

Social Enterprise in Biosphere Reserves



Galloway & Southern Ayrshire Biosphere
International Conference
Scotland October 2015

Towards a Social Enterprise Strategy 2016 -2025



Background

UNESCO MAB

In 1971 UNESCO launched '[Man and the Biosphere](#)' (MAB) aimed at improving the relationship between humans and their environment. Out of this framework emerged the Biosphere Reserve (BR) concept for context-specific conservation (1974) and two years later the [World Network of Biosphere Reserves](#) (WNBR) was born to facilitate international cooperation between designated sites and countries.

Throughout the last few decades the BR concept has been further developed (see [Seville Strategy and the Statutory Framework for WNBR](#), [Madrid Action Plan](#)) defining them as learning sites to bring together conservation, education and research as well as sustainable development. Currently, there are **651 Biosphere Reserves** designated sites across **120 countries** worldwide.

A New Approach to Business

Sustainable development is one of the key pillars for BRs and has been an overarching goal of the international community for decades now. However, the need to respond to social and environmental challenges has continued to mount. As highlighted by the Rio+20 conference on sustainable development in Rio de Janeiro in June 2012, to respond effectively to these global challenges requires a new attitude. The conference called for "*holistic and integrated approaches to sustainable development which will guide humanity to live in harmony with nature and lead to efforts to restore the health and integrity of the Earth's ecosystem*" (UN paper 'The Future We Want'). In this context, the significance of social enterprises, organisations focused on addressing social and/or environmental issues, becomes apparent.

Social enterprises deliver economic activity in ways that provide livelihoods today, while investing in opportunities for future generations to survive and thrive. They aim to be self-sustaining and create employment opportunities through income generation. Their purpose is to respond to social, cultural and environmental needs, reinvesting surpluses to bring about benefit for the wider community. Given their primary purpose is to generate social and environmental value, social enterprises naturally link in with the objectives of UNESCO's biosphere reserves. Based on this idea Assist Social Capital (ASC), together with partners from the EuroMAB Working Group on Social Enterprise and supported by the Scottish Government, developed a SEBR Development Framework, which was launched in 2013.

Towards a Social Enterprise Strategy for BRs

From the 28th-30th October 2015, ASC hosted 'Towards a Social Enterprise Strategy 2016-2025' a conference on Social Enterprise and Biosphere Reserves, bringing together participants of national and regional MAB networks from Europe and Asia. Our aim was to build on the successful introduction of social enterprise to the MAB Strategy (2016-2025) by creating a **collective response** to the draft Lima Action Plan and to affect **real progress** by identifying specific actions to carry forward short, medium and long term actions. In addition, we wished to create a North-South Bridge to cultivate knowledge sharing between these regions.





Social Enterprise in Biosphere Reserves Conference

Lochside Hotel, Ayrshire, Scotland, October 2015

Simon Fieldhouse, Coordinator, Galloway & Southern Ayrshire Biosphere, welcomed the delegates from Biosphere Reserves across the globe.

Galloway and Southern Ayrshire Biosphere is a large rural area defined by the rivers that radiate out from the Galloway Hills. The designation brings together parts of the three local government areas of East Ayrshire, South Ayrshire and Dumfries & Galloway to inspire a positive future by demonstrating our passion for living in a way that benefits nature and people.

One of the functions of the Biosphere is to foster a sustainable economy by encouraging activities that deliver services and products based on the social and environmental needs of the area. Economic activity based on a social enterprise approach is not only possible but already happening in Galloway and Southern Ayrshire Biosphere. We will visit two examples that illustrate different approaches taken by social enterprises to support local communities within the Biosphere.

Galloway and Southern Ayrshire Biosphere is managed by a Biosphere Partnership which has Charitable Incorporated Organisation status. The Biosphere Partnership is an aspiring social enterprise working towards ambitious goals which encourage people to understand and benefit from the special qualities of the Biosphere by sharing an enthusiasm for their special place.

To bring this about Galloway & Southern Ayrshire Biosphere has developed the '**Sense of Place Toolkit**' to help promote the special qualities of their Biosphere.

