organisations and state universities synergise their efforts with EESP organisations, providing complementary services depending on the needs of the latter. While uniting EESP organisations and CSOs under one platform has yet to be attained, the common desire to meet the SDG targets have enabled cooperatives, trade union centres, faith-based organisations, human rights organisations, NGO networks, cooperatives, and indigenous and feminist movements to work together through the Argentine Monitoring Platform for the 2030 Agenda (PAMPA 2030).



**ALBANIA:  
CONTRIBUTING TO THE WELL-BEING OF ROMA FAMILIES  
Drita Cleaning – Voice of Roma in Albania**

**Beginnings**

“Drita cleaning” started operating as a sub-activity of the Voice of Roma in Albania association, a non-government organisation (NGO) active in the services sector, whose main focus is the promotion of social and economic development of the Roma community and their integration in the Albanian society, through the empowerment of young people, increased employment, access to education and health services, housing, etc. “Drita cleaning” operates in the housing services sector, providing general cleaning and carpet cleaning services to the community. The clients are mainly public and private institutions, as well as the wider community. The SE has started its activity and has its premises in the city of Fier, but it offers its services in the whole country. Services are delivered by full-time employees, but there are cases when part-time employees are called on board under a contract of service when there is higher demand.

**Engagement and Support of SE to Poverty Sectors**

The main support provided to the community is employment services, with the focus on the Roma community members. So far, the SE has employed three young people, two men and a woman, two of them from Roma community, and one with hearing and vision impairment. They were reached through the collaboration with the Labour Office as the three of them came from the unemployed people registered there. In case of higher demand

from customers, part-time employees are subcontracted, and must undergo training programs to ensure that they are capable to deliver the required services.

Despite the focus being on people coming from the Roma community, “Drita cleaning” aims to create synergy and hire people from all communities.

**Gains and Benefits derived by Poverty Sectors**

The social enterprise initiatives have had a positive effect on the families of employees as providing them with employment opportunities has contributed to their well-being. Moreover, it has provided stability and decreased the need to constantly move residence. The community is well-known for being nomads, moving from one place to another and always seeking asylum in other countries. Having established employment for the community members has helped them establish roots and provide more stability for their children.

Another benefit has been the increased capacities and skills of the employed workers through the provision of training and capacity building sessions, prior to implementing the cleaning services. The gained skills can always be applied in different environments.

**Needed mechanisms to sustain support to poverty sectors**

The main challenge faced by the SE is the lack of profit, and of stable financial opportunities. The small amount generated by the business activity is reused for the operation of the SE. The only source of financial support by far have been from grants. With the new plan to expand and offer cleaning services for clothes (textiles) and blankets, there is a need for additional capital, especially from government institutions. At the same time, the collaboration with the Labour Office and other employment agencies is fundamental for the provision of employment opportunities and establishing networks between these agencies and the SE.

**Current engagement with Government, CSOs and other organisations**

Collaboration has been established with CSOs, like Partners Albania and ENGIM, through the grant awarded and provision of support, and with

the labour office for the link to the labour market. There have been many attempts to engage the local government, but it has been unresponsive.

### Engaging the Government

For Palestine, the engagement of SEs with government is limited to registration and coordination purposes. The SEs in Albania have worked with government agencies that could provide support (e.g., employment, provision of social services) for the disadvantaged sectors they serve. Meanwhile, those in Tanzania and Zimbabwe have successfully solicited support (through soft loans, marketing of products, technical training, provision of land) from the national and local governments, enabling them to expand their enterprises and services and improve and market their products.

Among countries with nascent and evolving SE sector, the government of Tanzania seems to be the most supportive of the SE sector with technical and financial packages offered to SEs. Nonetheless, not all who seek support are assisted primarily due to the high number of and demand from SEs.

For those with developed and advanced SE sector, SE/ESSP platforms and/or their members are able to engage the government on issues affecting the sector and/or participate in government programs and structures concerned with the development and growth of SEs/ESSP organisations.

In the Philippines, for instance, the PRESENT Coalition has pro-actively scoped different government agencies that could be tapped to recognise and support the SE sector. Thus far, it has worked with two key executive departments: (1) the Department of Trade and Industry (DTI) to recognise SEs as partners in poverty reduction, acceleration of SDGs, and inclusive recovery from the pandemic through a resolution; and (2) the Department of Agriculture (DA) to integrate social entrepreneurship and value chain development in its programs. Still, none of the recognition has been put to practice as the agencies have been transitioning due to the recent national elections.

The work of the Coalition with the legislative branch of the government for the enactment of a legal framework for SEs has been painstakingly on-going for the past ten years. Meanwhile, SEs have likewise worked with local government units to seek the support of the latter for program and legislative support.

In a similar manner, long-standing cooperatives in Argentina, through their federations/ confederations, actively participate in policy reform and development affecting the ESSP sector. They also sit as members of the Board of Directors of INAES. Several government agencies and programs are likewise tapped by ESSP organisations for support and funding, especially for those promoting social inclusion. The Ministry of Labour, for instance, is tapped for its Potenciar Trabajo Programme that seeks to improve the employability of people from the most vulnerable sectors through educational completion, job training, and skills-based certification.



#### PHILIPPINES: STAKEHOLDERS' VERSION OF THE POVERTY REDUCTION THROUGH SOCIAL ENTREPRENEURSHIP (PRESENT) BILL AT A GLANCE

The Poverty Reduction through Social Entrepreneurship (PRESENT) Bill codifies a policy environment conducive to social entrepreneurship as a strategy for:

- Poverty reduction
- Building back fairer post-COVID 19
- Accelerating achievement of the SDGs.

The Poverty Reduction through Social Entrepreneurship (PRESENT) Bill codifies a policy environment conducive to social entrepreneurship as a strategy for:

- Recognition of social enterprises with the poor/marginalised as

#### stakeholders

- Qualification of SEs/Various forms of SEs; SE Resource Institutions
- National PRESENT Program: strategic economic subsectors (with growth potential where the poor are concentrated or could be major players) as units of planning
- Social Enterprise Development Council: 20 agencies; 9 reps from the SE sector (key agencies: DTI, DA, DSWD, DILG/ Role of LGUs)

#### Support Programs for Social Enterprises

- Hybrid financing
  - Social Enterprise Development Fund: grants for capacity building and transformational services
  - Non-collateralised loans through special credit windows with a Guarantee Fund Pool
- Comprehensive insurance system
- Research and Development: strategic economic subsectors; innovations
- Market development: fair trade/ethical markets
- Integration of SE content in educational system
- Social Enterprise Recovery and Rehabilitation Fund

#### Incentives for Social Enterprises and Social Investors

- Special allocation/preferential treatment in government procurement
- Tax exemptions and tax credits in recognition of social value created
- Cash incentives (i.e. at least 25% of minimum wage for social enterprises employing persons with disability)

### Challenges Faced by Social Enterprises

SEs face common challenges such as limited visibility, lack of supportive legal and regulatory framework, and restricted access to markets (Schwab Foundation and WEF, 2022). These barriers are likewise felt by the SEs covered by the project.

**Lack of Enabling Legal and Regulatory Framework.** For most of the countries covered, there is a lack of supportive policy environment for SEs to develop and thrive. And even if there is a law solely focusing on SEs, as in the case of Albania, it does not fully capture the distinct features and address the specific needs of the sector. Hence, most of the SEs do not benefit at all from the law. The rest of the countries have to work around existing general laws and regulations for cooperatives, non-profit, or for-profit organisations to have a legal entity. Unfortunately, these laws are not responsive to the distinct characteristic of SEs

as hybrid organisations that straddle both the civil society and private sectors seeking to achieve equitable and sustainable development.

As a result, SEs alone often internalise the cost necessary to improve the lives of the poor and marginalised, without or with very limited assistance from government. They are treated and/or taxed as regular businesses with no recognition of the social value they create, deal with unreasonable government regulations, and absorb all the risks/impacts when disasters occur.

In Palestine, for instance, many emerging initiatives to pursue social entrepreneurship endeavours are done informally, often in small cooperative-like groups, as registration alone takes months, even a year, for cooperatives or the non-profit sector. Similarly, evolving SEs in Argentina belong to the informal sector and lack recognition, leaving owner-workers without social protection. At the same time, newer grassroots-based cooperatives linked to food production, social and community work, care economy, and sustainable agriculture in the country, recognised as popular economy players, have registered as cooperatives in the absence of legal structures that recognise their realities.

The current tax and regulatory mechanisms likewise do not take into account the social and environmental benefits brought in by these enterprises, especially ESSP organisations focused on environmental sustainability and healthy living (e.g., sustainable agriculture and waste recycling). These groups likewise suffer from high mortality rate during their early years due to limited government support.

Since specific legal recognition is one of the strongest indicators of institutionalisation and requirements for mainstreaming (Bidet & Defourny, 2019), SEs in the countries covered will continue to experience difficulties in terms of registration and acquiring the necessary and appropriate support for the sector. The lack of a supportive legal and regulatory framework for results in barriers to accessing regulatory, technical, and financial support, as well as fiscal relief or tax exemptions, despite eligibility (Schwab Foundation and WEF, 2022).

