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Social Economy in Middle East – Palestinian Case Study

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Social Economy in Middle East – Palestinian Case Study

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Declaration

I, Ayesha Nazir, hereby declare that this Master thesis entitled “Social Economy in Middle East – Palestinian Case Study” was carried out by me for the Erasmus Mundus Joint Master’s degree in International Development Studies under the guidance and supervision of Professor Maria Sassi, University of Pavia, Italy. I confirm that the work contained herein is my own except where explicitly stated otherwise in the text through reference or acknowledgement. This work has not been submitted for any other degree or qualification except as specified.

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Zásady pro vypracování

A social enterprise is a commercial organization, which uses income generating activity to achieve its primary social, environmental and/or community objectives. They focus on activities which help maximize financial gains while achieving social and environmental goals. Developing a sustainable social enterprise system is crucially important to solve the problem of a crumbling Palestinian economy. Palestine is considered as a developing economy with a stagnated economic growth, which has resulted from an ongoing occupation, recognition of Palestine as a non-member observer state in 2012, reducing donor aid, and eruption of crisis around Arab world. With the mounting crisis, Palestinian economy operates at a very low rate than its potential, with unemployment rates hovering at 26%, with high levels of poverty and food insecurity. In such harsh socio-economic conditions, social economy plays an important role in not only creating employment opportunities but also tackling many prevailing social and environmental concerns. However, social enterprises are at an embryonic stage in Palestine and lacks definite guidelines and definitions of economic and organizational structures for the entities, with very little research available in regard to specific case of Palestine or even Middle East. To fill this research and knowledge gap, this paper aims to study existing enabling ecosystems of social economy in different regions of the world, in comparison with the structure of social economy in Middle East with specific case of Palestine. It further aims to analyze and define the business models used by social enterprises in Palestine. The challenges faced by them and future directions for creating a socially and economically strengthened society through a structured system of social enterprises. This paper forms part of larger range of work on sustainable and inclusive socio-economic growth in Palestine, a project led by an Italian Organization, Vento di Terre, in collaboration with The Palestinian Fund for Employment and Social Protection for Workers, University of Pavia and other Palestinian and Italian partners. With the scalability of the project and involvement of local and international organizations, creates an opportunity to study the social enterprises in Palestine in depth to create guidelines and business models for the social enterprises. Quantitative and qualitative data will be collected through organized questionnaire, surveys, and interviews from a representative sample of NGOs, volunteer organizations, cooperatives, and many other entities working in the framework of social enterprises in Palestine and Gaza region. Enterprises which have explicit primary social and/or environmental goals, invests minimum 60% of net income in capital or to pursue the social objectives and have funds donated or investments without repayment not more than 25%, will be selected for the study. A qualitative research approach will be adopted to create definitions and guidelines for business model for social enterprises, with particular attention to economic and organizational aspects.

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Abstract

The growing popularity of social enterprises for addressing social issues around the world has captured the imagination of development and social policy practitioners. The social enterprises play an integral role in tackling socioeconomic problems in Palestine and with mounting economic, social and political crisis the importance and need for social enterprise activity is increasing. However, the social enterprise system is still at an embryonic stage due to lack of one common understanding of definitions, frameworks and guidelines and unavailability of research instruments to further empirical study. In order to tackle these problems and to fill the literature gap, this study explores conceptualization of social economy in historical perspective, modern movement of emerging social enterprises around the world, mapping of social enterprises in Palestine and designing a standard framework and questionnaire for analyzing social enterprise models taking Palestine as a case study. Finally, the study proposes how the developed framework and research instrument can be utilized to analyze social enterprise models for expansion and strengthening of social enterprise practices in Palestine.

Keywords: Social economy, social enterprise, business model framework, questionnaire, Palestine

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List of Abbreviations

CWA	Cooperative Work Agency
EMES	L'émergence des entreprises sociales
MENA	Middle East and North Africa
MoA	Ministry of Agriculture
MoNE	Ministry of National Economy
MoSD	Ministry of Social Development
MoWA	Ministry of Women Affairs
PFESP	Palestinian Fund for Employment and Social Protection for Workers
US	United States

Chapter 1: Introduction

The social economy and social enterprises are emerging as a global phenomenon to address social, economic and environmental issues around the world however systematic work on streamlining the practices of social enterprises as required by the current state of unfulfilled social, economic, political and environmental needs has not advanced significantly. Because of the challenges stemming from the regional differences in socioeconomic conditions and differing social enterprise practices, it is difficult to harmonize one-fits-all definition and framework for all social enterprise practices around the world. (Moulaert and Ailenei 2005)

The lack of clear epistemology on social enterprise research and unavailability of research instruments for empirical inquiry in social enterprise systems further hinders the sustainable development in the sector. In response to the emergence of the social enterprises to curb socioeconomic issues as a global cognizance and the positive social impact these organizations deliver on different societies, there is increasing call for research to investigate the business models of social enterprises. (Certo & Miller, 2008; Yunus, Moingeon, & Lehmann-Ortega, 2010; Zahra et al., 2009) The underrepresentation of the MENA region in general and Palestine in specific in the literature for social enterprise ecosystems due to lack of database creates an interesting opportunity to analyze the sector in a nascent stage and help develop instruments needed for the advancement of the social enterprise ecosystem. Rife with challenges Palestine provides the most challenging situation and interesting case to analyze the impact development of social enterprises in developing socioeconomic components of Palestinian economy.

This study is part of a larger range of work under the Peace Steps project which focuses on sustainable and inclusive socioeconomic growth of the Palestinian economic fabric through expansion and strengthening of the social enterprise ecosystem. The project is being led by the Italian organization, Vento Di Terra, in collaboration with the international partners, University of Pavia, Associazione Cooperazione e Solidarietà ONG, Nazca Mondoalegre, and Viaggi e Miraggi, and the Palestinian partners, Palestinian Fund for Employment and Social Protection for Workers (PFESP), Bethlehem Fair Trade Artisans and Palestinian Woman Development Society. The

project aims to establish definitions, guidelines and recommendations for development of social enterprise system in Palestine to scale up and strengthen practices of social economy, guaranteeing equal and fair job and development opportunities for the youth and women of the Bedouin communities in the marginalized areas of the West Bank and Gaza Strip in Palestine.

The research phase of the Peace Steps project is divided into three stages. The first stage of the research focuses on establishing definitions, guidelines for mapping social enterprises and developing database of social enterprises in Palestine. The second stage of the research develops social enterprise business framework based on meta-analysis of literature and available business models and designs a comprehensive questionnaire as a research instrument to develop in-depth understanding of the business models in Palestine. The third stage of the research uses the database and implements the questionnaire created in first two stages to identify the existing business models in Palestine and analyze the best suited models for development of the Palestinian economic fabric. This study covers first two stages of the research phase of the Peace Steps project: mapping of social enterprises, developing social business model framework and developing research instrument for analyzing social enterprise models, taking Palestine as case study. The questionnaire is developed specifically for Palestine however can be adapted for general use in other regions of the world.

The scalability of the project and involvement of local and international organizations creates a unique opportunity to engender an in-depth understanding of the social enterprise ecosystem in Palestine. This study explores conceptualization of social economy in historical perspective, modern movement of emerging social enterprises around the world, mapping of social enterprises in Palestine and designing a standard framework and questionnaire for analyzing social enterprise models taking Palestine as a case study. Through extensive analysis of existing literature on social economy, social enterprises around the world and conventional business model, this study seeks to provides comprehensive answers the following main questions:

- What role does social economy and social enterprises play in developing and strengthening the socioeconomic fabric of different societies around the world in historic and global perspective?
- Why is it important to map social enterprise activity in Palestine?

- What methodological challenges does the research inquiry into the social enterprise faces?
- How to measure social enterprise activity and models at a national level which is consistent with the definitions and frameworks and is comparable at international standards?

This study proposes comprehensive definition, framework and research instrument for advancing social enterprise system in Palestine for sustainable and inclusive socioeconomic development of the Palestinian economic fabric. The main body of the study is organized in different chapters as: Chapter 2 focuses on conceptualization of social economy in historic perspective and analyzes the differing characteristics and practices of social enterprises around the world while developing on the need to further develop social enterprise sector in Middle Eastern region in general and Palestine in specific. Chapter 3 highlights the need to map social enterprise activity and system in Palestine and uses different research instruments to map existing social enterprises in Palestine. Chapter 4 provides an extensive analysis of existing business model definitions and frameworks to propose a comprehensive and multidimensional social business framework and provides a robust questionnaire based on the proposed framework to analyze social enterprise models and activity and further advance research inquiry in the field. Finally, chapter 5 provides concluding remarks and recommendations for future research for the social enterprise sector.

Chapter 2: Conceptualization of Social Economy

Social economy has been undergoing a revival and transformation in past few decades, but it has also consolidated itself in different parts of the world outside the confines of a strictly palliative and ephemeral role. (Demoustier and Rousselière 2004) The terminologies third sector, solidarity economics, social economy and alternate economy are more and more being used interchangeably however in regional context considerable differences can be observed in practice. It thus seems appropriate to examine its role, objectives and peculiarities in practice in different regions of the world in order to understand the role social enterprises play in building the social economy ecosystem. This chapter explores the emergence and development of the concept of social economy in historical perspective, brings attention to differences in meanings and practices of social enterprises around the world and the contribution these organizations play in socioeconomic development of different countries and regions.

2.1: Historical Perspective on Conceptualization of Social Economy

Past few decades have seen a dramatically growing interest in social institutions working outside the confines of the market and the state. These institutions are broadly identified as non-profit organizations, voluntary organizations, civil society, third sector or independent sector and is inclusive of but not limited to many varying entities like universities, environmental organizations, sports clubs, social innovation centers, training centers, artifact manufacturers and many more. (Salamon, Anheier, et al. 1999) Despite a burgeoning number of terminologies, there is an increasing osmosis among the terms used; however, to fully comprehend their meaning it is important to understand institutional context and epoch from which they stemmed.

The concept of social economy became a worldwide cognizance in the twentieth century and in modern sense is associated with nineteenth century France. However, various insights into social economy's space and time bound proliferation retraces its roots to antient times of Egyptian corporations, Greek funerary services, food services in Byzantium, artisan brotherhoods of primeval Africa and pre-Columbian America and ancient associationism in Germanic and Anglo-

Saxon countries created to protect the regional and national identities of communities. (Defourny and Develtere, *The Social Economy : The Worldwide Making of a Third Sector* 1999)

The associations however in abundance were to strictly follow codified rules by the church or the state for operation and administration. Despite of the confining regulations freemasonries¹ and clandestine organizations stayed active and contributed in disseminating the idea of ‘freedom of association.’ During French Revolution the political and social upheaval stimulated political equality, ideas of individualism and sovereignty of state became more prevalent, however, material inequalities remained intact. (Moulaert and Ailenei 2005) It was not until the 19th century that the idea of ‘freedom of association’ started to make rounds again with rise in liberal philosophies.