Social Enterprises in Galloway & Southern Ayrshire Biosphere



Adventure Centre For Education (ACE)

At [ACE](#) in the coastal town of Girvan, **Chris Saunders**, founder and manager, explained how they had grown from a small initiative within a local youth project in 2005 into an independent organisation providing a wide range of adventure outdoor activities within the BR. ACE has become a [**established**](#) social enterprise by investing in successful activities, whilst ensuring that the sensitive habitats they use in the stunning landscape of south west Scotland are not damaged through overuse.

Chris explained that ACE is run as a business: the core functions are financed through income generated by sales and contracts allowing ACE to be financially independent. He said '**it's what you do with the profit that makes the difference**', any surplus gets reinvested into ACE and the services provided to the community.

It has been helpful for them to be part of the Social Enterprise Networks (SENs), both the local SEN and the thematic Sports SEN, which support social entrepreneurs to come together with like-minded individuals to exchange ideas and to learn from each other.

CatStrand



Catstrand

CatStrand is a centre for community and cultural activities based in an old primary school building in the small town of New Galloway. Creative Director **Simon Davidson**, explained that in 2001 the local community raised the funds to purchase it. A further 6 years passed before they managed to raise the £1 million needed to carry out the refurbishment.

Opened officially in 2007, CatStrand is an [**emerging**](#) social enterprise that promotes music, arts and exhibitions and offers up-to-date training and conference facilities, a local information bulletin, and regular computer and exercise classes. It also runs a crafts shop, a café and a community transport service as separate social enterprises, with the long-term vision for the centre to become totally independent of grant funding.

CatStrand is a thriving hub of the local community providing invaluable opportunities for both young and old. The organisation offers a range of high quality events, activities and facilities, with full disabled access, to suit every taste and every visitor - all under one roof.

The Scottish Social Enterprise Context

Building Bridges between Biosphere Reserves

In his video message to the conference, Deputy First Minister and Cabinet Secretary for Finance Constitution and Economy in Scotland, **Mr John Swinney** highlighted the increased interest and importance of social enterprise and sustainable development.



The Scottish Government is working to create a **more equal and fairer society**, which is why in Scotland equality has been put at the core of the economic strategy to create inclusive, long-term prosperity. Mr Swinney pointed to the work of ASC as an example of how this can be achieved. He mentioned the launch of the Social Enterprise and Biosphere Reserves Development Framework in 2013 as a significant milestone, stating that supporting social enterprise in and around biosphere reserves to generate new socially and environmentally responsible employment will strengthen environmental and economic progress.

Mr Swinney said "*The inclusion of social enterprise within the World Congress of Biosphere Reserves Draft Action Plan – and the aspiration of a target for 15% by 2025 of all services within biosphere reserves to be provided by Social Enterprises, is an excellent result for both Biosphere Reserves and Social Enterprise. The task now is to continue building the momentum, identifying further synergies and ensuring social enterprise plays a continuing role.*

A strong contribution from this group to the 4th World Congress of Biosphere Reserves in Lima next year, will help ensure that Social Enterprise continues to be seen as an integral part of Biosphere development. I believe that international dialogue and events such as those of the International Social Enterprise Programme, provides a rich source of learning."

Mr Swinney said he was especially excited to see the emergence of a partnership between BRs in the southern hemisphere and those in the north and wished delegates success in consolidating this through the establishment of a north-south bridge for knowledge exchange, building on the experience and success of the social enterprise model in Scotland.

Colin Campbell, Executive Director of ASC, followed on from Mr Swinney's keynote speech, highlighting the aspiration for the event to help **create a new vision for Lima** for the coming decade within the WNBR. A vision that recognises and includes **social entrepreneurship and social enterprise**, as this approach allows for entrepreneurs to create jobs by responding to market opportunities that align with the aims and objectives of BRs.

The MAB Programme

Professor **Martin Price**, Chair UK MAB, provided the context for this event. Martin highlighted the Statutory Framework created at the World Congress of Biosphere Reserves in Seville and the Madrid Action Plan 2008-2013, which have been crucial steps towards making the biosphere reserves key contributors to the how the world responds to the challenges it faces as sites of "*excellence to explore and demonstrate approaches to conservation and sustainable development on a regional scale*". The MAB Programme has now agreed on a Strategy for 2015-25. Based on this, an Action Plan for 2016-25 will be launched at the 4th World Congress of Biosphere Reserves in Lima in March 2016. The strategy will support BRs as models for **sustainable development** to meet the new **Sustainable Development Goals**.