**Lack of Access to Financing and Capital.** As hybrid organisations, most of the SEs do not only need additional capital to sustain their enterprises and/or expand their scope and scale, they also need to access grants to provide transformational services to the poverty/marginalised/vulnerable sectors they serve. Especially in developing countries where poverty and inequality has worsened in the midst of the pandemic and economic crisis, the revenues earned by SEs are not sufficient to implement interventions that would enable people living in poverty to chart their paths and overcome their deprivation. However, accessing development funding from government, social investors, and official development assistance (ODA) providers is

often difficult for smaller actors like SEs.

**Lack of or Restricted Access to Markets.** Access to markets is another challenge that SEs need to overcome, especially those in rural areas where communication infrastructure (roads, communication, electricity) is limited. At the same time, the lack of recognition by government prevents them from being prioritised in public procurement processes which could give SEs access to government resources.

**Limitations of nascent and evolving SE Sector.** Common challenges among countries with nascent and evolving SE sector include **limited understanding of social entrepreneurship and/or lack of awareness on SEs; limited capacity of SEs in nascent and evolving stage for wealth creation; and lack of a strong collaborative multi-stakeholder platform that would advance the recognition, growth, and mainstreaming of social entrepreneurship.** There is limited understanding of the concept of social entrepreneurship, as well as lack of awareness among the public and even government agencies of social enterprises. Hence, developing an enabling and legal regulatory framework may be difficult without this necessary requisite.

Albania is an example of a country with legal framework that is far from supporting SEs primarily because legislators and government officials, as well as the public, are not familiar with the concept and needs of SEs. At the same time, SEs in nascent and evolving SE sectors, while already strong in pursuing their social mission, need to enhance their capacity for wealth creation. They need technical inputs on market and financial analysis, value chain development, and other skills necessary to sustain their enterprises. They may also need to partner with the academe to develop standards and benchmarks, as well as conduct feasibility studies and evaluate impact and success. Moreover, SEs may need to develop/engage in collaborative multi-stakeholder platforms that would promote social entrepreneurship as key actors in sustainable and equitable development and engage government and the public for greater support. There are already strong links and partnerships between/among CSOs and SEs in the countries covered by the research and this is a good starting point for such a platform.

**Country Context.** The context in developing countries where most of the cases are based plays a major part in the challenges faced by SEs. The conflict and Israeli occupation in Palestine, along with poor socio-economic policies and lack of government support, are not conducive for any type of enterprise to thrive. The occupation has limited the mobility of people and access to markets, as well as imposed conditions on funding sources and controlled them. In the Philippines, there is shrinking civic space for any individual or group that opposes government policies/actions and/or works for the empowerment of the poor and marginalised,

especially among those identified with the leftist movement. As a result, false and malicious “red-tagging” has affected the gains achieved by some SEs. The farmers’ cooperative featured in the action research, for instance, has been “tagged” and accused of terrorism despite being fully recognised as a legitimate enterprise and even awarded by the local government for its anti-poverty efforts. Hence, the leaders of the cooperative have been arrested and the SE has been taken over by the military. Meanwhile, the socio-economic environment in Zimbabwe is totally not conducive to any type of business, given its contracting economy, low demand for goods and services, excessive costs of capital, and liquidity crisis. Moreover, there are systemic issues and barriers in developing country context such as landlessness, corruption, and limited production and post-production infrastructure/support that make it difficult for the poor and marginalised to break out from the cycle of poverty.

**Climate change.** The impact of climate change, especially for SEs reliant on agriculture, fisheries, and natural resources, has negatively affected production. The impact of rising temperature has resulted in disasters caused by stronger and more frequent hydrometeorological hazards (drought, cyclones, heavy rains), as well as pest infestations, that have undermined the development and gains achieved by SEs.



**PHILIPPINES:**  
**REAPING THE FRUITS OF FARMERS' COLLECTIVE ACTIONS**  
 Pagidait sa Kalambuan (Development through Peace)

#### Context

Bungkalan is an initiative of the National Federation of Sugar Workers (NFSW) in their struggle for genuine agrarian reform. It started with the occupation of

abandoned lands amidst a crisis of the sugar industry so that farmworkers in large sugar estates called haciendas could access parts of the land and utilise them for planting crops to feed their families. This initiative was relaunched later as a community-led, collective cultivation of idle or disputed lands.

### Bungkalan and Pagidait sa Kalambuan

One of NFSW's members in the Northern part of Negros, a farmer's cooperative called Pagidait sa Kalambuan, which roughly translates to "Development through Peace", won their rights to own and till the land after a long struggle mainly done through Bungkalan. Instead of going their own ways after being awarded land, the farmers preserved their cooperative and developed it further to be able to maximise the fruits of their hard-earned victory. Through the financial contributions of members and supporters, they were able to invest in tractors, a pair of trucks, and farming equipment. This drastically improved their yield and contributed to the farmers' income. Apart from this, the farm workers widened their knowledge on sustainable agriculture and decided to undergo a multi-crop system that enabled them to plant rice, corn, and vegetables, veering away from the destructive monocropping practice of haciendas and large agri-corporations. The diversification of their crops allowed them year-round earnings.

The cooperative boasted of programs like cash-for-work, marriage benefits, as well as sickness and retirement benefits. Unemployment insurance was also guaranteed to its members. Collection boxes were established for each member where they secured their savings through contributions to the government's Social Security System. There was an educational and mobilisation fund to ensure their self-reliance in all their events and activities.

Aside from the assistance from partners and networks and the investment on equipment and farming tools, the organisation also sought accreditation for the Local Government Unity (LGU) so they could put up a corn and rice drying facility. This allowed them to rely on their own infrastructure instead of depending on third-party milling stations. A combination of organisational decision-making strategies and close coordination with the LGU have made sustainability possible. However, despite the wide network established by the farmers, the organisation's systems including maintaining effective committees and strong leadership was the primary reason why the program

was successful. As a result, Pagidait sa Kalambuan was recognised by the LGU as a model farm in their municipality.

### Challenges to the Bungkalan Initiative

The militarisation and shrinking civic space have proven to be the cooperative's greatest challenge. Despite the Model Farm recognition given by the LGU, Pagidait sa Kalambuan was tagged by the government's armed forces as affiliated to the communist insurgency in the country. Cooperative leaders were accused of supporting rebels and arrested by the police. Military personnel replaced the leaders and took control of the cooperative. While the ownership of the land remains with the farmers, the NFSW has had limited contact with the Pagidait sa Kalambuan after the military takeover and is unsure of the state of the cooperative.

## GAINS ACHIEVED BY THE POVERTY AND MARGINALISED SECTORS SERVED BY SOCIAL ENTERPRISES

The gains achieved by the SEs in the six countries covered by the project affirm the findings in global studies that SEs significantly contribute to the achievement of SDGs through sustainable livelihoods, social inclusion, environmental protection, and access to basic services (Schwab Foundation and WEF, 2020). The following specific gains and benefits have been achieved by the poverty/marginalised/vulnerable sectors served by these SEs:

**Reliable and sustained sources of income.** The SEs covered by the action research, no matter what the development stage is, have provided decent work and steady source of income for people living in poverty, mostly women. The Society of Inash Al Usra in Palestine, founded in 1965, has trained and provided home-based work for 200 women, allowing these women to earn decently and overcome the challenge of leaving their home due to the restrictions imposed by the Israeli occupation. Similarly, Drita Cleaning in Albania has supported the often mobile and jobless adult members of the Roma community by training and hiring them as full-time employees that give general cleaning services to mostly private and public institutions all over the country. Also founded in Albania is Te Xhoni Café which has provided employment opportunities for youth with Down Syndrome (DS).



Meanwhile, the Binga Craft Centre Trust and Lupane Women Centre in Zimbabwe have been buying and marketing woven baskets and crafts from local weavers and artisans for over 33 and 25 years, respectively. Aside from the payment they receive from their products, over 4,700 weavers and handicraft makers are regularly trained on product development to improve the quality of their creations.

The Lupane Women Centre likewise educates weavers on their rights as women. In a similar manner, Tanzania's New Hope Community Development Organisation (NHCDO) has trained farmers, mostly women, to develop vegetable gardens and market their produce; as well as work as sewers of clothing materials. The Mshikamano Youth Group in Tanzania has likewise engaged farmers in fair trade, with the latter supplying the SE with corn for the processing and marketing of animal feeds and corn flour.

Aside from the steady source of income from being suppliers and workers of SEs, the entrepreneurial poor and marginalised have been able to access soft loans to engage in micro-enterprises or expand their businesses through Tanzania's Imara Magome Women's Group and Zimbabwe's MoneyMart Finance.

The former has enabled women members to start their own micro-enterprises. As an organisation, profits earned from loan interests have been used to purchase utensils to start the group's catering services. On the other hand, MoneyMart Finance has offered asset finance loan to the members of the informal sector to expand their businesses by purchasing assets crucial to their trade. About 70% of their clients are women and 50% are youth belonging to the informal sector and living in high-density suburbs, peri-urban areas, growth points, and rural areas.

Meanwhile, ESSP organisations in Argentina have provided decent work and employment for the labour sector as well as earn from dividends.

**Enabling the Practice of Sustainable Consumption and Production.** In Argentina, there are cooperatives like La Tierra Sin Mal Cooperative which is engaged in organic agriculture, producing healthy and chemical-free farm-to-table food all over the country at reasonable prices. There are also several cooperatives involved in the collection and recycling of non-biodegradable wastes, that otherwise would have ended up polluting and harming the land, waterways, and ocean.