During the Industrial Revolution, 19th century saw an outburst of ideas, concepts, utopian initiatives, cooperative and associative practices in reaction to the social brutalities (exploitation and poverty). Various social initiatives were introduced for protection of growing numbers of industrial workers and utopian socialism² gave birth to cooperative practices which considered the community as the most appropriate body for achieving a harmonious society. This epoch also saw an interplay of ideologies which later amalgamate to institutionalize social economy in the next century. (Moulaert and Ailenei 2005)

During early Francophone conceptualization, social economy takes multiple meanings as a concept. In 1830 when French economist Charles Dunoyer used the terminology ‘*Nouveau traité d’économie sociale*’ for the first time and with it the concept of social economy started taking shape. (Demoustier and Rousselière 2004) Charles Dunoyer used the terminology as an extension of political economy³ while in 1948 authors and philosophers like John Stuart Mill who followed

¹ “Freemasonries grew out of medieval stonemason’s guilds, which set wages, trained apprentices and regulated who could practice the craft.” (Economist 2018)

² The utopian socialism can be described as “a rationalist faith in science combined with a radical critique of individualism.” (Lichtheim 1968) It argues for radical reorganization of society for social harmony and emphasizes on creating a cooperative society with efficient production and fair distribution instead of focusing on political activity. (Paden 2002)

³ For classical economists, political economy was about national wealth and economic growth. Adam Smith described political economy as “a branch of science of a statesman or legislator ... that enriches both people and the sovereign.” (Smith 1776 [1976]) During industrial revolution in Britain Jean Baptiste Say defined political economy as “the production, distribution and consumption of wealth.” (Backhouse and Medema 2009) However, John Stuart Mill adopted more methodological approach in defining political economy as “The science which traces the laws

liberal school of thought emphasized on replacing the pure wage system with workers' associations highlighting social economy's political and cultural pluralism. (Defourny and Develtere, *The Social Economy : The Worldwide Making of a Third Sector* 1999) In 1851, socialist and philosopher Auguste Ott described social economy as a critique of and substitute for political economy while defending workers' associations as the guarantee of the right to work in struggle against competition. (Demoustier and Rousselière 2004) In 1856, French sociologist Frédéric Le established the *Société Internationale des Etudes Pratiques d'Economie Sociale* and the *Revue d'Economie Sociale* and later introduced the terminology “*economie sociale*” at world fairs which played an integral role in making the concept of social economy more acceptable. (Bidet 1997) He defined social economy as, “The study of the situation of working class and its relations with other classes.” (Moulaert and Ailenei 2005)

The 19th century helped shape the concept of social economy in its contemporary sense. Even economists like Karl Marx commended the cooperative concept. During an address to the International Workers Association, Marx makes a reference to “the political economy of the working class” and commends cooperative movement as a “great victory of political economy of labor over political economy of property.” (Demoustier and Rousselière 2004) However, social economy failed to take center stage in growing number of workers' movements and largely remained as an effort to improve lives of the poor and provide education while Marx's collective theories played imperative role in transformation of the society. (Defourny and Develtere 1997; Paden 2002)

The turn of the century sees more practical examples and institutionalization of social economy. In the start of the 20th century many practices of social economy emerged across the world. Laws providing legal framework for organizational forms (cooperatives, mutual societies and non-profit organizations) of modern-day social economy were introduced towards the end of 19th century and start of 20th century. From this point onwards social economy gains academic and institutional

and the phenomena of society as arise from the combined operations of mankind for the production of wealth, in so far as those phenomena are not modified by the pursuit of any other object.” (Mill 1844 [1967]) For the purpose of this paper we would be using the methodological definition.

recognition thanks to Charles Gide and Leon Walrus. Gide defined social economy as “the study of all efforts made to improve conditions of the poor.” (Moulaert and Ailenei 2005) while Walrus distinguished social economy as the science of distribution of wealth and social justice, combining private market interests with the tasks of the state. (Bowles and Gintis 2000) References to social justice, ‘moral philanthropic economy of private assistance’ and ‘economy of public service’ in the Walrasian social economics (subsequently known as Welfare Economics) progressively included diverse sectors like labor economy, health, education, culture, mutual aid and improving living standards. (Demoustier and Rousselière 2004; Moulaert and Ailenei 2005)

With changing complexion of society, initiatives and actors; new concepts started stemming from the traditional social economics. Agriculture cooperatives and saving cooperatives emerged in response to the socioeconomic crisis of 1930s, giving rise to a new phase of social economy in the form of cooperative movement. Cooperative sector developed in defense of small groups of farmers, consumers and producers, allowing them to produce goods and services at affordable prices. Post-World War II many of these activities were institutionalized (mainly in France) or integrated into the welfare system. (Moulaert and Ailenei 2005) As result of mass production systems and increased competition in 1970s, high unemployment rates during 1980s and 1990s and rapid globalization, many social enterprises had to cope with overburdening of welfare systems and exhaustion of resources.

This era saw a new breed of social economy emerge as social and solidarity economics. The new social economics had three differentiating features from the traditional social economics: “the social demands that the new initiatives seek to address, the main stakeholders and actors and the explicit desire for social change.” Solidarity economics created synergies between different stakeholders for socioeconomic development of societies and integrated into further fields like housing, healthcare, fair trade, local services. (Favreau and Vaillancourt 2001)

To curb the crisis during second half of 20th century, small and medium enterprises and not-for-profit organizations with clear social objectives emerged. A more exhaustive concept for social economy transpired at a global level with diverging fields, practices and initiatives coming under the umbrella of social economy. Third sector became a widely accepted and institutionalized

phenomena alongside private sector, for-profit sector and public sector. (Demoustier and Rousselière 2004) It uniquely brought together the private structure and public purpose and combined formal and informal elements at an organizational level (Moulaert and Ailenei 2005) through its capacity to tap private initiatives in support of public purposes, to help deliver vital services to empower the disadvantaged groups and bring attention to otherwise unaddressed problems by the public and private sector. (Salamon and Sokolowski 2004) The reemergence of social economy however happening on a global scale, at regional level varying characteristics of social enterprises (includes different organizational forms which help create the fabric of social economy ecosystem) can be observed. Next section brings attention to the differences in meanings and practices of social economy across the world and how they contribute to developing socio-economic relations that structure societies around different regions of the world.

2.2: Differing Regional Characteristics of Social Enterprises

The social economy has become increasingly popular and acceptable phenomenon for addressing social issues. It constitutes people-oriented organizations and companies with clear social, democratic and or solidarity-based goals aiming to improve socioeconomic conditions of the society. (Lukkarinen 2005) It seeks to create sustainable forms of social and economic organizations that are alternative to the markets of the mainstream economy. (Hudson 2009) For the purpose of this study, the plurality of companies and organizational forms with clear social objectives in addition to commercial objectives are characterized under the umbrella terminology of social enterprises. The ultimate objectives of these organizations might be similar however disparities in their conceptualization and outcomes can be observed in different regions of the world. These differences stem from distinguishing concepts, policies, needs and context for social enterprises. This section examines different factors shaping the meaning and practices of social enterprises in different regions of the world.

The social economy reveals a motley array of organizational forms, enterprises and conceptual models. It seeks to create space for humane, cooperative and sustainable forms of social and economic organizations which have explicit social aim alongside production and distribution of goods and services. However, in recent decades social enterprises have seen a growing interest in

market-oriented approaches to trade in the market and create economic value for development and expansion; slowly paving way for these organizations to create more employment opportunities and increase wealth. Numerous social scientists, policy makers and practitioners are identifying social enterprises as a legitimate form of economic entities and many governments around the world are introducing legislative changes and policy interventions to recognize and support social enterprises. (Hudson 2009)

After a decade of research in the United States (US), European states and other countries debate continues on pinning down one common definition of social enterprises. However, consensus exists on the nature of social enterprises. Scholars, experts and practitioners agree that “social enterprises are organizations and ventures which combine social purpose with pursuit of financial success in the private marketplace.” (Young and Lecy 2014) Social enterprise encompasses various taxonomies and classifications of different forms of organizations which have existed alongside or within the rich and diverse ecosystem of social economy with social mission as *raison d’être* and revenue generation for its activities through trade of goods and services. These organizations play a catalytic role in tackling social issues (exclusion, poverty, ecological crises and political oppression etc.) by empowering marginalized and excluded groups through new and transformative solutions. (Scheuerle, Spiess-Knafl and Schuees 2015)

In most countries around the world generating income in the service of social activities is not a new concept. However, the contemporary application of the terminology “social enterprise” to the phenomenon is new. (Kerlin 2010) Social origins theory (Salamon, Sokolowski and Anheier 2000) provides a starting point for understanding the inception of new institutions in various national contexts. It uses data from 22 countries from around the world to analyze emergence of the nonprofit sector using size, composition and revenue structure. The results of the theory suggest that development of social enterprises follow the path along the lines of emergence of the nonprofit sector. It appears the embeddedness of existing structures and institutions in broader social, political and economic process stipulate development of different organizational models for social enterprises in different areas. (Salamon, Sokolowski and Anheier 2000)

The framework for social origins assumes the association of social enterprises in any society with four elements: civil society, state capacity, market functioning, and international aid. It suggests that these factors can influence the manifestation of social enterprises in different regions depending on their strength or weakness in tackling social issues in the particular societies. “Certain circumstances are more congenial to the blossoming of institutions than others, and the shape and character of the resulting sector are affected by the particular constellation of social forces that give rise to it.” (Salamon, Sokolowski and Anheier 2000) Therefore, activities and organizations included in the social enterprise discourse in some countries may not be included in the discourse in other countries. (Kerlin 2010)

The United States has been considered the seedbed for nonprofit organizations with one of the largest nonprofit sectors in the world. Slow economic activity in the 1970s and government deficits in the 1980s led to welfare retrenchment and cuts in funds for nonprofits by Reagan administration affecting a wide range of social activities and programs. During this time the civil society sphere seized the opportunity to adapt and introduce the idea of revenue generation to replace dwindling government funds. (Kerlin 2010; Salamon, Anheier, et al. 1999) Deep-rooted antagonism towards political and economic power, strong interest in economic activity, individualistic cultural ethos, diverse population, deep concern for freedom of choice and facilitative legal structure led to a surge of civic movements, social initiatives and voluntary associations in the United States, making nonprofit sector a vital economic force, multibillion dollar industry and a major employer. (Salamon, Anheier, et al. 1999)

The social enterprises in the United States focus on revenue generation more than any other region in the world. The focal importance of revenue generation is agreed among practitioners and academic circles. In the US social enterprises include profit-oriented organizations with socially beneficial activities (corporate philanthropies and social corporate responsibility programs) to hybrid organizations which mediate profit goals with social objectives to nonprofit organizations which support social mission through commercial activities (social purpose organizations, for-profit and nonprofit subsidiaries, enterprising nonprofit, internal commercial ventures, partnerships etc.). (Kerlin 2006) The institutional environment reflects a private or business focus, backed by so-called social enterprise accelerators which provide seed funding, consulting, business

tools and connections with key stakeholders (service providers, corporations, public agents, funding sources etc.). The government though largely uninvolved in the social enterprises, provides indirect support at local, state and federal levels through community development programs, rehabilitation programs and expositions. Social enterprises experience a healthy growth in the United States however due to increasing exclusion of vulnerable groups, encroaching competition, profit-seeking behavior and lack of government involvement could lead to weakening of civil society and limited social enterprise ecosystem. (Kerlin 2006; Salamon, Anheier, et al. 1999)

The sizeable social sector in Europe is attracting increased attention as an important part of the solution to problems of social cohesion, unemployment and provision of services. In Western Europe, the emergence of social enterprise movement is rooted in faltering economy, decreasing government revenues, increasing unemployment, privatization and reduction in services. As part of civil society's response to unemployment number of social enterprises surged often as social cooperatives. Overtime Western European governments increased support of social enterprises through funds and establishing environment which fosters creation and development of social enterprises. The East and Central European states saw a dramatic change in the state after the fall of communism, the transition brought about increased unemployment and weakly established civil society. A small but growing number of social reformers utilized the opportunity to introduce social enterprises using the Western European model and depending on the international community for foreign aid and policy recommendations. Social enterprises are gradually growing in numbers for development of society in East and Central Europe nevertheless social welfare organizations supported by state subsidiaries play a much smaller role as compared to West European countries. (Kerlin 2010; Salamon, Anheier, et al. 1999)