The Social Enterprise Code



Aidan Pia, Executive Director at SENSCOT (Social Entrepreneurs Network Scotland), introduced the 'Voluntary Code of Practice for Social Enterprise in Scotland' that outlines '*the values and behaviours*' by which socially motivated enterprises recognise each other. The Code was developed based on the idea that social enterprises could create their own support structures as well as to distinguish them from the private sector. A new SENSCOT initiative since September 2015, has also been to create a social enterprise bank by setting up the Scottish Community Reinvestment Trust (SCRT), to allow the sector to make its own decisions where and how it wants to make investments

Perspectives from Europe and Asia

Building Bridges between Biosphere Reserves

A Swedish Perspective

Johanna MacTaggart, National Coordinator of MAB Sweden & Lake Vänern Archipelago BR, explained that the five BRs in Sweden are all based on the new BR model as they all have been established since 2005. The Swedish Biosphere Reserve Council has a very active role within EuroMAB and also NordMAB. Taking Lake Vänern Archipelago BR as an example, Johanna explained Sweden is just discovering social enterprise. They are exploring it through the four core pillars of the BR: collaboration, sustainable community design, knowledge exchange (science & education) and a successful biosphere economy. Since 2011 there has been a pilot project, the BIS (Biosphere Innovation System) on social entrepreneurship to define, map and describe exploring how (a) the BR can act as a social enterprise and (b) provide a platform to encourage social enterprise. Within this there have been various initiatives such as BR ambassadors and mini-ambassadors. One successful social enterprise examples is the local co-operative school which owns and runs its



A Perspective from Vietnam



Le Than Tuyen, Secretary, Office of Cat Ba BR, announced that the Vietnamese government had just introduced a legal definition for social enterprise in Vietnam. Within the Vietnamese BR network of nine BRs, the national MAB Committee has created the SLIQ approach, which has been piloted in Cat Ba BR. An overarching approach for development within Vietnam's BR network, SLIQ stands for Systems Thinking, Landscape Planning, Inter-sectoral coordination and Quality Economy. The latter aims to support human and economic development and led to the introduction of a BR brand for businesses. As the concept of social enterprise is new, a mechanism of identifying social enterprise for social and/or environmental purposes still has to be developed and integrated with their existing SLIQ approach.

A South Korean Perspective

Suk Kyung Shim, Vice-Chair, MAB National Committee of ROK, introduced the South Korean network, which encompasses 5 BRs that are included in the National Natural Environmental Act (2014). Through surveys with stakeholders, three main areas of interest have been identified: (a) increased local/bottom-up participation; (b) developing the local economy; and (c) improving the visibility of BRs through e.g. BR labeling and certifications. Based on those aspects ROK MAB has developed a national Action Plan. In 2007, a Social Enterprise Act was passed but the understanding and conversations around the meaning of social enterprise is still very narrow and needs further discussions as most social enterprises in the network of South Korean BRs are struggling to survive in the long-term.



An English Perspective - North Devon

Andy Bell, Coordinator of North Devon BR, explained that North Devon has developed a strategy based on an ecosystem assessment carried out in the area, which identified predominantly woodland ecosystems. The **whole BR** is now a '**Woodland Enterprise Zone**'.

Fuel poverty is a problem in the area, so a major focus is to manage the BR as an **alternative energy conservation site** by producing wood-based fuels. The aim is to **stimulate new woodland social enterprises to address local needs**. A key strategy is to support woodland social enterprises to become financially viable. The intention is to achieve this by developing a programme to provide specialised financial and technical support, creating social enterprise networks and encouraging alternative ways of providing resources such as via a gift economy.