Meanwhile, a farmers' cooperative in the Philippines has veered away from their long-term practice of mono-cropping, shifting to sustainable agriculture and adopting a multi-crop system that has enabled the farmers to produce food.

The Magsasaka at Siyentipiko Para sa Pag-unlad ng Agrikultura (MASIPAG) has promoted indigenous farming technologies and implemented a farmer-led rice breeding initiative that has produced climate change-adaptive rice varieties (flood tolerant, drought tolerant, saline tolerant, and pest/disease resistant).

Another initiative in the country is the development of community-based renewable energy system (CBRES) which are small and decentralised energy supply systems that are established with the major participation of organised communities which also manage and sustain the systems. Two SEs showcased in Zimbabwe are reliant on natural resources (basket weaving), thereby providing an opportunity for the SEs to promote the protection and propagation of the resources/raw materials needed to sustain the enterprises.

**Access to Basic and Support Services.** SEs have shouldered the cost and provided basic and support services that should have been borne by the government.

In Argentina, elements of the popular economy involved in family farming and community kitchen have provided food for the poor and homeless people. Meanwhile, the SEs in Palestine have provided orphans, children, and youth access to education, community centre and library, and/or shelter. The Al-Jalazun Youth and Women's Association, through its cooperative-like grocery, gives "dividends" to its customers in the form of much-needed medicine.

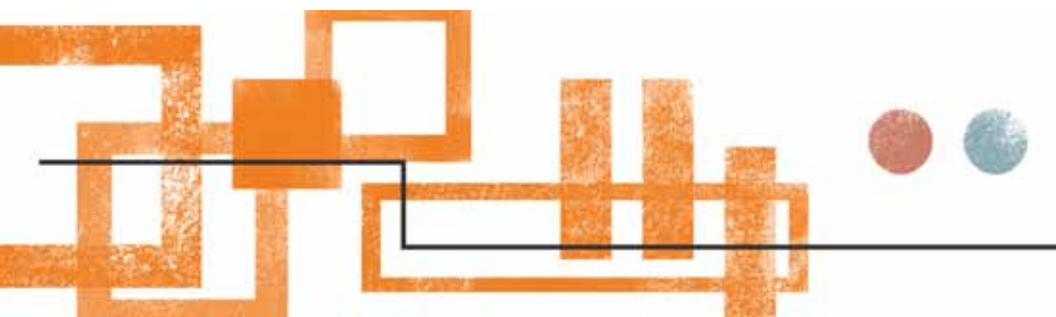
As mentioned earlier, SEs in Albania, Tanzania and the Philippines likewise set up day care centres and/or maternity/birthing clinics/funds in support of women and children. The Society of Inash Al Usra in Palestine has likewise offered affordable shelter to working women and female students to facilitate their mobility and/or involvement in the labour market.

Meanwhile, small and medium-sized ESSP organisations in Argentina offer care for the homeless and drug-dependent people. In Zimbabwe, MoneyMart Finance provides a wide-range of products and soft loans that have allowed: clients to have electricity through solar lighting systems using pay-as-you-go (PAYG) arrangements; social protection through funeral and health insurance; and children to go to school and purchase electronic gadgets for on-line schooling. Pagidait sa Kalambuan in the Philippines has likewise offered sickness benefits and retirement benefits, as well as unemployment insurance to its farmer members.

Tanzania's NHCDO has established an agricultural processing centre and constructed farm-to-market road in support of farmers, enabling them to process and add value to their harvest, as well as transport their products to the market. Consequently, access to social services such as health, education, water, and electricity has improved. In a similar manner, the Pagidait sa Kalambuan farmers' cooperative invested the financial contributions of members and supporters in tractors, trucks, and farming equipment that significantly improved their yield. Moreover, the cooperative has established a corn and rice drying facility, breaking the pattern of dependence on private third-party milling stations.

**Capacity Development.** All the SEs have provided services to enhance the capacity of the poverty and marginalised sectors they serve as workers, suppliers, clients, and/or owners. New skills have been acquired and old skills have been enhanced through these services. SEs have provided training on financial literacy and entrepreneurship, product design and development, sustainable agriculture, natural resource management, maternity and health care, etc. Built-in mechanisms to continuously empower the poor/marginalised and women to manage enterprise operations, make decisions, and claim their rights are common among community-based/primary cooperatives and cooperative-like organisations.

**Promotion of their issues and concerns.** Efforts are being done by SEs to enhance public awareness on the issues and concerns of the poverty/marginalised communities/sectors they serve.



## STATE OF CPDE NETWORK'S ENGAGEMENT WITH THE SE SECTOR

The involvement of CPDE members with the SE sector in the countries covered also varies. Partners Albania for Change and Development (Partners Albania) serves as a major organisation supporting social enterprise development in the country. Evidenced-based advocacy and advancing the development agenda of social entrepreneurship through institutional dialogue are the two pillars under its Social Entrepreneurship and Innovation Program. Through the program, Partners Albania has trained and provided seed fund to over 50 social and green start-ups that contributed to 145 full-time jobs and served more than 3,500 direct beneficiaries. Moreover, it has conducted researches and policy analyses focusing on the development trends and challenges of social entrepreneurs, as well as trained and mentored about 400 social enterprises, small businesses, and civil society organisations. Moreover, the organisation coordinated the advocacy efforts of the SE sector to improve the legal package for SEs in 2018. It coordinated and facilitated the creation of the Task Force for enabling environment of social enterprises in Albania with representation of 20 SEs.

Fundación Multipolar in Argentina exists to promote social inclusion through decent work. Hence, it has partnered with cooperatives to provide job opportunities for people living in extreme vulnerability (mostly homeless people/street dwellers) so that they can get decent work and overcome poverty. Moreover, its active participation in PAMPA 2030 has enabled Fundación Multipolar to work ESSP organisations in development cooperation advocacy, and through this action research, has been able to reach out to more segments of the sector nationwide.

Al Marsad in Palestine has been directly involved with



the cooperative sector in Palestine and has advocated for policy change to enhance the legal and policy environment for social enterprises with special focus on women and youth. More recently, it has been engaged in a project that seeks to contribute in reviving, enhancing, and promoting collective cooperative-like socio-economic models through the development and promotion of just economic policies with special focus on decent work.

As an umbrella organisation and platform for the youth in Zimbabwe, the National Association of Youth organisations (NAYO) has worked with youth-led social enterprises covering various sectors. It lobbied the Ministry of Youth, Sports, Arts and Recreation on increasing the Youth Relief Fund<sup>1</sup> allocations and recently developed the proposed Zimbabwe Youth Bill which would serve as the main regulatory legislation for youth-inclusive and youth-led SEs in the country.

The action research in the Philippines allowed the Council for People's Development and Governance (CPDG) to start the process of considering and understanding social entrepreneurship and getting to know the relevant initiatives that may be considered SEs being implemented by their members. The action research resulted in their identification of community-based SEs that are integral to the overall people-centred development endeavours of their members in the communities they cover. Following the action research, CPDG is going through a process of articulating its model of social entrepreneurship that is community-based and oriented towards people economics as a springboard for enhancing its advocacy for development effectiveness.

Prior to the action research, the Tanzania Coalition on Debt and Development (TCDD) was not directly engaged with SEs or key players of the SE sector in its work.



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2 An emergency Covid-19 funding facility available to youth organisations including those operating as social enterprises

Country	Name of Social Enterprise/ Initiative	Year Established	Poverty/Marginalised Sector Served	SE Nature/ Model	Number of Poverty/ Marginalised Sector Served
ALBANIA	Drita Cleaning – Voice of Roma	2020	Roma Community	Provides general and carpet cleaning services that employ regular and seasonal workers from the Roma community, mainly to public and private institutions and to the wider community. Enhances the capacities and skills of the engaged people through the provision of training and capacity building sessions, prior to implementing the cleaning services.	Three ( 3 ) young people are employed in the SE: 2 men and 1 woman, 2 of them from Roma community, and 1 with hearing and vision impairment. In case of higher demand from customers, part-time employees are subcontracted. There is potential for the employment of up to 10 subcontractual employees.
	Mami Care	2012	Women, especially vulnerable women and their babies, during and after pregnancy.	Operates as a community centre where new and expectant parents participate in prenatal and post-partum classes led by experts and exchange practices. Income generated from the services is used in support of poor mothers, and those from other disadvantaged groups in the state hospitals, who cannot afford to pay for necessary birthing services.	Five women employed, engaged on a part-time and voluntary basis, dividing the work within the activities of the Foundation or the activities of the SE.
	Te Xhoni Café – Jonathan Centre	2017	Children with Down Syndrome (DS)	A social business café that offers employment opportunities to people with DS as workers in the café. It operates also as a place for the organisation of different kind of activities by the families of children with DS, supporters of the cause, different organisations (mainly NGOs) and the wider community. Direct services such as individual and group therapies and life skill courses are offered to children with DS.	Three (3 ) employees, are currently working on a part-time and full-time basis, one of which is a young woman with DS. It has managed to offer employment opportunities to 14 youngsters with DS only in the last year, serving at the café shop.