The enterprises in Europe focus mainly on social activity rather than revenue generation. The European Commission defines the social enterprises as "an operator in the social economy whose main objective is to have a social impact rather than make a profit for their owners or shareholders. It operates by providing goods and services for the market in an entrepreneurial and innovative fashion and uses its profits primarily to achieve social objectives. It is managed in an open and responsible manner and, in particular, involves employees, consumers and stakeholders affected

by its commercial activities.” (Borzaga, et al. 2013; Social Business Initiative 2011) The social sector mainly includes associations registered under legal forms of social cooperatives or nonprofit organizations and for-profit organizations with clearly defined social responsibility programs. Several European countries like Italy, Belgium, Scotland and others have introduced laws to encourage more social entrepreneurial activity and increase the participation of women and marginalized groups in these organizations. The institutional environment for strategic support and financing is much more tied to government support and the European Union. However, going forward diversification of social issues being tackled by social enterprises is needed for an expansion in types of organizations and the social sector in the European countries. (Kerlin 2006)

The ecosystem of social enterprises is more developed in Western Europe and United States, but it is growing all around the world and many examples can be observed. In Latin America, it can be dated back to indigenous traditions, charitable institutions and the Catholic church. Post-independence and in recent years community-based groups, humanitarian agencies and non-governmental development organization have emerged, and these play a significant role in ensuring rights of people and empowering society. (Salamon, Anheier, et al. 1999) Argentina is one of the examples of a growing social enterprise sector. The structural adjustment program introduced under the “Washington Consensus⁴” in Argentina led to increased unemployment, poverty and income inequality. In order to address these problems, a broad range of cooperatives and mutual aid societies have emanated from the civil society. (Kerlin 2010) Countries in Africa like Zambia and Zimbabwe which received similar structural adjustment programs saw unemployment rates increase up to 60 to 80 percent. The lack of state support and poor economy led to increased international aid for non-state actors, leading to the development of social enterprises through international NGOs mostly focusing on micro-credit for small businesses. (Chabal and Daloz 1999; Kerlin 2006) Economic reforms and transition in Southeast Asia engendered significant social changes. Privatization of social welfare system in China, the earthquake of 1995 in Japan and overall Asian financial crisis of the 1990s accelerated upsurge of social enterprises in the form of nonprofits, social ventures, social corporate responsibility

⁴ The term Washington Consensus was coined in 1989 by British economist Joh Williamson. It constituted ten economic policy recommendations under the structural adjustment program for developing countries that faced economic crisis. The reforms resulted in dramatic economic reversal and increased unemployment. (Williamson 2005) The article can be referred for detailed explanation of the reforms.

programs that simultaneously addressed unemployment, environmental protection, social integration and community development. (Zhao 2013; Kerlin 2006)

The general theme underlying emergence of social enterprises ecosystems across the world is weak social welfare programs by the state, increasing unemployment, widening the socioeconomic divide and or poor functioning of the state amongst others. While the ecosystem of social enterprises is taking shape across the world, its landscape is still in its embryonic stage in the Middle East and North Africa (MENA) region. Next sections explore the existing social enterprise system in the Middle East, the models already available and what it can learn from examples around the globe to develop a strong social enterprise system to tackle ever increasing socioeconomic challenges.

2.3: Landscape for Social Enterprises in the Middle East

Social enterprise ecosystem is a rapidly evolving concept that is constantly adapting to the region-specific landscape and the MENA region is no different. Paradoxically, the MENA region provides befitting market conditions for social enterprises and obstacles to its growth at the same time. In the past few decades the region has faced many challenges. Some of the main barriers to the development and growth of social sector include retrenchment of public sector, growing youth bulge, underrepresentation of women in economic fields, increasing pressure on education, health, environment and resources, soaring unemployment, mismatch of skills in labor market, scant infrastructure for social sector, lack of communication and critical thinking, non-existent creativity gateways in education system, weak government, and international and civil conflicts. (Halabi, Kheir and Cochrane 2017; Abdou, et al. 2010) Despite facing complex development challenges, the countries in this region have an upsurge of innovative and novel solutions to overcome these challenges paving way for proliferation of a nascent social enterprise sector to move the region towards a more inclusive society, better governance, effective use of international aid, better service provision, provide employment opportunities for youth and increase women participation in socioeconomic activities. (Abdou, et al. 2010; Halabi, Kheir and Cochrane 2017) This section examines the existing social enterprise network in different countries of the MENA region and identifies the research gap that exists in this region.

The MENA region is underrepresented in the literature and research for social enterprise ecosystems due to lack of database. Nonetheless, some countries in the regions boast a sizeable but economically limited social enterprise sector. Most countries in the MENA region are Muslim majority and have a significant size of religious philanthropic contribution towards social issues. Individuals are obliged by religion to donate a percentage of their wealth for the needy (*zakat*) and to provide voluntary assistance for the poor (*saadaqa*). Islamic history of *saadaqa* has encouraged religious endowments (*al waqf*) for schools, hospitals, orphanages and other social causes. Although the appeal to religious philanthropy has decreased in recent decades, it continues to play a significant role in associations for betterment of the society in many Arab countries. (Salamon and Sokolowski 2004) Egypt is an example of a comparatively well-developed civil society sector where associations and nongovernmental organizations have existed as providers of education, health and social care. However, in recent year broad economic structural adjustment programs and state's incapacity to cope with social issues have energized development of grassroot nongovernmental and small civil society organization. Despite development in the social sector, it lacks supportive legal and institutional framework. (Salamon and Sokolowski 2004)

Lebanon, on the other hand spawned a multitude of religious institutions many of which have taken autonomous form in recent years. The civil war of 1975 to 1990 in Lebanon played a major role in the development of many civil society organizations which took shape to provide crucial services needed by the war-torn country with the help of humanitarian and international aid. However, many years later the country still lacks in process resources and institutions to track down the extent, scope and composition of the civil sector. In other countries in the region like Morocco, the social sector remains limited in economic scale and capacity despite favorable conditions. (Salamon and Sokolowski 2004)

Rife with challenges, many countries in the MENA region present an interesting case for social enterprise development however Palestine gives one of the most challenging situations. Palestine has struggled over the past few centuries with several changing empires. Since the last 70 years, Palestine has been under Israeli occupation and its land has been segregated into two districts of West Bank and Gaza. The political and economic dependency on Israel due to ongoing occupation,

recognition of Palestine as a non-member observer state by United Nations General Assembly in 2012, reduced donor aid and ongoing crisis around the Arab world poses several challenges for Palestine. In the face of political and cultural upheaval, Palestine besets negative social ramifications and a stagnated economic growth. (Akella and Eid 2018; State of Palestine 2014) Palestinian community faces mounting number of problems including lack of infrastructure, skilled labor, supporting legal framework and business environment, increasing social gaps with unemployment rates hovering at 40%, high levels of poverty and food insecurity, water shortage, deteriorating health conditions and brain drain due to educated citizens leaving Palestine to settle in countries with more opportunities. (Halabi, Kheir and Cochrane 2017) In the constrained environment in Palestine the social enterprises play an important role not only in creating employment opportunities but also tackling many prevailing social, economic and environmental concerns.

Unfortunately, Palestine lacks the resources and information system to accurately track and portray the size, scope and status of its social enterprise sector. Some broad contours of the Palestinian social enterprise ecosystem are available thanks to recent research work carried out by different institutions. The past bodies of works analyze the social enterprise sector in Palestine is still at an embryonic stage, lacking in definitive guidelines, definitions and business model frameworks for sustainable development of the ecosystem. (Abdou, et al. 2010) The lack of definition is indicative of the segment's nascence however it also provides an opportunity to structure its operations and models in order to address the society's prevalent problems. The next chapters focus on the methodology to define social enterprises in Palestine in order to identify and map organizations which fall in the circle of social enterprise ecosystem, create blueprints for the tools needed to measure social entrepreneurship activity and design business model framework to develop sustainable social enterprise ecosystem in Palestine. The definition, business framework and instrument designed to measure social enterprise model within this study are to be utilized for larger body of research work under the Peace Steps project by the Italian organization, Vento Di Terre in collaboration with Italian and Palestinian Partners to identify social enterprise models in Palestine, help capacity building of existing social enterprises and analyze the dimensions needed to strengthen social economy ecosystems for development of Palestinian economic fabric.

Chapter 3: Mapping Social Enterprises in Palestine

The lack of a clear epistemology on social enterprise research presents certain methodological challenges. The research often uses available data which leads to either empirical work based on same case examples or theoretical work that lacks empirical support. (Nicholls 2010) The research phase of the Peace Steps project is divided into three stages. In first stage of the research, specific definitions, guidelines for mapping social enterprise activity and database of social enterprises in Palestine are established. In second stage of the research, social business framework and comprehensive instrument to analyze social business models is designed based on metanalysis of the literature and available business models. In third stage of the research, the tools designed in the first two steps will be implemented to identify the existing business models in Palestine and analyze the best suited models for development of the Palestinian economic fabric. The project aims to pave way for sustainable and inclusive socioeconomic growth of the society through expansion and strengthening of the social enterprise ecosystem. This paper focuses on first two stages of the research phase of the project: mapping social enterprises in Palestine, establishing social business model framework and developing instrument for measuring social enterprise models in Palestine. The instrument is developed specifically for Palestine however can be adapted for other regions of the world.

Despite considerable debate across academics and practitioners across national borders, no commonly accepted definition of social enterprises exists. (Scheuerle, Spiess-Knafl and Schuees 2015; Muñoz 2010) The debate focuses on three schools of thought and practice: the Social Enterprise School, the Social Innovation School and the *L'émergence des entreprises sociales* (EMES)⁵ School. (Scheuerle, Spiess-Knafl and Schuees 2015) The Social Enterprise School includes organizations which balance social mission with profit maximization (Haugh 2005; Skloot 1983), the Social Innovation School focuses on organizations which implement social innovation for systematic change while income and profitability play only operational role (Dees and Anderson 2006) whereas the EMES School incorporates multi-stakeholder organizations with

⁵ EMES established in 1996 in Europe to investigate social enterprise activity in member countries and for an innovative response to social regulations. (Defourny and Nyssens, The EMES approach of social enterprise in a comparative perspective 2012)

participatory and democratic governance. (Defourny and Nyssens 2012) For the purpose of this research after extensive literature analysis, discussions with academics, practitioners and stakeholders of the project, Professor Maria Sassi (2019) from University of Pavia in Italy defines technical definition of the social enterprises as:

“A social enterprise uses recurrent commercial or income generating activities carried out with an entrepreneurial spirit to achieve an explicit and primary social, environmental or community objectives. The ultimate goal of the enterprise is to create positive outcomes for the beneficiaries. The donations or investments without repayment make for limited share of the capital structure. Majority of the net income is reinvested into the social enterprise to achieve the social objectives and dividends (if available) are distributed to the owners or beneficiaries of the enterprise. Moreover, the enterprise follows a democratic and participative governance approach.”

For the purpose of this study we use the above technical definition of the social enterprises to map social enterprises in Palestine and to formalize social business model framework, it is also to be adopted for all future research work under the Peace Steps project.