Spanish Perspective



Nuria Alonso, Technical Assistant to the Spanish BR Managers Council, explained that there is in general a lot of interest and work around the social economy in Spain. However, being one of the countries with the most BRs in the world (Spain has 47 BRs), brings with it a challenge for coordination in itself. Most of the BRs also do not have any social enterprise development initiatives and the concept of the social economy has only slowly been introduced. Therefore, a thematic working group of 12 BRs has been established to start discussions on social enterprise in BRs with the aim of creating a general outline and catalogue for good practices initiating 'contact' between BR and social enterprise concepts, ideas and experiences.

A Perspective from a Social Entrepreneur

Shelagh Hourahane, Cwmni Cymunedol Cletwr, Dyfi BR, running a social enterprise in the Dyfi BR.

Dyfi BR is a geographically diverse area within the Cumbrian Mountains along the river Dyfi and the coastline in Wales. There are only two larger towns in the area but a well-known coastal path brings tourism to the BR. A key aspect for the area is for everything to be bilingual (Welsh and English). In terms of business in the BR, a Biosphere's Charter exists which has been signed by mainly private enterprises operating in tourism but it is not really followed up.



Generally, there is a vision for a strong locally focused economy but not specifically on social enterprise. So, '*there is something to be done here*'. In terms of the Cletwr Community Hub, it fits in with the criteria of social enterprise as outlined in the Voluntary Code and is run by the community for the community. Initially, it was just a project to bring back the community's shop, and has turned out to become the new community hub which '*happens to have a shop and café*' offering and hosting a wide variety of activities. www.cletwr.com

OASIIS

Opening Access to Sustainable Independent Income Streams

Following on from the presentation on the Biosphere Reserves and their activities surrounding social enterprise, **Colin Campbell** introduced the **OASIIS** Platform © - **Opening Access to Sustainable Independent Income Streams.**

The initiative will use an online platform to collect socioeconomic data on business that align with the BRs values, to evidence the economic opportunities that UNESCO BRs provide for long-term economic development, jobs and stronger communities. A prototype platform was presented at the Post-ICC event on Social Enterprise & BRs, hosted by Lake Vänern Archipelago Biosphere Reserve, Sweden in June 2014.

The **OASIIS** Platform will enable BRs and their regional networks to gather information on the progress being made towards the stated aim of **15% of economic activity in BRs being delivered by social enterprises by 2025.**

The platform will also help identify how much investment is going into generating new opportunities in BRs through **Social Investment funds** and how much of this is specifically focused on investment in social enterprise. We have begun the process of identifying BR related Investment Funds with the first two being in Vietnam and Sweden. Our aim is to achieve a target of '**\$10m dollars in 10 years'** of targeted investment in BRs by 2025.

Finally the **OASIIS** Platform will underpin the work to develop a thematic Social Enterprise Network for the World Network of BRs, as an extension of the emerging bridge between Europe and Asia.

Social Enterprise in Biosphere Reserves

Towards a Social Enterprise Action Plan for a Thematic Network

Response to the Draft Action Plan 2016-2025

After discussing the current draft Action Plan conference attendants worked collectively to come up with some recommendations. These points were then sent to the MAB Secretariat for their inclusion on the next Draft: See *Appendix I* for the complete table with the suggested changes.

Towards an Action Plan for Social Enterprise in Biosphere Reserve

In order to develop, maintain and achieve the suggestions made for the draft Action Plan, the conference participants agreed that an action plan specifically developed around the SEBR themes would be an important document to guide future activity.

Overall, ten overarching aspirations for implementing Social Enterprise within BRs emerged:

1. **BRs to establish themselves as social enterprises**
2. By 2025 to achieve **15% of economic activity** within BRs **through social enterprises**
3. Create a **Global Thematic Network on social enterprise** within the MAB Programme
4. OASIIS Platform - By 2025 to have **representative database on social enterprises** in WNBR
5. Engage **venture philanthropy to create new specialised social investment funds within BRs to the amount of \$10 million** by 2025
6. Generating **innovation through social enterprise** within BRs
7. Create a **connection between Social Enterprise and BR branding**
8. By 2025 for **15% of BRs public procurement** to come **through social enterprise**
9. For majority of **energy within BRs** to come **from renewable sources**
10. A **research programme on social enterprise** in BRs