Country	Name of Social Enterprise/Initiative	Year Established	Poverty/ Marginalised Sector Served	SE Nature/ Model	Number of Poverty/ Marginalised Sector Served
PALESTINE	Al Jalazun Youth and Women's Association	2014	Camp residents, especially those in need of medicines and education	Cooperative-like group of volunteers that implements income-generating projects to fund services (e.g., community pharmacy, educational services) to camp residents (super market, productive kitchen, furniture recycling atelier, second-hand tool shop); camp residents, in turn, patronise these initiatives and volunteer as workers to avail of services	Provides 13 job opportunities for people in the camp, half of them are women.  60 families benefit from the community pharmacy  5 full scholarships for four years for university studies, 15 students who are provided with assistance
	Ruwwad Al-Tanmeya (Ruwwad Foundation for Development and Human Rights)		Mainly children and youth in the most marginalised communities	A non-profit organisation that uses grants from the private sector to provide scholarships and empowerment trainings for the youth; set up libraries for children; and offer services to women and other sectors in need (assistance depends on the need)	Currently covers three marginalised communities with 1,000 to 7,000 residents
	Society of Inash Al Usra Association	1965	Women	Non-profit women's association that has several social businesses aimed at: <ul style="list-style-type: none"> <li>employing economically marginalised women through 9 production and service projects (including an embroidery workshop, atelier for ready-to-wear clothes)</li> <li>providing products and services to help women be integrated in the development field and politics (to help women leave their care role at home like providing Palestinian food products, a nursery or kindergarten, a beauty salon for women, in addition to providing housing for working women and female students to facilitate their mobility)</li> <li>accommodation for orphan girls (and for girls who suffer from difficult economic and social conditions) and monthly stipend to families in need, in addition to education grants</li> <li>Developmental education for women, offering 5 major options for intermediate diploma and 9 major options for the professional diploma with the aim of empowering women and granting them the knowledge and certificate that make them qualified to enter the labor market</li> <li>Conservation of the Palestinian identity and cultural heritage: museum, archives and a heritage library, center for heritage and society studies</li> </ul>	Have 75-85 full-time employees, and 30 part-time employees, 85% of whom are women  Provides remote job opportunities for 300 women  Provides monthly stipend to 1,500 families  Provides education grants to 200 students  Estimated 1M children have benefited from the association's services since its establishment (sponsorship of orphans, cash support, in-kind support and kindergarten services).

Country	Name of Social Enterprise/Initiative	Year Established	Poverty/ Marginalised Sector Served	SE Nature/ Model	Number of Poverty/ Marginalised Sector Served
PHILIPPINES	Magsasaka at Siyentipiko Para sa Pag-unlad ng Agrikultura (Farmer-Scientist Partnership for Agricultural Development)	1986	Farmers	<p>A non-profit network of famers and scientists that advance sustainable development through a farmer-led approach to agriculture:</p> <ul style="list-style-type: none"> <li>• Has collected indigenous, traditional varieties and, in the process, built the capacity of farmers to gain knowledge from their own farming practices.</li> <li>• Has raised indigenous agricultural practices as modern farming knowledge.</li> <li>• Has collected and identified over 3,000 traditional rice varieties (TRVs), traditional corn varieties, and farmer-bred rice</li> <li>• Has established a farmer-led rice breeding initiative with clear methods and parameters that has climate-change resilient rice varieties (flood-tolerant varieties, drought-tolerant varieties, saline-tolerant varieties, and pest/disease-resistant varieties)</li> </ul>	More than 50,000 farmers and scientists with 272 trial farms and 10 community seed banks in 47 provinces
	Pagidait sa Kalambuan (Development through Peace)		Farmers/Farm Workers	<p>Community-based farmers' cooperative that has collectively practiced sustainable agriculture and invested in tractors, trucks, farming equipment, and corn and rice drying facility that drastically improved their yield and contributed to the farmers' income.</p> <p>Established a maternity clinic and trained community members on maternity care, basic healthcare, herbal medicine making, and reflexology.</p> <p>Provides cash-for-work, marriage benefits, sickness and retirement benefits, unemployment insurance to members</p>	
	Sibol ng Agham at Teknolohiya (Wellspring of Science and Technology)	1987	Rural communities without access to electricity	<p>A non-profit organisation providing electricity to off-grid areas in rural Philippines through the Community-based Renewable Energy System (CBRES) usually using micro-hydro power systems</p> <p>CBRES</p> <ul style="list-style-type: none"> <li>• small, decentralised energy supply systems established through multi-stakeholder efforts with the major participation of organised communities.</li> <li>• owned, managed and sustained by local organisations</li> <li>• provides lighting to households, as well as energy for food and crop processing and livelihood needs for rural households</li> <li>• revenue is generated through tariffs collected from community members</li> </ul>	More than 2,085 households all over the country

Country	Name of Social Enterprise/Initiative	Year Established	Poverty/Marginalised Sector Served	SE Nature/ Model	Number of Poverty/Marginalised Sector Served
TANZANIA	Imara Magome Women Group	2016	Low-income women	A Village Community Bank (VICOBA) initiated by 50 low-income women where members can avail of micro-finance services with minimal interest	Over 50 marginalised women
	Mshikamano Youth Group	2017	Corn farmers	Initiated by 30 unemployed youth who just finished primary education; Having accessed a loan from government, the remaining ten in the group have been able to purchase a plot of land for establishing a flour milling factory with two grinding machines/flour millings  Engages corn farmers as suppliers of corn, which the group processes into flour	
	New Hope Community Development Organization (NHCDO)	2012	Rural communities, mostly farmers and women	An entrepreneurial non-profit organisation established by 10 members who shed their resources to address social and economic problems facing community members. Has implemented the following services and income-generating projects: <ul style="list-style-type: none"> <li>• Baby Care and Nursery School catering to children from lower income families</li> <li>• Vegetable Gardening designed as a model farm for poor community members especially women</li> <li>• Sewing Factory as a sewing project for income generation and training purposes; produced variety of clothing materials at affordable price and trains potential sewers from nearby communities</li> <li>• Road Construction where members were mobilised to provide labor to improve a 24-kilometer farm-to-market road; has enabled community members to transport their harvest to the market and access social services (health, education, electricity and water).</li> <li>• Nutrition Training Centre that trains small-scale farmers and livestock keepers on processing of crops and livestock products for value addition</li> </ul>	

Country	Name of Social Enterprise/ Initiative	Year Established	Poverty/ Marginalised Sector Served	SE Nature/ Model	Number of Poverty/ Marginalised Sector Served
ZIMBABWE	Binga Craft Centre Trust	1989	Rural women	<p>A trust company that started as a community-based organisation with the aim of socially and economically empowering rural poor women through sustainable use of natural resources found within their environment</p> <p>Engages women in the production of sustainable crafts, which are based on natural resources (basket weaving and woodwork). Over time the center has developed into a small-scale industry aiming to approach both local and internal markets for craft sales.</p> <p>Provides product design and development services to rural women and conducts quality control workshops; engages in natural resources management by giving basic skills on how to manage and replenish plant species used by crafters</p>	4,000 Tonga women
	Lupane Women Center	1997	Rural women	<p>A trust company founded as an association of traditional clubs of women who gathered for weaving; transitioned and registered as a Trust in 2005; purpose is to cater to the basic needs of women whose household income was not sufficient for their needs.</p> <p>Centre generates its revenue from managing a Lodge and Kitchen, and marketing of woven baskets</p> <p>Provides marketing and training services to women weavers; trains them in basketry, financial literacy, craft making, and women entrepreneurship; markets women's crafts to the national, regional, and international markets and also does quality control of products; and engages women on topical social issues such as domestic and gender-based violence (GBV) and awareness raising on women's rights.</p>	728 women weavers
	Money Mart Finances	2013	Informal business sector; micro, small, and medium entrepreneurs, 70% are women and over 50% ARE youth	<p>A social business set-up to provide Financial Solutions to the informal business sector as well as micro, small, and medium enterprises which are financially excluded by most financial service providers; seeks to address all forms of exclusion: financial exclusion, energy exclusion, and any form of exclusion that is responsible for poverty.</p> <p>Engages and supports marginalised groups and poverty sectors through:</p> <ul style="list-style-type: none"> <li>• Loan meant to help clients expand their businesses by purchasing assets needed for their business</li> <li>• Inclusive Financial Services</li> <li>• School Loan</li> <li>• Funeral cash plan and Health Benefits</li> <li>• Inter-city Cash Transfers</li> <li>• Solar Lighting Systems on a pay-as-you-go scheme (PAYG).</li> </ul>	Over 10,000 micro businesses, disbursed USD\$10 million in loans, and financed over 3,000 solar systems installations





## CSO-SE Collaboration in Development Cooperation Advocacy



### DEVELOPMENT EFFECTIVENESS AND DEVELOPMENT COOPERATION

Alonso & Glennie (2015) define development cooperation as an activity that “aims explicitly to support national or international development priorities, is not driven by profit, discriminates in favour of developing countries, and is based on co-operative relationships that seek to enhance developing country ownership.” They also identified three main types of development cooperation in the modern era: (1) financial (and in-kind transfer); (2) capacity support covering organisational and human resources, technology cooperation, and sharing policy experience; and (3) policy change.

Development cooperation, whether local or international, is forged to:

- “guarantee the provision of universal basic standards to the developing country’s citizens, as a means for people to exercise their basic human rights;
- promote convergence of the developing country to higher levels of income and well-being, correcting extreme international inequalities; and
- support efforts of the developing country to actively participate in the provision of international public goods.”