3.1: Sample

To build a sample of active social enterprises in Palestine bottom-up⁶ and criteria-based adjustment approach is used. Data is collected from five distinct sources using bottom-up sampling. The database gathered from these sources is then adjusted according to the definition criteria. The bulk of the database is gathered from entities (cooperatives, nonprofit organizations, charities, associations, clubs etc.) registered with Cooperative Work Agency (CWA), Ministry of National Economy (MoNE), Ministry of Social Development (MoSD), Ministry of Agriculture (MoA) and Ministry of Women Affairs (MoWA) in Palestine with the cooperation of expert advisors in the respective ministries. The ministries approached through the Palestinian partner, The Palestinian Fund for Employment and Social Protection for Workers (PFESP), provided the lists of

⁶ Bottom-up sampling approach builds samples based on a wide range of sources including databases, networks and direct public appeals to self-identification etc. (Scheuerle, Spiess-Knafl and Schuees 2015)

organizations that have clear and explicit social and or environmental mission regardless of the industry that the organization operates in. In total, the database listed details of 1143 number of organizations including nonprofits from MoNE, cooperatives from CWA, associations and charities from MoWA, MoSD and MoA, operating in different governorates of Gaza and West Bank districts of Palestine. The database is adjusted according to definition criteria: the organization must have a social and or environmental mission, the beneficiaries must be the primary goal of the organization and the organization should have some level of commercial or income generating activities. After the criteria-based adjustment the database includes details of 851 entities, registered mainly as nonprofits, cooperatives, associations and charities.

3.2: Phone Interview

The questions for the phone interview addressed five main criteria devised to categorize organizations as social enterprises in accordance with the definition. The criteria have been established by academics, practitioners and stakeholders of the project to filter social enterprises from plurality of organizations in the collected database. The five criteria include the following:

1. **Scope of the organization:** The organization has an explicit and primary social, environmental and or community development objective.
2. **Beneficiaries:** Ultimate goal of the organization are its beneficiaries.
3. **Capital structure:** Funds donated or investments without repayment to the organization do not comprise more than 25 percent of the total capital of the organization.
4. **Use of net income:** Minimum 60 percent of the net income of the organization is invested in capital or to pursue social and or environmental objectives.
5. **Dividends:** If the organization has a dividend policy available (relevant only for organizations registered as cooperatives), the dividends are distributed to owners or beneficiaries of the organization.

The phone interviews were conducted with all organizations in the database. The organizations which fulfilled all five criteria concurrently are distinguished as ‘established’ social enterprises as compared to ‘emerging’ organizations which only meet partial criteria. However, for the purpose of mapping social enterprises in Palestine organizations which fulfill complete or partial criteria are both considered as part of the social enterprise ecosystem.

3.3: Data Collection

The phone interviews were conducted during April 2019. The enumerators selected from the University of Bethlehem were provided necessary training by the academics and practitioners from PFESP, University of Pavia and Vento di Terre for conducting phone interviews prior to contacting the organizations. In the initial contact with the organization, the respondents were provided with basic information about the study before continuing the interview. In case of unavailability of data or relevant person, follow ups were done with the organizations to gather up to date information. At completion of the process, data from 302 organizations was collected, giving an overall response rate of 35.5 percent. The lack of up to date lists available at the ministries and other networks in Palestine exacerbated the issue of no response as some organizations had already been closed operations, had been shut down in the past or had not started operating yet. Added limitations in the data collection were faced due to reluctance on part of the organizations to share information related to the funds received by the organization. However, the response rate is lower than similar studies (Baruch 1999) in other areas, this is one of the largest datasets for a single country study conducted specifically on social enterprises and one of the first studies mapping the social enterprises in Palestine.

With the completion of data collection, lists of organizations which fall under the umbrella of social enterprises network in Palestine has been formalized to conclude the mapping of social enterprises in Palestine. The study provides first comprehensive list of organizations which form social enterprise landscape in Palestine. The multi-dimensional perspective used to map the organizations contributes to a comprehensive picture of the social enterprises sector than commonly known anecdotal perspective. In an economically and socially constrained environment in Palestine, social enterprises are characterized by obscurity and lack a strategic perspective to establish sustainable business models. (Sabella and Eid 2016) The large number of organizations mapped in this research project further highlights the need to develop a social enterprise model to formalize the social enterprise sector and develop social enterprise ecosystem in Palestine. The available studies on Palestine (Akella and Eid 2018; Sabella and Eid 2016; Abdou, et al. 2010) use few organizations as case studies to analyze social enterprises however fall short in

multidimensional and multifaceted understanding of the sector due to lack of a comprehensive dataset for Palestine, little consensus on business model frameworks and unavailability of instruments to exhaustively analyze existing models.

The organizations mapped through the first stage of the research will be contacted for in-depth study of their business models in the third stage of the research under the Peace Steps project using the social business model framework established in the next steps of this study. The following chapter focuses on second stage of the research, it includes meta-analysis of literature on business models and existing examples of social enterprise models for the development of a sustainable social business model framework. It also provides description of the robust research instrument created based on the social business framework, designed specifically to analyze social enterprise models in order to understand the ecosystem of social enterprises in Palestine.

Chapter 4: Designing a Standardized Methodology for Measuring Social Enterprise Models

Although there is a growing interest in social enterprises amongst practitioners, scholars and policy makers yet scholarly inquiry on social entrepreneurial activity is at an embryonic stage (Cohen and Winn 2007) and the field is in the process of institutional legitimacy. (Hall, Daneke and Lenox 2010; Nicholls 2010) Progress in bringing social sector research into the mainstream has been impeded due to predominant focus on case studies of successful social enterprises (Slyke and Newman 2006) and proposition-based theory building. (Lepoutre, et al. 2013) For most part of history, economic discourse has been dominated by the ‘two-sector model,’ the market and the state, the private and the public sector or the business and the government. This has been reinforced by statistical conventions leading to social enterprises not being acknowledged in the official economic statistics. Consequently, faster progress in research sector has been hampered and the datasets lacks even the most basic information (like numbers, activities, roles, economic weight and finances etc.) about social enterprises in many countries around the world and thorough understanding of the factors contributing in success and failures of these organizations has been very limited. (Salamon and Sokolowski 2004) However, addressing this research gap presents many methodological challenges which are addressed in this chapter along with metanalysis of different business models. The chapter further provides the framework to design social business model for enterprises along with the guidelines for the tool created specifically to understand social enterprise models and measure the social enterprise activity at a national scale (the instrument design however can be scaled up for comparison at an international level).

4.1: The Need for Developing Social Enterprise Model Framework

The lack of a standardized methodology to measure social enterprise activity is indicative of the sector’s nascence and reflects general ambiguity relating to social enterprises. Most available methodologies measure one or two aspects of the multi-faceted and multidimensional phenomenon that is social enterprise business. However, due to expanding social enterprise networks across the world, it is important to create an instrument to measure social entrepreneurial activity in order to fully capture its essence and to formalize comparable indicators. Social

enterprises manifests in the economy in many different forms, supporting several activities and rendering different outcomes. These outcomes not only include creation of financial wealth through trade of activities but also tackle socioeconomic and political inequalities, increase employment opportunities, address environmental issues amongst others. (Ahmad and Hoffman 2008) Therefore, the challenge is to create a robust and transferable framework which manages to tackle diverse outcomes and manifestations while including social and business aspects of social enterprises.

The growing numbers of social enterprises and the social impact these organizations have in product and service delivery, have increased emphasis on the need for research to investigate 'business models' of social enterprises. (Balan-Vnuk and Balan 2015; Certo and Miller 2008) The significance of business models for social enterprises has been developed (Arena, Azzone and Bengo 2015) and a model business framework has been proposed (Yunus, Moingeon and Lehmann-Ortega 2010). However, the proposed frameworks are not dynamic to different kinds of organizations: focuses only on specific elements of the business model like finances, stakeholder mapping and or provision of products and services while lacks many other important aspects like governance style, the organizational structures, the mechanisms employed by enterprises to innovate their skills and capabilities and structure of human and intellectual capital deployed into the organization etc. This gap in literature hinders social enterprises in acquiring skills and capabilities needed to develop and innovate their business models. Lack of guidance to establish sustainable business models also impedes the social enterprises at an embryonic stage from improving their chances of organizational survival. (Balan-Vnuk and Balan 2015) Through exploratory qualitative research this chapter investigates literature on business model concept, business model innovation and existing models of social organizations to propose a framework for setting up social businesses. The proposed framework is used to design a robust questionnaire to measure social enterprise activity and analyze social enterprise models. This chapter focuses on understanding the characteristics of business models to develop cognitive schemas of social enterprise model.

The economic structure is a coalescence of different organizational forms including public institutions, private firms, multi-national businesses, social enterprises (non-profits, socially

oriented organizations, ventures, cooperatives, intermediary organization etc.) and business enterprises. This large network of organizations facilitates the dispersion of resources to provide for the needs of the society. (Baumol and Blinder 2008) However, social enterprises emerge with separate organizational form to meet the needs of the society which are unmet by government and private entities. (Morris, Webb and Franklin 2011) The main similarities shared by organizations classified as social enterprises include the foundational intent of the fulfilling social mission and revenue generation for the purpose of supporting their social objectives instead of profit distribution. (Powell and Steinberg 2006) However, social enterprises are observing a changing business environment to achieve financial sustainability to serve beneficiaries in the future (Idowu, et al. 2013) Social enterprises around the world are adapting business model innovation strategies to bring together positioning, product and service logic, value creation, marketing and sales and profit formula in a fashion such that the social enterprise has a sustainable and differentiated position in the market. (Matzler, et al. 2013; Balan-Vnuk and Balan 2015) Beyond this, social enterprises exhibit significant diversity in their organizational structures based on governance structure, public visibility, role of volunteers in the organization, relative dependency on different revenue sources, and extent of involvement in commercial activities. (Salamon 1992)

In recent years, the pursuit to incorporate and improve entrepreneurial activity is increasing among the social enterprises. The boost in entrepreneurial activity stems from the need for financial sustainability to run smooth operations, to enhance revenue generation to support the activities of the organization in face of dwindling funding sources, to meet the demands for social needs and to improve ability to provide the products and services to beneficiaries, and create environment which generates social value creation opportunities that did not exist before. (Badelt 1997; Zahra, et al. 2009; Pearce, Fritz and Davis 2010; Morris, Webb and Franklin 2011) Over the past few decades the number of social enterprises has immensely increased outpacing the available funds through grants from formal institutions. (Salamon, Anheier, et al. 1999) Furthermore, private funding sources who identify with the social enterprise's social mission are increasingly inconsistent. (Mort, Weerawardena and Carnegie 2003) The want to contribute more in meeting pressing social needs than is possible in existing organizational reforms also motivates innovation and entrepreneurial behavior. (Morris, Webb and Franklin 2011) While for-profit organizations focus on creating more demand for their products and manage price mechanisms; increasing

demand can be daunting for social enterprises lacking in proper operations and strategies to manage multiple stakeholders and growing demands. There is need to develop proper framework to find ways to garner, combine and deploy resources and enhance innovation to tackle vexing social issues. Some academics and scholars even suggest social enterprises to expand their activities and operations to define themselves as fundamental agents of change creating solutions to produce substantial social returns. (Brooks 2009)

As the social enterprise concept acquires ideas from the capitalist economy, similarly social enterprise models can borrow from conventional business model frameworks. (Yunus, Moingeon and Lehmann-Ortega 2010) Every company and organization have a business model whether the model is specifically articulated or not. (Chesbrough, Open business models: How to thrive in the new innovation landscape 2006) In the capitalist system corporate bodies can be distinguished into two types, profit-maximizing businesses (focus on creating and delivering value to customers, and then converts payments received to profits) (Teece 2010) and non-profit organizations (address social issues through the delivery of services or programs that would otherwise be unavailable to those in need). (Morris, Webb and Franklin 2011) However, social enterprises borrow from both of these entities. Yunus, Moingeon and Lehmann-Ortega in their lessons from Grameen Bank describe social enterprises as “a social enterprise is designed and operated just like a ‘regular’ business enterprise, with products, services, customers, markets, expenses and revenues. It is a no-loss, no-dividend, self-sustaining company that sells goods or services and repays investments to its owners, but whose primary purpose is to serve society and improve the lot of the poor” (Yunus, Moingeon and Lehmann-Ortega 2010) which share similarities to the explanation coined by Mair and Marti who described social business enterprises as entities “involving the innovative use and combination of resources to pursue opportunities to catalyze social change and or address social needs.” (Mair and Marti 2006) Therefore, social enterprises include both social and profit maximization objectives although social objective is the primary scope of the organization. Social wealth creation is the central priority of these organizations in comparison to economic wealth creation. (Balan-Vnuk and Balan 2015; Yunus, Moingeon and Lehmann-Ortega 2010) However, some organizational forms of social enterprises like cooperatives include dividends payments which are distributed among owners and or beneficiaries. The definition of social enterprises as formulated by Professor Maria Sassi (2019) also puts emphasis on both social and commercial

sides of the social enterprises while it also encapsulates business and operations aspects of the social enterprises.