The table on the following pages provides greater detail of these 10 aspirations, which are the proposed basis for a strategy for Social Enterprise in and around Biosphere Reserves:

ASPIRATION	ACTIONS			ACTIVITIES	INDICATORS
	Local	National	Global		
1 For BRs to function as SEs (A4)	Design bespoke training for SE & BR SE & BR framework Tapping into already existing support mechanisms (e.g. government etc.) BR managers/ coordinators should behave like social entrepreneurs (Capacity-building on all network levels)			<ul style="list-style-type: none"> - Training initiatives, knowledge sharing - Involve SEs in creating local BR Action Plans (AP) - Build capacity within BR management/ staff 	<ul style="list-style-type: none"> - No. of training provided on SEBR - No. of attendees
2 By 2025 15% of economic activities within BRs through SEs	BRs to be platforms that encourage SE development (2.3) SE & BR framework (BR as Learning Lab for SE)			<ul style="list-style-type: none"> - Include SE in BR Strategy - Promote SEBR framework & raise awareness - Have a supporting framework document with definition & description (incl. case studies on SEs in BRs) - Create a guide for existing SEs (e.g. package) to become SEs > have localised packages depending on community - Develop agenda to support SE development (e.g. teaching social entrepreneurship in schools, support networks etc.) 	<ul style="list-style-type: none"> - SE in BR strategy - Publication & promotion of a document on BRs & SEs (promotion strategy?) - No. of transitions from existing enterprises/ organisations to SEs - No. of case studies
	Encourage BRs to include social entrepreneurship in their charter	Identify & promote SE policy			
	Push up information on SEs onto policy level				
	Innovation Hub & Business Support	Mapping out a thematic funding stream for SEs			<ul style="list-style-type: none"> - Establish a baseline of SE activity in each BR (Audit) to inform increase (use OASIIS) - Develop sustainable funding streams
	Encourage existing enterprises & organisations to become SEs				

3 Global Thematic Network			Organise thematic events	- Host thematic workshop in Lima - Maintain and extent SM presence (e.g. FB group)	- No. of thematic network meetings held - SM audit on thematic group - Create a Video for Lima on SE examples
3.a by 2025 70% of national MAB committees have own national SE networks	Establish local thematic networks	Establish national thematic networks		- Designing & promoting thematic Action Plan - Celebrating thematic events, encourage local level knowledge sharing events hosted by one of the SEs - Involve SEs in creating local BR APs	- No. of thematic networks - No. of meetings - No. of events - Progress on thematic Action Plan
4 SEBR platform – by 2025 have a representative database of SEs in the WNBR	Create online platform: OASIIS – about understanding capacity of SEs (Aspiring, emerging, established)			- setting up OASIIS - create skeleton of metrics for OASIIS which everybody can use - gather baseline data to populate OASIIS (partner up with universities > students can collate data & establish partnerships with universities)	- No. of BRs and completed profiles on OASIIS - No. of SEs, employers, value
	Audit of SEs – survey of SEs for baseline stats	Create aggregate of local SE audits, Connecting knowledge of SEs (see Aspiration 8)	Reporting & Funding streams	-	-
5 Engage venture philanthropy (C4)	Establish connections with and engage pioneering networks of venture philanthropy in regional and thematic network meetings			-	-
	Identify specific investment funds in SE			- Set up OASIIS	-

6 Generating Innovation through SEs (C6)	Innovation Hubs (provide business advise & support)	Infrastructure, Support & Funding (thematic which aligns with objectives of BRs)	Provide research, collating case studies etc.	- Knowledge exchange - Business Support	- (Increased) no. of innovations through SEs - No. of products
7 SE & BR branding (C7)	Establish strong connection between and SE and BR branding			- Establish branding & labelling system - create guidelines - create plan on how to move forward on that (local, national and globally)	- Brand established - No. of branded services/ products - Revenue under brand
8 By 2025 15% of BRs public procurement through social economy	Design social clauses for BRs		Guideline for social clauses in BR	- Establish social clauses in BRs' Charters	- Percentage of public procurement through social economy
9 For majority of energy in BR to come from renewable energy (BR as LLab for SE/ community-owned renewable energy)	Energy provided through community-owned enterprises/ SEs, establish Hubs (information points for individuals & enterprises)	Investment policy oriented towards people (see Denmark law for investment: 50% of new energy owned by communities)	Provide research, case studies	- Identify (audit) opportunities for each BR - establish distributed energy systems - create models for each community/ BR & individual households (e.g. carbon neutral households)	- Percentage of renewable energy - Percentage of community-owned renewable energy - Percentage of renewable energy produced by individual households
10 Social Enterprise Research for Biosphere Reserves	Launch a programme to connect with research and encourage knowledge gathering			- Establish a platform for SEBR research & exchange - Partner up with universities to do studies (can build relationships & students collating data)	- No. of publications