(Severino and Ray, 2009; Ocampo, 2015; Alonso & Glennie, p. 1)

Development effectiveness (DE) is the framework upon which development cooperation is ideally anchored. DE is the process of “promoting sustainable change, within a democratic framework, that addresses the root causes as well as the symptoms of poverty, inequality, and marginalisation” (CPDE, n.d.). In pursuing this process, the principles of empowerment, justice, sustainability, equality and solidarity, sovereignty, self-reliance, and autonomy are upheld (CPDE, n.d.). Hence, development cooperation could only be effective if it involves those living in poverty and the marginalised in the process and contributes to their sustainable and equitable development.



Effective development cooperation (EDC), therefore, “seeks to shape and align development programs and policies to ensure that all stakeholders, especially those belonging to the marginalised sectors, are involved in the process of addressing the structural causes of poverty, inequality, and social marginalisation” (CPDE, 2022, p. 2). Such entails an enabling ecosystem for development cooperation among government, implementing partners, CSOs, and the people. It requires the continuing process of dialogue among these stakeholders and other actors to guarantee that development of policies and programs truly benefit the marginalised and vulnerable sectors.

## CSO'S ROLE IN DEVELOPMENT COOPERATION ADVOCACY

The United Nations (UN) defines civil society organisations (CSOs) as “non-state, not-for-profit, voluntary entities formed by people in the social sphere that are separate from the State and the market.” They are “legitimate expressions of citizens’ right to association and expression” and are often formed “on the basis of shared values, beliefs, and objectives with the people they serve or represent” (APRN, 2021).

Since the early 2000s, CSOs have asserted themselves as independent co-equal partners in development cooperation endeavours. At the same time, CSOs painstakingly worked on their own effectiveness, culminating in the adoption of common principles and standards to guide their work through the Istanbul Principles for CSO Development Effectiveness in 2010. A year later, the 4th High-Level Forum (HLF4) on Aid Effectiveness in Busan was held with CSOs officially part of the negotiations on equal footing with partner governments and donors. The forum’s outcome agreement recognised the crucial role of CSOs in EDC, and included both the International Framework for CSO Development Effectiveness and the Istanbul Principles.

Since the Busan agreement, CSOs have even more intensified global and national initiatives to advocate for EDC and contribute in the achievement of SDGs. A more inclusive arena for CSOs in the development landscape helps ensure that the interests and needs of people living in poverty are highlighted and addressed in development policies and programs. Hence, it is important for CSOs to collaborate with other development actors to ensure that processes for inclusion and engagement are present to ensure that development cooperation initiatives benefit the poor and marginalised sectors.

## CSO-SE COLLABORATION IN DEVELOPMENT COOPERATION ADVOCACY

While CSOs have proven themselves to be credible champions of human rights and sustainable development, several studies already exhibit how SEs have been effective key agents in poverty reduction and inclusive growth. The SEs discussed in this report are live cases of how SEs pursued endeavours and achieved impact that are aligned with development effectiveness principles and contributing to the SDGs. SEs, as hybrid organisations, make up the social mission-driven segment of the private sector that has successfully generated revenues while upholding human rights, gender equality, and environmental sustainability in their endeavours. On the other hand, they also straddle the trading segment of CSOs that has ventured into socio-economic activities to transform the lives of the poor and marginalised.

Hence, SEs are the most natural allies of CSOs in pursuing a development cooperation agenda that promotes SEs as key players in sustainable and equitable development. In the same manner, the involvement of the SE sector in development cooperation advocacy would strengthen the efforts of CSOs to ensure that development cooperation would truly redound to systems and structural changes that address the root causes as well as the symptoms of poverty, inequality, and marginalisation.

The cases in the six countries covered by the project reveal that CSOs and SEs are already engaging each other, in varying levels. For countries with nascent and evolving SE sector, CSOs have played a key role in the formation and capacity development of SEs, as well as for advocating for the rights of the poverty and marginalised sectors they serve. Meanwhile, in countries with developed and advanced SE sector, there are already existing CSO-SE collaborative and multi-sectoral platforms that are trying to shape and influence development programs and policies, as well as resource allocation for such, to truly impact and benefit people living in poverty and marginalisation. In the Philippines, the PRESENT Coalition has engaged in EDC advocacy, as a CSO-SE network, pushing government, as well as other development actors, to support and promote SEs through financial and material inputs, capacity development, and policy change. Meanwhile, there are several CSO-SE collaborative platforms in Argentina that are not yet systematised but have been formed for advocacy purposes, based on the evolving needs of different ESSP streams. Nonetheless, PAMPA 2030 has successfully brought together trade unions, CSOs, academics, cooperatives, and social movements to monitor government programs and policies to ensure that these contribute to the achievement of the SDGs.

#### EVOLVING SOCIAL ENTREPRENEURSHIP SDG ACCELERATION PLATFORMS WITH DEVELOPMENT COOPERATION ADVOCACY ENDEAVOURS IN ASIA-PACIFIC

The Institute for Social Entrepreneurship in Asia (ISEA), a regional network promoting social entrepreneurship for sustainable development, has been developing social entrepreneurship platforms to accelerate the achievement of the SDGs in the region and was poised to present them in March 2020 at a Social Enterprise Advocacy and Leveraging (SEAL) Conference and Regional Assembly that was co-convened by United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP). However, the SEAL Conference was postponed due to the pandemic. A Webinar Series on COVID-19 Social Enterprise Response and Visioning Effort (SERVE) was then conducted which culminated in evolving the five platforms towards inclusive recover, building back fairer, and accelerating the SDGs.

The themes of these SE-SDG Acceleration Platforms were:

- Women's Empowerment, Livelihoods and Food in Agricultural Value Chains
- Decent Work for All in Sustainable Value Chains
- Rural Revitalisation, Youth and Social Entrepreneurship
- Technological Innovations for Sustainable Development
- Health for All

The Women's Empowerment, Livelihoods and Food in Agricultural Value Chains (WE LIVE FOOD) Platform was launched during the 3rd SEAL Conference in September 2020 with Centre for Social Initiatives Promotion (Vietnam) and Bina Swadaya (Indonesia) as Co-conveners. Since then, the WE LIVE FOOD Platform has promoted the adoption of a set of Benchmarks and Guidelines for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains.

The four other platforms that were first presented at the SEAL Conference in 2020 have progressed at different paces. Responding to the challenge of aging farmers and reconsidering rural development as a critical element in achieving sustainable development, the Rural Revitalization, Youth and Social Entrepreneurship Platform was launched in July 2022 with the Philippine Rural Reconstruction Movement, Rural Reconstruction Nepal and Sources for Action China as Co-Conveners. With its focus on bridging the digital divide, the Technological Innovations for Sustainable Development Platform co-convened by the Association of Progressive Communications embarked on the promotion and mainstreaming of community networks and community-based connectivity initiatives. The Decent Work for All in Sustainable Value Chains, co-convened by the World Fair Trade Organisation-Asia and the Asia-South Pacific Bureau for Basic and Adult Education has focused on promoting Centres of Excellence to assist the recovery and repositioning of fair-trade organisations in the crafts subsector that have been badly hit by the pandemic. The Health for All platform, co-convened by Dompet Dhuafa Foundation (Indonesia) and Dhan Foundation/SUHAM (India) has promoted learning exchanges on community-based health and wellness models focusing on building resilient and sustainable communities.

These are being developed as multi-stakeholder collaboration platforms for:

- Learning and exchange of experiences and best practices among stakeholders on social entrepreneurship and cross-sectoral collaboration focused on the recovery of social enterprises and the marginalised sectors they serve towards leaving no one behind in building back better and achieving the SDGs.
- Developing and projecting collective impact in the recovery of social enterprises and the poverty sectors they serve towards leaving no one behind in building back better and achieving the SDGs.
- Developing and advocating changes in government policy and programs supportive to the recovery of social enterprises and the marginalised sectors.
- Attracting and generating commitments and support from private donors and financial institutions as well as national and intergovernmental bodies to assist the recovery of social enterprises and the marginalised sectors they serve as well as to enhance the promotion and practice of social entrepreneurship and cross-sectoral collaboration towards leaving no one behind in building back better and achieving the SDGs.

Meanwhile, there are evolving platforms and networks led by social enterprises at the regional and global level that may be relevant for CPDE to take note of. In Asia and the Pacific, the Asia Pacific Regional CSO Engagement Mechanism (APRCM) that engages the UN system in the region on the SDGs recognised and set up a Social and Community Enterprise (SCE) constituency in 2014. In 2020, the APRCEM SCE Constituency, with ISEA and its partners taking the lead, launched and set up multi-stakeholder platforms for inclusive recovery and building back fairer towards accelerating the SDGs.

These platforms are arenas for the social enterprise sector to undertake learning exchange, collaboration and projection of collective impact, and engagements with governments, the private sector, and multilateral agencies towards mainstreaming social entrepreneurship as a strategy to leave no one behind. They are at various stages of development, the most advanced of which is the Women's Empowerment, Livelihoods and Food (WE LIVE FOOD) in Agricultural Value Chains (AVCs). This platform has been engaged in the development and advocacy of a set of Benchmarks and Guidelines for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains.

#### BENCHMARKS FOR TRANSFORMATIONAL PARTNERSHIPS AND WOMEN'S ECONOMIC EMPOWERMENT IN AGRICULTURAL VALUE CHAINS

Synthesised from a study of best practices among social enterprises and inclusive businesses that have made significant impact on women and men small-scale producers, the following are the eight principles that have been demonstrated as critical factors for effective agricultural value chain interventions.