Weaknesses of free market capitalism as highlighted by present day global market paradoxes, augment the need for creation of better balance between economic efficiency, ecological sustainability and social equity. (Amin 2009) Social enterprises use nongovernmental, market-based approaches to address social issues; providing a business source of revenue for several socially oriented organizations and activities. The revenue besides external funding sources contributes to better balance of social goals and economic efficiency while ensuring self-sufficiency and long-term sustainability of the organizations involved in social activities. (Kerlin 2006) Social enterprises may contribute in facilitating social and economic progress in disadvantaged areas that are characterized by weaknesses in financial, physical, and human capitals and low levels of public and private sector investments. (Bertotti, et al. 2012) Within broad parameters, world regions have come to identify different concepts and contexts of social enterprises. However, some basic characteristics are shared among different organizational forms of social enterprises as:

- Social mission: Addressing social and or environmental issues through a defined mission for the business. Social enterprises can only operate by supporting their social mission through the community and stakeholders;
- Business planning: Realizing social mission through comprehensive business strategy and planning and developing business plan to achieve financial sustainability;
- Innovation strategy: Developing new goods and services, and systems to address social issues. (Tanimoto 2008)

In organizational structure social enterprises follow the same plan as profit-maximizing businesses. Therefore, the management should follow the same mindset of achieving maximum results as any business organization even though the primary objective is social mission in place of profit maximization. To be sustainable social enterprises needs to recover their costs while achieving its social objectives. (Yunus, Moingeon and Lehmann-Ortega 2010) In order to fulfill its goals, social enterprises need to adapt to an in-depth business model adjusted to its organizational and market needs. However, the lack of comprehensive guidelines and standardized

methodology available on social business models hinders the process of incorporating all dimensions of business planning into social enterprises and further increases challenges for these organizations to be competitive in the market. The next sections provide an understanding of the characteristics and cognitive schemas of the business models. It develops an in-depth understanding of available business models to create a business framework which can be adapted by social enterprises to develop business model, innovation strategy, business planning and social mission to incorporate the social objectives in the business model, ensure better provision of goods and services to its beneficiaries and to move towards financial sustainability in the long run.

4.2: Business Model Definitions, Frameworks and Compositional Elements

The business model concept is gaining momentum from researchers to provide guidance for creation of social enterprises with viable financial stability to achieve social missions. The social enterprise literature both implicitly and explicitly link the business model construct to the organization's financial sustainability which depends on the enterprise's revenue generating activities. (Darby and Jenkins 2006) Although social enterprises generally have devised business models however the factors affecting its different elements remains unclear and requires further exploration. In order to formalize a social business model framework, it is paramount to understand the definitions, frameworks and elements of the business models.

Despite ever growing literature on business models there is very little consensus on one definition, compositional elements and framework for business models. (Amit and Zott 2001; Teece 2010; Fiel 2014) This section explores different definitions, model frameworks and elemental composition for the business models to increase our foundational understanding of the business model concept adopt a comprehensive definition which includes all elements necessary to develop a sustainable business model which can be adapted to the needs of social enterprises models. The business model definition and framework provide an abstract conceptualization however the compositional elements of a business model provide more specific and conclusive insight into the models. It provides better understanding into relationship between elements and archetypes of the business model and can be modified for different purposes and business typologies (for example, social business, innovation industry, e-commerce etc.). (Fiel 2014)

4.2.1: Business Model Definitions

Different definitions of business models have been adopted to explain the essence and purpose of business models. (Pateli and Giaglis 2004) The definitions have different foci and emphasize on distinct elements of the business models. Timmers provides one of the first definitions as: “business model is (a) an architecture for the product, service and information flows, including a description of the various business actors and their roles; and (b) a description of the potential benefits for the various business actors; and (c) a description of the sources of revenues.” (Timmers 1998) This definition influenced the literature in business models and many other scholars addressed business models as an architecture and focused on roles of the different business actors, their interactions and relationships within the framework. (Weill and Vitale 2001; Mahadevan 2000) Later scholars like Rappa emphasized on the monetary aspect of business model, it also became emphasis of many other studies. (Rappa 2000; Afuah and Tucci 2001; Teece 2010) While other scholars introduced strategic aspects into the business model, defining the business model as “the method by which a firm builds and uses its resources to offer its customers better value than its competitors and make money doing so. It details how a firm makes money now and how it plans to do so in the long-term. The model is what enables a firm to have a sustainable competitive advantage, to perform better than its rivals in the long term.” (Afuah and Tucci 2001) Some business models described focus on value creation and value capture. (Johnson, Christensen and Kagermann 2008; Demil and Lecocq 2010; Fielit 2014) Chesbrough describes business model as, “At its heart, a business model performs two important functions: value creation and value capture. First, it defines a series of activities that will yield a new product or service in such a way that there is net value created throughout the various activities. Second, it captures value from a portion of those activities for the firm developing the model.” Other important developments in the concept of business development include:

“A business model describes the rationale of how an organization creates, delivers, and captures Value.” (Osterwalder and Pigneur, *Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers* 2010)

“A business model can be viewed as a template of how a firm conducts business, how it delivers

value to stakeholders (e.g., the focal firms, customers, partners, etc.), and how it links factor and product markets. The activity systems perspective addresses all these vital issues.” (Zott, Amit and Massa 2010)

The business model definitions provide a consistent concept relating to profit and revenue generation which relates to the financial and organizational aspect of the social enterprises. However social business model cannot be solely based on the definitions for conventional business model definition and requires further development of the concept. This presents an opportunity to contribute to strategy literature to formalize a multi-dimensional framework which includes all elements necessary from a strategic perspective for development of business model while incorporating social and environmental mission of the social enterprise. Despite conceptual differences among researchers in different silos, the literature on conventional business models provides a system-level holistic foundation to build a comprehensive social business framework.

4.2.2: Business Model Frameworks and Compositional Elements

Albeit growing emphasis on empirical research on social enterprises the pursuit of developing comprehensive social business policies is still hampered due to lack of instrumental tools which fully capture the totality of social enterprises’ operations. The general ambiguity relating to the social enterprise activity leaves policy makers somewhat rudderless when it comes to learning from international best practices to develop policies. This reflects the need to develop a social enterprise framework and analysis instruments that are comprehensive, robust and internationally comparable. (Ahmad and Hoffman 2008) In order to create the instruments needed to measure social enterprise activity and develop social business model it is necessary to develop rigorous understanding of the conventional business models. Due to lack of agreement on one definitive business model among the scholar, researchers frequently adopt idiosyncratic definitions and frameworks which fit the purpose of their studies however these are often not comparable to different organizational forms, hampering cumulative progress in the field of social economy. (Zott, Amit and Massa 2010) This section explores different business frameworks and their compositional element to build the social enterprise framework which bridges the seemingly wide gap in literature to facilitate future cumulative research on social enterprises.

Business model frameworks address “what a business model is made of.” (Fielt 2014) Overview of business models from different origins (e-business, innovation and entrepreneurship etc.) help distinguish compositional elements for the business framework. The elements are also described as components (Pateli and Giaglis 2004), building blocks (Osterwalder and Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers 2010), functions (Chesbrough and Rosenbloom 2002) or main questions (Morris, Schindehutte and Allen 2005) of the business model. The description of elements of the business models has been conceptualized and formalized in business model frameworks and ontologies which not only provide description of these elements but also define relationships between elements. (Fielt 2014; Morris, Schindehutte and Allen 2005) In order to differentiate different elements of the business models necessary to create the business model framework for social enterprises it is requisite to study different frameworks and their composition. Some common business model frameworks for different typologies of businesses are summarized below along with their compositional elements. These frameworks provide basis for developing a robust and comprehensive framework for social enterprises. Note that the list is not comprehensive but focuses on well-known business models of different origins.

The Business Model Canvas is the most familiar and extensively used framework, presented as a shared language for describing, visualizing, assessing and changing business models. (Osterwalder and Pigneur, Business Model Generation: A Handbook for Visionaries, Game Changers, and Challengers 2010) In this framework the elements or the building blocks are grouped as:

- Segments, channels and relationships for the customer interface,
- Value proposition⁷ for the products and services provided by the organization,
- Infrastructure management including activities, resources and partners,
- Financial aspects comprising revenues and costs.

(Osterwalder 2004; Osterwalder and Pigneur 2010)

⁷ The value proposition dimension presents who the customers are, what products and services the organization provides to them, their potential benefits and the organization’s solution to deal with the customer problems. (Fielt 2014)

Business Canvas Model adopts a holistic approach in visualizing its model however does not include competitive strategy. Other similar models proposed during this time includes Afuah and Tucci (2001), the compositional form followed similar framework and elements. (Fielt 2014)

The Four-Box Business Model (Lafley and Johnson 2010; Johnson, Christensen and Kagermann 2008) shares many commonalities with the Business Canvas Model. This framework stresses on the interdependencies of the elements however the proposed framework does not provide support for dealing with these interrelationships between elements to keep consistency in operations of the organization. In this framework the elements are grouped as:

- Value Proposition in terms of products and services offered on the market for consumers,
- Partnerships and key resources available to the organization for their activities,
- Operational aspects including within business rules, behavioral norms and success metrics,
- Financial aspects encompassing target unit margins, resource velocity⁸, cost structure and revenue model.

(Lafley and Johnson 2010; Johnson, Christensen and Kagermann 2008)

The business model canvas includes a separate pillar for customers however the four-box business model does not include however it is more comprehensive in operational and financial aspects of the business model.

Technological innovation is another element emphasized by many scholars in their proposed business models. Chesbrough and Rosenbloom while describing the role of business model in capturing value from innovation state that ‘the business model provides a coherent framework that takes technological characteristics and potentials as inputs and converts them through customers and markets into economic inputs.’ (Chesbrough and Rosenbloom 2002) The elements of the technology-market model are similar to the Business Canvas Model and Four-Box Business Model however it does not fully cover value capture and business strategy. It includes the following elements:

- Value proposition for the provision of products and services to the consumers,

⁸ “Resource velocity measures how many widgets a company can invent, design, produce, warehouse, ship, service, sell, and pay for throughout the value chain for a given amount of investment, for a given amount of time.” (Johnson 2010)

- Market segment based on differing characteristics of the potential customers,
- Cost structure and profit potential for the organization,
- Competitive strategy to gain competitive advantage over competitors in the industry.