List of Participants

Aidan Pia, Executive Director, SENSCOT, Scotland

Andy Bell, Coordinator, North Devon BR, England

Aquilino Miguélez López, Lanzarote BR Coordinator & Representative of Spanish BR Managers Council, Spain

Chris Saunders, Adventure Centre for Education (ACE), Manager, Scotland

Claudia Fernandez, Development Officer, ASC, Scotland

Colin Campbell, Executive Director, ASC and Co-Leader of the EuroMAB SEBR Working Group, Scotland

Ed Forrest, Project Officer, Southern Uplands Partnership, Scotland

Fredrik Björk, Researcher, Malmö University, Faculty of Culture & Society, Sweden

Joan Mitchell, Chair of Galloway & Southern Ayrshire Biosphere Partnership Board, Scotland

Johanna Mac Taggart, Coordinator, MAB Sweden & BR Lake Vanern and Co-Leader of the EuroMAB SEBR Working Group, Sweden

Jorge Blanco Ballón, Coordinator, Mariñas Coruñesas e Terras do Mandeo, Spain

Keith Wimbles, Chief Executive, Voluntary Action Fund, Scotland

Kim Wallace, Development Manager, SENSCOT, Scotland

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Licia Claveria, Operations Manager, ASC, Scotland

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Magnus Fredricson, Facilitator Structural Image Skaraborg, Federation of Skaraborgs Local Authorities, Sweden

Marie McNulty, Business Development Officer, G&SA BR, Scotland

Mark Meiklejohn, Scottish Govt, Third Sector Team, Scotland

Professor Martin Price, Chair UK MAB, UK

Natasha Hutchison, Wester Ross Biosphere Nomination, Coordinator, Scotland

Nuria Alonso, Technical assistant, Spanish BR Managers Council, Spain

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Tomas Kjellqvist, Vice Chair National UNESCO Commission, Research Manager, Blekinge Institute of Technology, Sweden

Appendix 1 Response to the Draft Lima Action Plan 2016-2025

Strategic Action Area A [WNBR as models for SD]			
Outcome No.	Objective <small>see Ref Doc 1</small>	Strategic Line of Action & Actions <small>see Ref Doc 2.-4.</small>	What is missing?
A1 Open and participatory planning and implementation of BRs	A1.2. Ensure processes for implementing BRs are open and participatory and take into account local practices and traditions		Ensure processes for implementing and managing BRs are open and participatory and take into account local practices and traditions
A2 Integration of BRs into relevant legislation, policies and programmes complemented by support for the functioning BRs	A2.1. Recognise BRs in legislation, policies and programmes at national and/or subnational levels		Also enable policy environment for SEs in BRs (promote SEBR framework)
A3 Research, education and capacity-building activities to support the management in BRs		^(3.) Action 36: MAB must give priority to research in BRs showing how communities, businesses, and organisations within these BRs – and, where appropriate, in adjacent or nearby urban areas – can benefit from supporting the aims of BRs (...)	Need to refer to a practical link between research and learning in national and international context Change 'in BRs' to 'for BRs'
A4 Financial sustainability of BRs	A4.1 Develop a business plan for each BR including generation of revenue A4.2 Implement the business plan to produce revenue		There should be a sequence of 1 st <u>Training</u> then 2 nd <u>development</u> (see A4.1) and then 3rd implementation (see A4.2) ➔ add in training as A4.1 (subsequently development as A4.2 and implementation as A4.3) Many of those aspects also involve government's responsibilities
		^(4.) Action: Training initiatives for BRs to function as social enterprises	Need to strengthen action: to recognise core function which needs to be protected & resourced through various mechanisms ➔ also find mechanisms to maintain SEs in BRs (avoid mission drifts)
A6 BRs recognised as models contributing to the implementation of SDGs and MEAs	Add A6.5:		Use BRs as priority sites for exploring 100% renewable energy systems with an SE perspective