While a more systematic scoping needs to be done, there are existing global networks and platforms led by SEs that may be useful as partners in development cooperation advocacy at the global level. Catalyst 2030 is a global movement of SEs and social innovators formed in 2020 that is promoting systems change towards accelerating the SDGs. With eight regional chapters worldwide, the movement asserts that any hope in achieving the SDGs and reversing the impact of climate change requires addressing the “root causes of complex problems rather than symptoms by transforming policies, practices, customs, mindsets, power dynamics, and resource flows, with lasting impacts on a local, national, and global level.” Among others, it has been proactively advocating for a shift in the funding paradigm towards supporting initiatives that foster systems change and for governments to adopt policies supporting the growth of social enterprises and development of the social solidarity economy.

#### CATALYST 2030 AND PARTNERS: CALL TO SHIFT FUNDING PRACTICES

The following principles outline what Catalyst 2030 and partners believe to be the most critical and effective practices funders need to adopt given the complex and overlapping problems facing the world today. Given the powerful role of funders and donors in influencing the work and scope of organisations working on systemic issues, these shifts will better enable and empower the social sector and will foster the multi-sectoral collaborations that work towards the types of systems changes that are urgently needed.

1. **Give Multi-Year, Unrestricted Funding:** Addressing root causes of interconnected systemic problems requires continuous adaptation and learning over the long term. Trusting organisations with general operating funds for multiple years (at least three to five years, and preferably longer) allows them the flexibility to take the necessary long-term, iterative approach to tackling big, complex, systemic problems.
2. **Invest in Capacity Building:** Good ideas are not enough. Help your program partners to build core organisational capacity and be responsive to what they say they need most. Non-profits need to build a diverse set of capacities either in their organisation or through their partners to bring collective strength and sustainability to their work over time.
3. **Fund Networks:** Networks are tools in our social change toolboxes that

support stakeholders to not only take collaborative action but also develop strategic initiatives that include the multiple actors that are part of the solution. Networks are also an excellent source for capacity building for those participating, incentivising collaboration, experimenting with new approaches, and allowing course corrections to happen quicker and more efficiently.

4. **Create Transformative Rather than Transactional Relationships:** We all need to evolve from the corrosive power relationships that have characterised many interactions between funders and grantees to date. To achieve transformational change, we need to practice a partnership model where we all bring assets and gifts to the change at hand. Money is one of those assets, as is community knowledge, people power, relationship, expertise, economic power, and political clout. Effective systems change work relies on all of these assets, as well as a shared sensibility for listening, learning, and collaboration.
5. **Share Power:** Non-profits and movement leaders have traditionally not been present in rooms where big structural decisions are made by governments and corporations. Funders can help rebalance inequities by sharing power with the social sector, giving more resources directly at the local level to organisations with local leadership and local ownership, and investing in organisations led by proximate leaders of colour.
6. **Be Transparent and Responsive.** Funders should Bring humility to grant making and recognise the power imbalances in relationships with program partners. They should communicate equity journey with grantees. Be crystal clear about your priorities and expectations, be swift to say no if it's not a good fit, and respond in a timely manner. The urgency of our challenges requires no less of all of us.
7. **Simplify and Streamline Paperwork:** Non-profits spend an enormous amount of time writing grant proposals and reports to satisfy requirements from funders, while doing the difficult work of systems change and meeting regulatory requirements.
8. **Offer Support Beyond the Check:** Funders have more to offer than dollars alone. Be a connector. Make helpful connections for grantee partners to other possible funders and peer organisations, be curious and responsive to their needs, and create opportunities to showcase them and their work in venues to which you have access.
9. **Collaborate With Other Funders:** Just as non-profits need to weave

together networks to achieve scale, funders also need to build an ecosystem of investors in systems change work. Share knowledge, connections, and expertise with other donors; enhance efficiencies through coordinated action; open doors for your grantees and walk through them together as partners.

10. **Embrace a Systems Mindset in Your Grantmaking:** Funders should embrace a systems change mindset with their grantees to address their chosen priority problem(s). The overall goal is to meaningfully shift the conditions that hold the problem in place. This involves identifying, understanding, and addressing root causes of the problem(s) you are tackling. This mindset also extends to thinking differently about evaluating and understanding impact over a longer-term horizon.

Another noteworthy network is the World Fair Trade Organisation (WFTO) which describes itself as a “global community of social enterprises that fully practice Fair Trade.” With members spread across 76 countries, they all exist to serve marginalised communities. It employs a Guarantee System that is the only international verification model focused on social enterprises that put the interests of workers, farmers, and artisans first. It verifies that members are mission-led enterprises fully practicing the 10 Principles of Fair Trade across their business and supply chains through peer-reviews and independent audits. Once verified, all members have free use of the WFTO Guaranteed Fair Trade product label.



Source: Our Fair Trade System | World Fair Trade Organization ([wfto.com](http://wfto.com))

The foregoing networks and platforms at the regional and global levels could potentially provide opportunities for CPDE to pursue collaboration to develop and advance a CSO-SE advocacy agenda for development effectiveness.

#### PRIVATE SECTOR ENGAGEMENT IN DEVELOPMENT COOPERATION

The United Nations has emphasised the role of the private sector, along with government and CSOs, in achieving the SDGs. At country and sub-country levels, public-private partnerships (PPPs) have been employed as an approach to implement development projects in the areas of infrastructure and services. Private sector entities involved in development cooperation through PPPs are usually multinational corporations (MNCs) and transnational corporations (TNCs). In developing countries, PPPs often use blended financing, which combines ODA with government or other private resources as leverage for private sector finance to supposedly address the risks in investing in high impact projects requiring a huge amount of capital (Pereira, 2017). Such has raised controversies in recent years as ODA is being used to support private sector investments in developing countries (Griffiths, 2021).

The practice of PPP has also been pursued through partnerships with inclusive businesses or private corporations that are willing to engage the poor in their supply chains. This has been complemented by partnerships with private investors or impact investors that are willing to set up funds to grow enterprises that would yield both social and financial returns. The assumption is more investments in inclusive businesses would benefit more poor who can be engaged as suppliers, workers, and clients in their supply chains. Creating impact investment funds through blended financing on the other hand would provide resources to make enterprises that show potential for social impact to become impact-investment ready on one hand and provide equity to grow these selected enterprises on the other. Given that impact investment funds are private sector driven, they require the selection of impact enterprises that would yield both high social and financial returns. The question of whether these strategies have or are creating impact relevant to the SDGs have been raised. The evolving critique is that they have tended to benefit the private sector, mostly private corporations and private investors, more than achieving development outcomes contributory to the SDGs.

Evidence suggests that PPPs “have often tended to be more expensive than the alternative of public procurement while in a number of instances they have failed to deliver the envisaged gains in quality of service provision, including its efficiency, coverage and development impact. In other words, they have failed to yield ‘value for money’ in its broadest sense taking into account not just the financial costs and efficiency gains deriving from a project but also its longer-term fiscal implications (including the risks of any contingency liabilities) as well as the broader welfare benefits for society such as the impact on poverty and sustainable development” (Jomo et al, 2016).

Social enterprises have developed economic and business models that impact the poor and marginalised in a positive way and contribute to the SDGs. SEs are a source of benchmarks on how the private sector could engage the poor in a more transformational way that is consistent with the Kampala Principles. The Kampala Principles were developed through a series of multisectoral consultations and launched in 2019 in Kampala, Uganda.

They are intended to “provide a normative guidance for the collective work of enhancing private sector engagement towards achieving national sustainable development priorities” (CPDE and the Reality of Aid, 2021).

#### THE KAMPALA PRINCIPLES FOR EFFECTIVE PRIVATE SECTOR ENGAGEMENT THROUGH DEVELOPMENT COOPERATION

**Principle 1: Inclusive Country Ownership**  
Strengthening coordination, alignment, and capacity-building at the country level by:

- defining national PSE goals through an inclusive process;
- aligning and coordinating PSE through development cooperation with national priorities and strategies; and
- investing in capacities for PSE through development cooperation.

**Principle 2: Results and Targeted Impact**  
Realizing sustainable development outcomes through mutual benefits by:

- focusing on maximizing sustainable development results;
- ensuring sustainable results by aligning core business and development interests; and
- engaging in partnerships according to agreed international standards.

**Principle 3: Inclusive Partnership**  
Fostering trust through inclusive dialogue and consultation by:

- supporting and participating in inclusive dialogue and consultation;
- promoting inclusive, bottom-up and innovative partnerships and raise awareness of engagement opportunities; and
- making partnerships more accessible.

**Principle 4: Transparency and Accountability**  
Measuring and disseminating sustainable development results for learning and scaling up of successes by:

- Defining and agreeing on frameworks to measure results
- Disseminating results; and
- Ensuring accountability

**Principle 5: Leave No One Behind**  
Recognizing, sharing, and mitigating risks for all partners by:

- ensuring that a private sector solution is the most appropriate way to reach those furthest behind;
- targeting specific locations, markets, value chains and investor types that are most likely to have a positive impact on those furthest behind;
- sharing risks proportionately to incentivize private sector contributions to leaving no one behind; and
- establishing provisions to mitigate and manage risks.