(Chesbrough and Rosenbloom 2002)

Entrepreneurship has been the emphasis of the business world in recent year and it is only fitting it has garnered significant interest from the academics and the practitioners alike. More and more organizations are including entrepreneurship into their business frameworks. The entrepreneurship business model includes detailed financial aspects, a competitive strategy, in addition, it includes the investment model which addresses the time, scope, ambitions of the entrepreneur or the investor taking into account different possible kinds of ventures (for example, start-ups and enterprises with subsistence, growth or income models). Furthermore, it also puts emphasis on the consistency and reinforcement between components to ensure a smooth environment for operations. (Morris, Schindehutte and Allen 2005) The framework includes the following main questions:

- How does the organization create value?
- Who is the target audience for the value creation?
- What are the internal capabilities of the organization?
- How to competitively position the organization in the market?
- What are the income sources for the organization and what economic factors play a role?
- What is the time, scope and size ambitions?

Morris, Schindehutte and Allen also note that different elements of the framework interact with each other while investment play integral role in determining decisions in all operations of the organization. (Morris, Schindehutte and Allen 2005)

With increasing role of technology in the daily life, many e-businesses have emerged in last few decades, comprising a large portion of the business industry in today's market. In case of E-Business Models, one of the earliest examples is described by Weil and Vitale. They use elements in Timmers' definition (Timmers 1998) as a starting point to describe this model. The model brings focus on the information flows and IT infrastructure of the organizations. It also provides

perspective on organizational structure with description of roles, relationships and flows within the organization. (Weill and Vitale 2001) It includes the following elements:

- Roles and relationships of the organization with its customers, suppliers and partners for provision of goods and services,
- Major flows of product, information and money within and outside the organization,
- Strategic objectives and value proposition by the organization,
- Core competencies of the organization to achieve its objectives and provide products and services on the market,
- IT infrastructure capabilities of the organization to target different customer segments and different channels for flow of information.

(Weill and Vitale 2001)

The organizational structures and architectures of business frameworks described above show how different typologies of businesses frameworks have different focuses and distinct approach to the provision of services and products to their customers. Fiel in his study on conceptualizing business models proposes a holistic and comprehensive definition of business model and elements as: “a business model describes the value logic of an organization in terms of how it creates and captures customer value and can be concisely represented by an interrelated set of elements that address the customer, value proposition, organizational architecture and economics dimensions.” (Fiel 2014) Fiel provides one of the most comprehensive definition of business model, according to his study the economic dimension not only includes financial considerations in terms of revenues and cost structures and but also includes non-financial considerations in terms of social and environmental factors. However, the frameworks include many elements necessary for developing a business plan, the list is not comprehensive, apart from the social dimensions the frameworks also lack in important operational aspects of the organizations, therefore, does not provide a complete picture for development of a social business model. An in-depth analysis of the academic literature show that in the plethora of definitions few elements are distinguishable among most business model frameworks: the products and services provided to the customers, organizational structure to provide these products and services and service delivery to the customers. (Yunus, Moingeon and Lehmann-Ortega 2010) Conventional business models share three main characteristics, which includes:

- Value proposition (Who are the customers and what products and services the firm offers to them which are of value?)
- Value constellation (How are the products and services delivered to the consumers and who are the suppliers and partners of the firm?)
- Profit equation (financial translation of value proposition and value constellation, it includes sales revenues, cost structure and capital employed into the firm for provision of products and services)

(Normann and Ramirez 1996; Chesbrough 2006; Zott, Amit and Massa 2010; Yunus, Moingeon and Lehmann-Ortega 2010)

The literature on business models provides a representation of the value logic of an organization in terms of how it creates and captures customer value. The lessons learned are utilized to provide detailed guidance for organizations wishing to create social businesses. The investigation into conventional business models provides building blocks to propose a detailed business model framework by incorporating the social dimension to the business and innovation dimensions of conventional business models. The social business concept focuses on establishing self-sustaining organizations that provides goods and services to the customers and utilizes revenue for payments to owners and to achieve its social and environmental objectives, but the primary purpose of the organizations is to achieve its social and or environmental objectives to improve the quality of life for the poor, create a more inclusive society and tackle environmental issues. (Yunus, Moingeon and Lehmann-Ortega 2010; Ahmad and Hoffman 2008) The social business model does not only focus on value proposition and value constellation for customers but also focuses on all its stakeholders (“any person, group or organization who can affect or be effected by an outcome or process of the social enterprise: (Spreckley 2011)). (Yunus, Moingeon and Lehmann-Ortega 2010) In addition to economic profits, social business models also define the social profits expected from the social enterprise through a comprehensive ecosystem view of the organization resulting in social profit equation. However, the social profit equation focuses on recovering costs and capital instead of profit-maximization for the organization. (Yunus, Moingeon and Lehmann-Ortega 2010; Euricse 2013)

Based on these conceptual and theoretical roots it is possible to develop a standard framework for social enterprise business models. The challenge is to create a framework which is generalizable for different organizations but also serves the needs of individual social entrepreneurs. To overcome this challenge, the framework has to be comprehensive, robust, transferable, simple, measurable, operationally meaningful and comparable. (Morris, Schindehutte and Allen 2005) The social enterprise model includes practical steps necessary to achieve the planned objectives while emphasizing on long term aims and social mission. The layout provides strategic and operational plan, reviewable and measurable targets, and stepping stones for next periods planning phase. However, it is requisite to be flexible and creative to discover new ideas to further extend social mission of the enterprise. (Spreckley 2011) To provide a logical structure which encapsulates social mission, business plan and innovation strategy a step by step approach needs to be adopted to devise a social enterprise model. In order to create a pragmatic social enterprise model, a comprehensive list of both social and business elements needs to be included in the research process. Below is the proposed framework that consists of specific levels of organizational structure and includes the comprehensive list of elements of business model for the social enterprises and the respective elements which have been analyzed to be incorporated in the questionnaire in order to measure all aspects of social enterprise activity:

1. Identification of stakeholders and customers:
 - a. Who are the main stakeholders and customers of the organization?
 - b. Identifying customer base to target for the product or services provided by the organization,
2. Development of the social enterprise idea:
 - a. Better understanding of the market dynamics to identify gaps in the availability of products and services,
 - b. Idea generation for socially and or environmentally friendly goods and services,
 - c. Commercially viable products and services for trading in the market,
3. Marketing:
 - a. Product and service description and design,
 - b. Location and premises for the provision of goods and services,
 - c. Promotion and advertising to attract an increasing customer base,

- d. Understanding the climate for implementation of any marketing strategy to generate maximum sales,
4. Finance:
 - a. Pricing policy for the provision of goods and services in the market,
 - b. Analysis of the products and or services provided in comparison to the competitor goods and or services available in the local market,
 - c. Records for financial transactions,
 - d. Means of finance available to the organization for running its operations smoothly,
 5. Social enterprise organization:
 - a. Management structure that the organization follows,
 - b. Roles of members, management, owners and team in the organization,
 - c. Governance structure of the organization,
 - d. Human and structural capital available to the organization to carry out its operations,
 6. Social accounting and audit:
 - a. Measuring social and financial operations through annual social and financial audits respectively,
 - b. Building a mechanism to measure stated social objectives through a given time period,
 7. Legal issues:
 - a. Legal structure followed by the organization depending on regulatory framework of the country
 - b. Available legal charters for the organization,
 8. Impact Evaluation Mechanism:
 - a. Setting standards to periodically measure impact of social projects, activities, and goods and services provided by the organization,
 - b. Creating impact evaluation techniques in terms of job creation, economic growth, and or poverty reduction etc.

(Ahmad and Hoffman 2008; Spreckley 2011; Bontis 1998; Martin 2004; Rogerson, Green and Rabinowitz 2013)

The framework provides a comprehensive and vigorous list of elements needed for the development of any organizational form (nonprofits, ventures, charities, cooperatives etc.) of the social enterprises. It can be adapted according to the organizational needs. In order to study the existing business models, this study also presents a comprehensive questionnaire developed specifically for the Peace Steps project to analyze and understand the business models followed by social enterprises in Palestine. The data collected will be used to propose a sustainable business strategy and policy recommendations to help strengthen the economic fabric of Palestine in future steps of the project. The questionnaire has been adapted specifically for Palestinian case however can be applicable internationally with few adjustments to create comparable empirical data on social enterprise models. The next section illustrates the list of indicators included in the questionnaire to measure social enterprises' activities and models.

4.3: Questionnaire Design for Analyzing Social Enterprise Model

The proposed framework represents a theory-based data collection approach encapsulating all components and elements of the proposed social enterprise model framework. It is a comprehensive and vigorous framework which can be adapted for different typologies of social organizations to fit their specific values and constellations. Answering to the question, 'How to measure social enterprise activity and models at a national level which is consistent with the definitions and comparable at international standards?' the study further proposes a detailed questionnaire under the project Peace Steps. The questionnaire is designed to measure social enterprise activity which could help identify different models adopted by social enterprises.

The lack of a comprehensive research instrument has been one of the main hindrances in advancement of research in social enterprise sector, so with the proposition of the questionnaire the study helps not only Peace Steps project in furthering the research process in Palestine but also assists further advancement of research in social enterprise sector in general. After several discussions with the experts in economic and social activity in Palestine and the stakeholders of the project, the questionnaire has been developed comprehensively and adapted to the national context of Palestine. Although the questionnaire has been developed taking Palestine as the case study however it is adaptable and transferable to any other country by following few simple steps:

changing locations where the organization is based and adapting the customer base according to the entity and market levels. The questionnaire has been validated as a tool for research with the consensus of academics, practitioners, experts, stakeholders of the project and the ministries in Palestine who are entrusted with administrating social and economic activity in the country.

The questionnaire includes all aspects and elements of the proposed framework to analyze the social enterprise model in the Palestinian case. It not only includes social aspects of the enterprises but also includes the idea development, customer base, marketing, impact evaluation, governance, financial, managerial and organizational aspects of the social enterprise framework to analyze a clear picture of the entrepreneurial activity and to develop a sustainable business model based on the proposed social business framework during the next steps of the Peace Steps project. The questionnaire has been integrated into the larger body of research work under the Peace Steps project after being validated by the research team during their visit to Palestine. The main objectives of the questionnaire are to:

- Identify the case specific business model used by the social enterprises and
- Understand the ecosystem of social enterprises; with the purpose of identifying the relevant dimensions for the design of guidelines and recommendations for the development of a social enterprise ecosystem in Palestine.

The questionnaire itself includes three sections (section 0.1, 0.2, K) for administrative purposes of the research team and ten main sections (Section A to J) which comprehensively cover elements of the social enterprise model framework, the full-length questionnaire is added as Appendix 1. The sections included in the layout of the questionnaire are as below:

Section 0.1 – 02: Information to be filled by interviewer

Section A: Respondent Information

Section B: Entity Information

Section C: Employment Information

Section D: Objectives of the Organization

Section E: Stakeholders and Beneficiaries

Section F: Organizational Structure

Section G: Market Dynamics and Strategy

Section H: Accounting and Finance

Section I: Impact Evaluation and Challenges

Section J: Definitions

Section K: Contact Details

The questionnaire incorporates all the elements necessary to create a standard framework to study social enterprise model. The table below provides list of elements based on the proposed social enterprise framework that each section of the questionnaire explores to gather empirical data for further research and lay foundations for sustainable social enterprise models.