C1 Adequate resources for the MAB programme and the WNBR	C1.1. Prepare a business and marketing plan to be endorsed by the ICC	Include public procurement and social clauses prioritising the social economy in BRs
C3 BRs and regional networks generating their own revenues	(3.) Strategic Line of Action C3: The MAB Secretariat assists BRs and regional networks to build expertise in developing their own revenue, and to share expertise	Add reference to national governments & agencies to provide support and assistance
C4 Recognition of the MAB Programme as a key partner by private sector	C4.1. Create opportunities for collaboration and partnerships with private sector which are open, accountable and green <i>Performance Indicators:</i> No. of collaborations and partnerships with private sector	Is 'recognition' active enough? How is that measurable? Also BR being recognised for SEs etc.
	(4.) Action: Establish connections with and engage pioneering networks of venture philanthropy in regional and thematic network meetings	Under <i>Outputs</i> : suitable private sector representatives invited to MAB meetings and congresses ➔ define what 'suitable' means (incl. SEs?) Add indicators: <ul style="list-style-type: none">• Total value of contracts and agreements• New/sustained SEs as results of connections Before the 'action' add: promote, inform, and raise awareness of aims and objectives of BRs ➔ then <i>establish connections...</i>
C7 Recognition of BRs nationally and internationally	C7.1. Create a global BR Brand with associated national guidelines C7.2. Use brand in products and services in line with the guidelines	SEs could be part of this (branding & labelling processes)
C8 Enhanced synergies between BRs	C8.1. Encourage commerce between BRs and joint promotion and marketing of BR products and services among BRs	Include SEs: SEs could support inter-BR cooperation (e.g. selling products from one BR in another)

<p>C6 Entrepreneurs and social enterprises contribute to BR activities</p>	<p>C6.1 Provide guidance to entrepreneurs and social entrepreneurs on effective involvement in BRs</p> <p>C6.2. Create opportunities for entrepreneurs and social enterprises in BRs</p> <p>Under Outputs: Entrepreneurs and social enterprises provided with ideas, suggestions and modalities for engaging with BRs Under Performance Indicators: No. of businesses and enterprises involved</p>	<p>Delete 'effective' (does not really add anything)</p> <p>Include the cascading of information to entrepreneurs and social entrepreneurs to get involved in the development of the BR's Action Plan BRs should support infrastructure development (broadband, roads, online and real life networks, buildings, mentorship,...) to allow for private sector/ social economy to develop → could be delivered using SE model Change to: "Entrepreneurs and social enterprises provided with ideas, suggestions and modalities partnership and mechanisms for engaging with BRs Add/diversify indicators including: <ul style="list-style-type: none"> • No. of SEs and social entrepreneurs involved • No. of members/ partnerships (from BR, SEs & enterprises, academia) • No. of (new) mechanisms established (what metrics to use for OASIIIS?)</p>
	<p>(4.) Action: Generate innovations for social entrepreneurship in BRS and BR organisations Primary Responsibility: Entrepreneurs and social enterprises Performance Indicator: No. of Innovations</p>	<p>Add public agencies and academia to primary responsibility Define 'innovations' → could this be more clear on how to measure innovations? (e.g. include no. of organisations, their growth, innovation include change of methods (e.g. changing way how a service is delivered) = tangible & intangible innovations) > this is about the definition of those indicators</p>
<p>D4 Broader Engagement and outreach</p>	<p>D4.1. Use social media</p>	<p>Broaden outreach beyond social media – SEs could support this e.g. through driving volunteer involvement and/or running local drop-in centres (as BR hubs etc.) *rural areas tend to have poorer internet access, might be beneficial to use additional sources</p>



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