Source: *Monitoring Private Sector Engagement in Development Cooperation: A Handbook for Civil Society Organisations*, CPDE & The Reality of Aid (pp. 11-12), 2021. CPDE and the Reality of Aid: Quezon City.

A study by ISEA of best practices of social enterprises and inclusive businesses in agricultural value chains that have shown positive impact on the lives, livelihoods, and living environments of women and men small scale producers led to the development of a set of Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains. The WE LIVE FOOD platform discussed earlier has promoted the adoption of these benchmarks, which were transformed into scorecards not only for social enterprises but also for SMEs, agribusiness corporations, and agricultural value chain program holders which could serve as planning, monitoring, evaluation and learning tools for enterprises on how they can be transformational partners of women and men small scale producers and contribute more to the SDGs. The platform likewise developed a set of Transformational AVC Guidelines to provide enabling policies and programs that governments can adopt to support and incentivise the practice of the Benchmarks.

#### BENCHMARKS FOR TRANSFORMATIONAL PARTNERSHIPS AND WOMEN'S ECONOMIC EMPOWERMENT IN AGRICULTURAL VALUE CHAINS

Score Card for Corporate Agribusinesses

##### BENCHMARKS for TRANSFORMATIONAL PARTNERSHIPS and WOMEN'S ECONOMIC EMPOWERMENT in AVCs: SCORECARD for CORPORATE AGRIBUSINESSES

**1** Alignment of philanthropic and social investments towards developing small producer communities to participate in the company's supply chain **ALIGNMENT 20 points**

**2** Strategic partnerships with cooperatives and social enterprises of small producers and their enablers to achieve mutually beneficial objectives **STRATEGIC PARTNERSHIPS 20 points**

**3** Engagement in value chain practices that enhance women's participation and economic empowerment **WEE and Supply Chain 40 points**

**4** Measurement and communication of responsible business outcomes at the level of the company, its supply chain, partner women and men small producers and their organizations **RESPONSIBLE BUSINESS OUTCOMES 20 points**



#### SDG MULTI-SECTORAL ACCELERATION PLATFORM: WOMEN'S EMPOWERMENT, LIVELIHOODS AND FOOD IN AGRICULTURAL VALUE CHAINS (WE LIVE FOOD)

Guidelines for Transformational Partnerships and Women's Economic Empowerment in AVCs

The Women's Empowerment, Livelihoods and Food (WE LIVE FOOD) in Agricultural Value Chains (AVCs) is a multi-sectoral platform in Asia that seeks to empower women and men small-scale producers in agricultural value chains, enabling them to become food secure, resilient, and empowered stakeholders of sustainable consumption and production systems in a green economy. Towards this end, the platform is working with (1) AVC practitioners and support institution in the Indonesia, the Philippines, and Vietnam to assist SEs, inclusive businesses, SMEs and corporate agribusinesses in developing an inclusive recovery plan, as well as to pilot the Benchmark for Transformation Partnerships and Women's Economic Empowerment (BTPWEE) in AVCs scorecards as evaluation and planning tool towards improving the transactional and transformational services of these groups; and (2) governments in the development and advocacy of policy to enable and incentivise the practice of BTPWEE in AVCs through the Guidelines for Transformational Partnerships and Women's Economic Empowerment in AVCs.

### Key Provisions in the Guidelines for Transformational Partnerships and Women's Economic Empowerment in AVCs

#### GUIDELINE 1: ENABLING INNOVATIONS THAT SUPPORT AVC DEVELOPMENT FOR FOOD SECURE, RESILIENT, AND EMPOWERED SMALL-SCALE PRODUCER COMMUNITIES

- 1.1 Promote appropriate, affordable, and accessible technology and community-oriented innovations that build on indigenous knowledge systems and are friendly to small-scale producers, especially women.
- 1.2 Enable women and men small-scale producers to reap their fair share of the wealth generated by AVCs.
- 1.3 Ensure food security and nutrition and the resilience of both women and men small-scale producers to health pandemics and natural, social, and economic disasters.
- 1.4 Enable the empowerment of small-scale producers in the agriculture, forestry, and fishery sectors to be the main actors of their own development.

#### GUIDELINE 2: ENABLING WOMEN'S ECONOMIC EMPOWERMENT THAT SPANS ALL FUNCTIONS AND ORGANISATIONS ENGAGED IN AVC DEVELOPMENT, MANAGEMENT, AND GOVERNANCE

- 2.1 Invest in transparent and accountable value chain development practices that enhance women's participation and empowerment as stakeholders in production, consolidation, processing, marketing, and other functions that produce and deliver agricultural, forestry, and fishery products to markets.
- 2.2 Invest in transforming women small-scale producers in agriculture, forestry, and fishery, individually and in groups, into entrepreneurs, leaders, and stakeholders of enterprises and organisations promoting women's economic empowerment

#### GUIDELINE 3: MOBILISATION OF INVESTMENTS ON SUSTAINABLE CONSUMPTION AND PRODUCTION SYSTEMS THAT ENABLE WOMEN AND MEN SMALL-SCALE PRODUCERS AS STAKEHOLDERS IN ACHIEVING A CLIMATE-RESILIENT AND GREEN ECONOMY

- 3.1 Invest in and enable sustainable consumption and production systems that will empower women and men small-scale producers to become stewards of the natural resource base that sustains their livelihoods and enterprises.
- 3.2 Support investments and interventions that enable enterprises of small-scale producers to effectively adopt and adapt sustainable consumption and production technologies and practices in value chain functions beyond production.

#### GUIDELINE 4: RECOGNITION AND SUPPORT FOR SOCIAL ENTERPRISES AND INCLUSIVE BUSINESSES AS INNOVATORS AND KEY ENABLERS OF WOMEN AND MEN SMALL-SCALE PRODUCERS IN AVCs

- a. Recognise and enable social enterprises as key stakeholders in empowering women and men small-scale producers in AVCs
- b. Enable transformational models of inclusive businesses engaged with women and men small-scale producers by supporting their partnership with social enterprises and NGOs
- c. Invest in and incentivise AVC interventions that support transactional and transformational services among women and men small-scale producers through inclusive and hybrid financing

#### GUIDELINE 5: MOBILISATION OF SUPPORT FOR SOCIAL INNOVATION PLATFORMS THAT MAINSTREAM SUSTAINABLE AGRICULTURE, TRANSFORMATIONAL PARTNERSHIPS, AND WOMEN'S ECONOMIC EMPOWERMENT IN AVCs TOWARD MEASURABLE SOCIAL IMPACT AND ACCELERATING THE ACHIEVEMENT OF THE SDGs

- 5.1 Invest in and incentivise programs that support AVC stakeholders to



co-create social impact and measure outcomes of transformation at the level of women and men small-scale producers, households, and communities, and value chains and economic subsectors

5.2 Enable cross-sectoral collaboration and multi-stakeholder platforms that promote the practice and mainstreaming of the Benchmarks toward accelerating the SDG

#### VALUE-ADDED OF CSO-SE COLLABORATION IN DEVELOPMENT COOPERATION ADVOCACY

This study shows that the overall nature, practice, and goals of SEs are not only aligned but enrich and operationalise the Kampala and Development Effectiveness principles.

Based on the state of SEs globally, and as validated by the countries covered by the research, SEs have served as partners of the poorest and most marginalised sectors in delivering basic social services, providing jobs and sustainable livelihoods, enabling the practice of sustainable consumption and production technologies, and building their assets and capabilities to become actors in their own development.

The specific contribution of SEs in the process of social transformation is two-pronged. On one hand, SEs contribute to building a strong social economy that is governed by reciprocity and redistribution, where the poor are engaged as stakeholders of equitable and sustainable development. On the other, SEs are co-creators of ethical markets where environmental and social costs and benefits are given due consideration when goods and services are produced, traded and consumed. The commitment of SEs to serve the poorest and most marginalised sectors and creating impact on transforming their lives are consistent with the Kampala and development effectiveness principles of leaving no one behind and focusing on results.

On building a strong social economy, SEs provide innovative solutions and alternative approaches to effectively deliver basic social and economic services, and sustainable livelihoods to the growing ranks of the poor. Social enterprises engage the poor in creating and partaking of the value and wealth co-created by

them in ways that transform their lives, communities and living environments. Social enterprises also harness and build the capabilities and assets of the poor to enable their movement out of poverty as stakeholders in equitable and sustainable economies. These demonstrate that SEs promote the Kampala and development effectiveness principles of inclusive partnerships, and targeting the poorest and most marginalised sectors to bring about positive impact.

As co-creators of ethical markets, social enterprises are providing models and benchmarks on how businesses can be transformational partners of the poor and contribute more effectively to the SDGs. Social enterprises also provide guidelines on how governments can enable and incentivise the private sector to engage in transformational partnerships that impact on the poor to contribute to accelerating the SDGs. These are social enterprise practices that reflect the Kampala and development effectiveness principles of promoting inclusive partnerships and accountability.

In performing this dual role, social enterprises strengthen CSO advocacy for alternative development strategies and approaches and concretise ways of supporting social economy initiatives and organisations. Social enterprises have and can serve as partners of CSOs in developing nuanced policy and program directions for governments and multilateral agencies in support of alternative development approaches and strategies that have proof of concept on the ground.

Social enterprises have and can further serve as partners of CSOs in constructively engaging and showing how the private sector could become more transformational partners of the poor and marginalised. Social enterprises have and can also serve as CSO partners in engaging governments to develop enabling policies and programs for the private sector to contribute more to the achievement of the SDGs.