Table 1: List of elements measured by the questionnaire

Questionnaire Section	List of Elements
Respondent Information	<ul style="list-style-type: none">• Sex• Age Group• Level of education• Years of employment• Role in the organization
Entity Information	<ul style="list-style-type: none">• Location of the organization• Areas of operation• Typology of organization• Legal Form• Growth stage according to years of operation
Employment information	<ul style="list-style-type: none">• Human capital• Structural capital• Volunteers• Inclusive representation in the organization• Gender distribution• Yearly comparison of the changes in employment at the organization

Objectives of the Organization	<ul style="list-style-type: none"> • Objectives of the organization • Primary mission • Sectors of operation
Stakeholders and Beneficiaries	<ul style="list-style-type: none"> • Map of stakeholders • Primary stakeholders • Beneficiaries of the organization • Gradual change in numbers and groups of the beneficiaries
Organizational Structure	<ul style="list-style-type: none"> • Ownership structure • Members, owners and partners • Role of members • Role of management • Organizational hierarchical structure • Governance statement
Market Dynamics and Strategy	<ul style="list-style-type: none"> • Products and services provided • Consumer preferences • Phase of development of products • Tools used for trading of the products and services • Customer base • Composition of customer base • Pricing policy • Competitive products and services • Market shares • Promotion and advertisement strategy • Effectiveness of marketing strategy • Customer Satisfaction • Innovation Strategy
Accounting and Finance	<ul style="list-style-type: none"> • Forms of finance and investment available • Annual turnover⁹

⁹ Turnover of an organization is value of total income of an organization during particular time. This includes income earned from all resources, through sales of goods and services, loans, equities, etc

	<ul style="list-style-type: none"> • Annual turnover trends • Income composition • Financial status analysis • Profits and surplus of the organization • How are the profits used? • Future finance strategy • Financial constraints • Auditing tools used • Strategy for financial stability • Social business plan
Impact Evaluation and Challenges	<ul style="list-style-type: none"> • Impact evaluation mechanisms • Social impact on society • Barriers to provision of goods and services
Definitions	<ul style="list-style-type: none"> • Understanding of the definition of social enterprise definitions at organizational level.

The above table illustrates the comprehensive list of elements which the questionnaire measures in order to incorporate all aspects of the proposed social enterprise business framework. It forms the most robust and comprehensive tool available for research in the social enterprise sector: it is transferable to other countries, is applicable for all different organizational forms of the social enterprise sector and the data collected would be comparable with other regions around the world. It also measures each element of the framework in depth such that each section can be utilized for detailed analysis of specific aspects of the social enterprise ecosystem. The questionnaire and the social enterprise framework are to be used for third stage in the research phase of the Peace Steps project to create guidelines and recommendations for development of social enterprise system in Palestine.

Chapter 5: Conclusions

The analysis in this study highlights the increasing popularity of social enterprises in different regions of the world as a result of the failure of state and market to meet social needs of the society for provision of goods and services, surging unemployment rates, increasing income disparities, inequalities and poverty and weak civil society amongst others. The social enterprise landscape appears to be formalizing shape simultaneously in many different regions around the world however it remains at an embryonic stage particularly in the MENA region. The nascence of the sector can be observed with the lack of a proper definition, framework and model for social enterprises in the region.

The landscape of social enterprises is distinguishable in different regions of the world. The plurality of organizational forms (nonprofits, ventures, cooperatives, socially oriented companies, corporate social programs, hybrid organizations etc.) are included under the umbrella of social enterprises with primary importance hovering between social mission and profit maximization depending on socioeconomic conditions of the regions. This study adopted the technical definition proposed by Professor Sassi which concurrently focuses on social, commercial and organizational aspects of the social enterprises, emphasizing “social enterprise uses recurrent commercial or income generating activities carried out with an entrepreneurial spirit to achieve an explicit and primary social, environmental or community objectives” with the ultimate goal of creating positive results for the beneficiaries of the social enterprises.

Palestine provides a very interesting case study for the social enterprise ecosystem as it faces many challenges due to political upheaval in the country, stagnated economic growth and mounting socioeconomic challenges and social organizations playing an integral role in the society to tackle these challenges and provide employment opportunities. (Akella and Eid 2018) However, a thorough database and understanding of the social enterprise activity and ecosystem is not available in the region due to the lack of resources and information system to accurately track and portray the size, scope and status of its social enterprise sector. As part of the research work under the Peace Steps project this study provides the mapping of the social enterprises and the scope of the social sector in Palestine. The notable size of the number of social enterprises mapped further

highlights the need to create an extensive understanding of the social enterprise ecosystem to provide guidelines and recommendations for advancing social enterprises' activity and develop the Palestinian economic fabric through sustainable and inclusive socioeconomic growth in the country.

The lack of a clear epistemology on social enterprise research presents certain methodological roadblocks in developing empirical inquiry. Therefore, the establishment of research instruments is critical to further advance the research in the field of social enterprises and increase understanding of the models adapted by social enterprises at national and international levels. This study provides broad understanding of the social business models by addressing definitions, frameworks and compositional elements of the business models. It further proposes a framework for developing standard social business model including social mission, financial, operational and organizational aspects of the social enterprises. It also provides an extensive and comprehensive questionnaire as a research instrument based on the proposed social business framework to analyze social business models and measure social enterprise activity while taking Palestine as a case study. The robust and thorough research instrument developed through this study can be adapted and applied to other areas of research on social enterprises.

The long run role of social enterprises in creating a sustainable and inclusive socioeconomic society in Palestine depends on how the field will mature in the future. Scale and quality of future research is very important to navigate lacking in the social sector in Palestine to understand the areas which need scholarly and financial investment for development of the sector in order to achieve positive outcomes. Further research should identify promising social enterprise models and invest in scaling up and recreating these models. In next stage of research under the Peace Steps project, the proposed social business framework and the questionnaire will be utilized to identify the existing business models of the social enterprises in Palestine in order to analyze the best suited models for development of financially feasible and sustainable social enterprises in the Palestinian economic fabric. Empirical analysis of the social enterprise sector must pay attention to the drivers of successful models for emergence of sustainable solutions to the socioeconomic problems faced by the Palestinian society. Through research work and other limbs of the project Vento di Terre in collaboration with Italian and Palestinian partners aims to provide guidelines

and recommendations to pave way for sustainable and inclusive socioeconomic growth of the society through expansion and strengthening of the social enterprise ecosystem in Palestine.

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Appendix 1: Questionnaire

0.1. Information to be filled by Interviewer:

a. What is name of the organization?	
b. What is the address of the organization?	
c. In what year was the organization registered?	
d. In what year did the organization formally began operating?	

0.2. If the respondent agrees to be interviewed, please proceed with the questionnaire below.

Time the interview begins	a. Date (DD.MM.YYYY)	
	b. Hour	
	c. Minutes	

Questionnaire Objectives

This questionnaire aims:

- Identify the case specific business model used by the social enterprises and
- Understand the ecosystem of social enterprises; with the purpose of identifying the relevant dimensions for the design of guidelines and recommendations for the development of a social enterprise ecosystem in Palestine.

Please note that all of the answers given will not be shared with anyone other than members of our survey team and any personal information which might reveal the identity of the respondent will not be published or shared with any other entity to ensure full confidentiality of information. If you agree to answer the questions, please proceed to the questionnaire on next page.

Section A: Respondent Information

A.1 Name and Surname

A.2	A.3	A.4	A.5	A.6
Sex	Age group	Level of education	Years of employment with the organization (Give years only)	Role in the organization
1. <input type="checkbox"/> Female 2. <input type="checkbox"/> Male 3. <input type="checkbox"/> Other 4. <input type="checkbox"/> Do not wish to respond	1. <input type="checkbox"/> Under 18 2. <input type="checkbox"/> 18-24 3. <input type="checkbox"/> 25-34 4. <input type="checkbox"/> 35-44 5. <input type="checkbox"/> 45+64 6. <input type="checkbox"/> 65+	1. <input type="checkbox"/> No education 2. <input type="checkbox"/> Primary 3. <input type="checkbox"/> Secondary 4. <input type="checkbox"/> Undergraduate 5. <input type="checkbox"/> Masters 6. <input type="checkbox"/> PhD		1. <input type="checkbox"/> Management 2. <input type="checkbox"/> Director 3. <input type="checkbox"/> Owner 4. <input type="checkbox"/> Board Member 5. <input type="checkbox"/> Employee 6. <input type="checkbox"/> Beneficiary 7. <input type="checkbox"/> Other (Specify)

Section B: Entity Information

B.1	<p>Where is the head-quarter of your organization based?</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Nablus Governorate 2. <input type="checkbox"/> Al-Quds Governorate 3. <input type="checkbox"/> Ramallah & Al-Biereh Governorate 4. <input type="checkbox"/> Qalqilia Governorate 5. <input type="checkbox"/> Tubas Governorate 6. <input type="checkbox"/> Hebron Governorate 7. <input type="checkbox"/> Tulkarem Governorate 8. <input type="checkbox"/> Bethlehem Governorate 9. <input type="checkbox"/> Jericho Governorate 10. <input type="checkbox"/> Salfet Governorate 11. <input type="checkbox"/> Jenin Governorate 12. <input type="checkbox"/> Jerusalem Governorate 13. <input type="checkbox"/> Gaza Governorate 14. <input type="checkbox"/> Gaza Northern Governorate 15. <input type="checkbox"/> Der Al-Balah Governorate (Al-Wusta) 16. <input type="checkbox"/> Khan Younis Governorate 17. <input type="checkbox"/> Rafah Governorate 	
B.2	<p>What is the area of operation of the organization? Choose all that apply.</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Rural 2. <input type="checkbox"/> Urban 3. <input type="checkbox"/> Refugee Camp
B.3.1	<p>Is your organization regional, national, international or a subsidiary? (Note: Subsidiary is an organization controlled by a holding company: branch, division, subdivision etc.) Select one that applies.</p>	<ol style="list-style-type: none"> 1. <input type="checkbox"/> Regional 2. <input type="checkbox"/> National 3. <input type="checkbox"/> International 4. <input type="checkbox"/> Subsidiary (go to B.3.2 and B.3.3) 5. <input type="checkbox"/> Other (Specify).....

B.3.1.1	If Subsidiary, please provide name for the parent organization.	
B.3.1.2	Please select if the parent organization is national or international.	1. <input type="checkbox"/> National 2. <input type="checkbox"/> International
B.4	What stage best fits your organization according to the number of <u>years of operation</u> ? Select one that applies.	1. <input type="checkbox"/> Seed Phase (0 – 1 years) 2. <input type="checkbox"/> Start-up phase (1 – 3 years) 3. <input type="checkbox"/> Early stage growth (3 – 5 years) 4. <input type="checkbox"/> Intermediate stage growth (5-10 years) 5. <input type="checkbox"/> Experienced stage of growth (more than 10 years)
B.5.1	Is the organization a for-profit or not for profit entity?	1. <input type="checkbox"/> For profit (go to B.5.2) 2. <input type="checkbox"/> Not for profit (go to B.5.3)
B.5.2	In what legal form is your for-profit organization registered? Please select one that applies.	1. <input type="checkbox"/> Cooperative 2. <input type="checkbox"/> Sole Partnership 3. <input type="checkbox"/> Partnership 4. <input type="checkbox"/> Other (Specify).....
B.5.3	In what legal form is your not-for-profit organization registered? Please select one that applies.	1. <input type="checkbox"/> NGO 2. <input type="checkbox"/> Charity 3. <input type="checkbox"/> Trust 4. <input type="checkbox"/> Other (Specify).....