As shown above, SE partnership building with CSOs, the private sector and governments to undertake social innovation processes as effective transformational partners and enablers of the poor and marginalised exhibits the Kampala and development effectiveness principles of inclusive country ownership, accountability and leaving no one behind.

#### RESULTS OF THE CSO OUTREACH TO SOCIAL ENTERPRISES IN COUNTRIES COVERED

The action research has triggered a process of learning and dialogue between CPDE members/partners involved in development cooperation advocacy and key actors of

the social enterprise sector.

In Argentina, it has triggered a process of engaging segments of the SE sector such as evolving ESSP organisations that are not covered by existing government policies and programs. Similarly, NAYO in Zimbabwe has expanded its SE network beyond the youth-inclusive and youth-led social enterprises that it has been working with before. As a result, it has been able to identify concrete initiatives to strengthen and potentially involve the sector in development cooperation advocacy. The same is true for Tanzania's TCDD which had limited relations with the SE sector prior to the research. In Albania, it has enhanced Partners Albania's engagement with SE practitioners and enablers who they can work with to advance a CSO-SE development cooperation agenda. In the Philippines, the action research has provided an opportunity for the CPDG to study what they considered as evolving SE initiatives in their own network of CSOs while starting a dialogue with the broader SE stakeholders in the PRESENT Coalition. Meanwhile, the action research has enabled Al Marsad in Palestine to better appreciate the potential of supporting and strengthening small community-based cooperative-like initiatives that seek to provide employment for Palestinians while engaging government to consider the special needs and requirements of these initiatives, especially in terms of registration, taxation, and investment/funding support.

These varied results of the CSO outreach to social enterprises in countries covered were influenced by the level of development of the SE sector and the differentiated level of engagement of CPDE members with SE stakeholders before and during the action research process.



## Conclusions and Recommendations

# 4

### CONCLUSIONS

As a global phenomenon, social enterprises have been characterised as responses to the complicated challenges of societies on the basis of innovative economic/business models driven by a social mission. In developing country contexts of high poverty and inequality, social enterprises with the poor as primary stakeholders (SEPPS) has emerged as a conceptual construct to capture this phenomenon. SEPPS are responses to systemic and widespread poverty, inequality and the continuing failure of state and market institutions to serve the needs of the poor. As such, these SEs may be appreciated as part of a broader movement for social inclusion and societal transformation. In some countries and regions, social enterprises have participated or even led the setting up of platforms for multi-stakeholder collaboration to contribute to the achievement, or even the acceleration of the SDGs.

In the countries covered by this research, the social enterprise sector is at various levels of development. The social enterprise sector is still at the nascent stage in Palestine, Zimbabwe and Tanzania; and at the evolving stage in Albania. Meanwhile, the SE sector has reached the developed stage in the Philippines, and advanced stage in Argentina, where they prefer to be referred to as ESSP or social solidarity and popular economy organisations.

Across all the countries covered, SEs have served as partners of the poorest and most marginalised sectors in delivering basic social services, providing jobs and sustainable livelihoods, practicing sustainable consumption and production technologies, and building their assets and capabilities to become actors in their own development. This is true even in the extremely difficult contexts of occupation in Palestine; militarised zones constricting specific SE initiatives in the Philippines; and extremely high inflation rates in Argentina and Zimbabwe.

In countries where the social enterprise sector has reached a developed and advanced stage, SEs have already been playing a role in the broader movement for societal transformation, working with CSOs in various platforms that engaged government and to a certain extent the private sector on the SDGs. This was manifested in the active participation of ESSP organisations in a platform, PAMPA 2030, that was set up to monitor the progress of the SDGs in Argentina. This was also manifested in the partnership of SEs with CSOs in the Poverty Reduction through Social Entrepreneurship (PRESENT) Coalition that was engaging government to enact and put in place a PRESENT Bill and program in the Philippines.

In the Asia-Pacific region, SEs and CSOs have set up five collaboration platforms towards inclusive recovery and building back fairer towards the acceleration of the SDGs. The most advanced of these platforms engages social enterprises, SMEs and corporate agribusinesses to practice a set of Benchmarks for Transformational Partnerships and Women's Economic Empowerment in Agricultural Value Chains. The platform also engages governments to adopt a set of Transformational AVC Guidelines, to enable and incentivise the practice of the Benchmarks.

The specific contribution of SEs in this process of transformation is two-pronged. On one hand, SEs contribute to building a strong social economy that is governed by reciprocity and redistribution, where the poor are stakeholders of equitable and sustainable development. On the other, SEs are co-creators of ethical markets where environmental and social costs and benefits are given due consideration when goods and services are produced, traded and consumed.

In performing this dual role, SEs could strengthen CSO advocacy for alternative development strategies and approaches and concretise ways of supporting social economy initiatives and organisations. SEs could serve as partners of CSOs in developing nuanced policy and program directions for governments and multilateral agencies in support of alternative development approaches and strategies that have proof of concept on the ground. At the same time, they could further serve as partners of CSOs in constructively engaging and showing how the private sector

could become more transformational partners of the poor and marginalised. Moreover, they could also serve as CSO partners in engaging governments to develop enabling policies and programs for the private sector to contribute more to the achievement of the SDGs.

This study sought to explore the relevance and potential for CSOs in general, and CPDE members in particular, in engaging SEs as partners in development cooperation advocacy. As shown by the action research, the overall nature, practice, and goals of SEs operationalise and enrich the Kampala and Development Effectiveness principles. The principles of inclusive country ownership through innovative multi-stakeholder partnerships; targeting the poor as partners to co-create impact on their lives, livelihoods, and living environments; developing standards and benchmarks for transformational partnerships towards leaving no one behind are clear manifestations of their value added as partners in effective development cooperation advocacy.

Across the countries covered, Partners Albania and Fundación Multipolar in Argentina have been directly involved in development cooperation advocacy with the participation of SE/ESSP organisations. Partners Albania is even well positioned as a resource institution contributing to the development of the SE sector. On the other hand, AI Marsad in Palestine, NAYO in Zimbabwe, and TCDD in Tanzania operate in countries where the SE sector is still in its nascent phase. The strengthening of the SE sector in these countries is a pre-requisite to their engagement in development cooperation advocacy. Meanwhile, CPDG in the Philippines is still in the process of determining how social entrepreneurship and social enterprise development could enrich its work.

CPDE would need to address the challenges posed by the differentiated context and capability of CPDE members to engage with the social enterprise sector in the six countries studied. At the same time there are opportunities for partnerships with SE networks and platforms at the global level and in the Asia-Pacific region that CPDE could consider in pursuing a robust CSO-SE collaborative effort to enrich its development cooperation advocacy agenda and strategy

## RECOMMENDATIONS

Considering the levels of engagement of CPDE members with the SE sector in the countries covered and the level of development of the SE sector in these countries, CPDE and its members could pursue the development of CSO-SE partnerships in a nuanced way.

The following are recommendations for CPDE to support the process of CSO-SE partnerships among their members in the six countries covered:

1. Optimise the evolving CSO-SE collaboration efforts in Albania and Argentina by supporting follow-through initiatives to develop a CSO-SE development cooperation agenda in these countries.
2. Support and assist the partners in Palestine, Tanzania, and Zimbabwe to contribute towards strengthening the SE sector. Explore the possibility of engaging social enterprises that may have the capacity to participate in shaping a development cooperation advocacy agenda supportive to the strengthening the SE sector in these countries.
3. Create a learning platform for CPDE members, where they could learn and exchange perspectives and experiences towards crystallising a global CSO-SE development cooperation agenda. Partners Albania and Fundación Multipolar could lead the platform given their engagement with the SE sector in their respective countries. At the same time, the learning platform could assist the CPDE members in Palestine, Philippines, Tanzania and Zimbabwe to have a better understanding of how social entrepreneurship could enrich their work and in articulating a CSO-SE development cooperation agenda and strategy relevant to their respective country contexts.

While supporting its members in developing CSO-SE partnerships, CPDE could explore evolving a CSO-SE development cooperation agenda and strategy at the global level focusing on:

1. Making developing country governments more accountable in defining development priorities that focus not only in ensuring the inclusion of the poor but also in mainstreaming social entrepreneurship as a strategy to bring about meaningful results that enable the poor as stakeholders in equitable and sustainable development towards accelerating the SDGs. This means putting in place dedicated policies and programs, including the channeling of public financing, to social enterprises as partners in leaving no one behind;

2. Developing and promoting benchmarks for the private sector in terms of transformational partnerships that could directly pave the way for changing practices of private sector actors consistent with the Kampala Principles while also providing innovative pathways on how governments can enable the private sector to contribute more to the achievement of SDGs;
3. Developing or participating in multistakeholder collaboration platforms at the national, regional and even global levels that could serve as arenas for evolving innovative pathways for governments, multilateral institutions, private sector partners, development partners, and civil society organisations to recognise, support, and mainstream SEs as transformational partners of the poor and marginalised towards inclusive, equitable and sustainable economies; and.
4. Ensuring significant and genuine SE and CSO representation in development processes at the national, regional, and global levels where appropriate.

The above-mentioned recommendations can complement the recommendations in the Private Sector Watch Global Synthesis Report that focus on exacting accountability from private sector players based on the Kampala Principles and the principles of development effectiveness (CPDE & The Reality of Aid, 2022).

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