Section C: Employment Information

Part1: The following questions refer to the current year

C.1	How many people are currently employed (paid a salary) full time by the organization (inclusive of vulnerable groups)? If uncertain, provide best estimate.	
C.1.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.1.2	How many <u>females</u> are currently employed full time by the organization? If uncertain, please provide best estimate	
C.1.3	How many people <u>males</u> are currently employed full time by the organization? If uncertain, please provide best estimate.	
C.2	How many people are currently employed (paid a wage) part time by the organization (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.2.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.2.2	How many <u>females</u> are currently employed part time by the organization? If uncertain, please provide best estimate.	
C.2.3	How many <u>males</u> are currently employed part time by the organization? If uncertain, please provide best estimate.	

C.3	How many <u>differently-abled</u> people are currently employed (paid a salary) <u>full time</u> by the organization? If uncertain, please provide best estimate.	
C.3.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.3.2	How many differently-abled <u>females</u> are currently employed full time by the organization? If uncertain, please provide best estimate.	
C.3.3	How many differently-abled <u>males</u> are currently employed full time by the organization? If uncertain, please provide best estimate.	
C.4	How many differently <u>differently-abled</u> people are currently employed (paid a wage) <u>part time</u> by the organization? If uncertain, please provide best estimate.	
C.4.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.4.2	How many differently-abled <u>females</u> are currently employed part time by the organization? If uncertain, please provide best estimate.	
C.4.3	How many differently-abled <u>males</u> are currently employed part time by the organization? If uncertain, please provide best estimate.	

Part 2: The following questions refer to the last year

C.5	How many people were employed (paid a salary) full time by the organization <u>last year</u> ? If uncertain, please provide best estimate.	
C.5.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.5.2	How many <u>females</u> were employed full time by the organization last year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.5.3	How many <u>males</u> were employed full time by the organization last year? If uncertain, please provide best estimate.	
C.6	How many people were employed (paid a wage) part time by the organization <u>last year</u> (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.6.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.6.2	How many people <u>females</u> were employed part time by the organization last year? If uncertain, please provide best estimate.	
C.6.3	How many people <u>males</u> were employed part time by the organization last year? If uncertain, please provide best estimate.	

C.7	How many <u>differently-abled</u> people were employed (paid a salary) <u>full time</u> by the organization last year? If uncertain, please provide best estimate.	
C.7.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.7.2	How many differently-abled <u>females</u> were employed full time by the organization last year? If uncertain, please provide best estimate.	
C.7.3	How many differently-abled <u>males</u> were employed full time by the organization last year? If uncertain, please provide best estimate.	
C.8	How many differently <u>differently-abled</u> people were employed (paid a wage) <u>part time</u> by the organization last year? If uncertain, please provide best estimate.	
C.8.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.8.2	How many differently-abled <u>females</u> were employed part time by the organization last year? If uncertain, please provide best estimate.	
C.8.3	How many differently-abled <u>males</u> were employed part time by the organization last year? If uncertain, please provide best estimate.	

Part 3: The following questions refer to the base year

C.9	How many people were employed (paid a wage) full time by the organization during base year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.9.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.9.2	How many <u>females</u> were employed full time by the organization during base year? If uncertain, please provide best estimate.	
C.9.3	How many <u>males</u> were employed full time by the organization during base year? If uncertain, please provide best estimate.	
C.10	How many people were employed (paid a wage) part time by the organization during base year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.10.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.10.2	How many <u>females</u> were employed part time by the organization during base year? If uncertain, please provide best estimate.	
C.10.3	How many <u>males</u> were employed part time by the organization during base year? If uncertain, please provide best estimate.	
C.11	How many differently-abled were employed (paid a wage) full time by the organization during base year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	

C.11.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.11.2	How many differently-abled <u>females</u> were employed full time by the organization during base year? If uncertain, please provide best estimate.	
C.11.3	How many differently-abled <u>males</u> were employed full time by the organization during base year? If uncertain, please provide best estimate.	
C.12	How many differently-abled were employed (paid a wage) part time by the organization during <u>base year</u> (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.12.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.12.2	How many differently-abled <u>females</u> were employed part time by the organization during base year? If uncertain, please provide best estimate.	
C.12.3	How many differently-abled <u>males</u> were employed part time by the organization during base year? If uncertain, please provide best estimate.	

C.13	How do you expect the number of people employed by the organization to change by this time next year? Please select one option to provide best estimate.	1. <input type="checkbox"/> Increase substantially 2. <input type="checkbox"/> Increase a little 3. <input type="checkbox"/> Unchanged 4. <input type="checkbox"/> Decrease
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		99. <input type="checkbox"/> Do not know
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Part 4: These questions refer to volunteers in the current year

C.14	How many people are currently volunteering with the organization (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.14.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.14.2	How many <u>females</u> are currently volunteering with the organization? If uncertain, please provide best estimate.	
C.14.3	How many <u>males</u> are currently volunteering with the organization? If uncertain, please provide best estimate.	
C.15	How many <u>hours</u> are currently volunteered in total with the organization? If uncertain, please provide best estimate.	
C.16	How many <u>differently-abled</u> people are currently volunteering with the organization? If uncertain, please provide best estimate.	
C.16.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.16.2	How many differently-abled females are currently volunteering with the organization? If uncertain, please provide best estimate.	

C.16.3	How many differently-abled males are currently volunteering with the organization? If uncertain, please provide best estimate.	
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Part 5: These questions refer to volunteers last year

C.17	How many people were volunteered with the organization last year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.17.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.17.2	How many <u>females</u> were volunteered with the organization last year? If uncertain, please provide best estimate.	
C.17.3	How many <u>males</u> were volunteered with the organization last year? If uncertain, please provide best estimate.	
C.18	How many <u>hours</u> were volunteered in total with the organization last year? If uncertain, please provide best estimate.	
C.19	How many <u>differently-abled</u> people were volunteered with the organization last year? If uncertain, please provide best estimate.	
C.19.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate

C.19.2	How many differently-abled <u>females</u> were volunteered with the organization last year? If uncertain, please provide best estimate.	
C.19.3	How many differently-abled <u>males</u> were volunteered with the organization last year? If uncertain, please provide best estimate.	

Part 6: These questions refer to volunteers in the base year

C.20	How many people were volunteered with the organization in the base year (inclusive of vulnerable groups)? If uncertain, please provide best estimate.	
C.20.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.20.2	How many <u>females</u> were volunteered with the organization in the base year? If uncertain, please provide best estimate.	
C.20.3	How many <u>males</u> were volunteered with the organization in the base year ? If uncertain, please provide best estimate.	
C.21	How many <u>hours</u> were volunteered in total with the organization in the base year ? If uncertain, please provide best estimate.	
C.22	How many <u>differently-abled</u> people were volunteered with the organization in the base year ? If uncertain, please provide best estimate.	

C.22.1	Please select if the above information is an estimate or collected information.	1. <input type="checkbox"/> Collected information 2. <input type="checkbox"/> Estimate
C.22.2	How many differently-abled <u>females</u> were volunteered with the organization in the base year ? If uncertain, please provide best estimate.	
C.22.3	How many differently-abled <u>males</u> were volunteered with the organization in the base year ? If uncertain, please provide best estimate.	

Section D: Objectives of the Organization

D.1	<p>What are the organization's overall objectives? Please select all that apply.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Selling goods (Specify)..... 2. <input type="checkbox"/> Lending 3. <input type="checkbox"/> Rural area development 4. <input type="checkbox"/> Housing services 5. <input type="checkbox"/> Empowering and uplifting women 6. <input type="checkbox"/> Creating employment opportunities 7. <input type="checkbox"/> Development of traditional craft 8. <input type="checkbox"/> Supporting vulnerable people 9. <input type="checkbox"/> Supporting agriculture and livestock activities (specify)..... 10. <input type="checkbox"/> Improving health and well-being 11. <input type="checkbox"/> Promoting education and literacy 12. <input type="checkbox"/> Addressing social exclusion 13. <input type="checkbox"/> Protecting the environment 14. <input type="checkbox"/> Supporting vulnerable children and young people
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	<p>15. <input type="checkbox"/> Supporting other social enterprises/organizations</p> <p>16. <input type="checkbox"/> Other (Specify)</p>
D.2	<p>What is the primary emphasis of the organization? Select one that applies.</p> <p>1. <input type="checkbox"/> Profit maximization</p> <p>2. <input type="checkbox"/> Social Mission</p> <p>3. <input type="checkbox"/> Environmental Mission</p> <p>4. <input type="checkbox"/> Charity</p> <p>5. <input type="checkbox"/> Other (Specify).....</p>
D.3	<p>Which sectors does the organization operate in? Select all that apply.</p> <p>1. <input type="checkbox"/> Agriculture</p> <p>2. <input type="checkbox"/> Consumer</p> <p>3. <input type="checkbox"/> Entrepreneurship support (to NGO, charities and others)</p> <p>4. <input type="checkbox"/> Education</p> <p>5. <input type="checkbox"/> Food and nutrition</p> <p>6. <input type="checkbox"/> Handcraft</p> <p>7. <input type="checkbox"/> Health and social care</p> <p>8. <input type="checkbox"/> Housing</p> <p>9. <input type="checkbox"/> Justice and rehabilitation</p> <p>10. <input type="checkbox"/> Services</p> <p>11. <input type="checkbox"/> Commerce</p> <p>12. <input type="checkbox"/> Tourism</p> <p>13. <input type="checkbox"/> Other (Specify).....</p>

Section E: Stakeholders and Beneficiaries

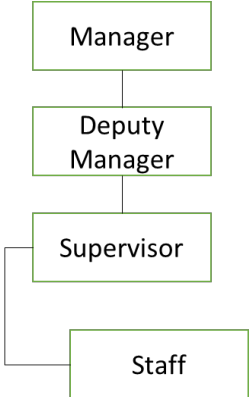
E.1	<p>Does the organization have a map of stakeholders?</p> <p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p>
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	99. <input type="checkbox"/> Do not know	
E.2	Who are the primary stakeholders of the organization? Select all that apply. (Primary Stakeholders are those whose interests lie at the heart of the social enterprise.) 1. <input type="checkbox"/> Beneficiaries 2. <input type="checkbox"/> Partners 3. <input type="checkbox"/> Supplies 4. <input type="checkbox"/> Competitors 5. <input type="checkbox"/> Government 6. <input type="checkbox"/> Direct Customers 7. <input type="checkbox"/> Indirect Customers 8. <input type="checkbox"/> Other (Specify).....	
E.3	What is total number of beneficiaries for the product(s) or service(s) provided by the organization in the current year ?	
E.4	What is the total number of beneficiaries in last 3 years , for the product(s) or service(s) provided by the organization?	
E.5	What is total number of beneficiaries for the product(s) or service(s) provided by the organization since the establishment of the organization?	
E.6.1	Referring to the female beneficiaries during the last year, please select the groups and provide the number of beneficiaries for each group.	
	a. Group	b. Number of Female Beneficiaries
	1. <input type="checkbox"/> Early Children (0-6 years of age)	1.
	2. <input type="checkbox"/> Children (7-12 years of age)	2.
	3. <input type="checkbox"/> Teenagers (13-18 years of age)	3.
	4. <input type="checkbox"/> Youth (19 – 25 years of age)	4.
	5. <input type="checkbox"/> Disabled or differently abled individuals	5.
	6. <input type="checkbox"/> Religious Groups	6.
	7. <input type="checkbox"/> Women	7.
8. <input type="checkbox"/> Other (Specify).....	8.	

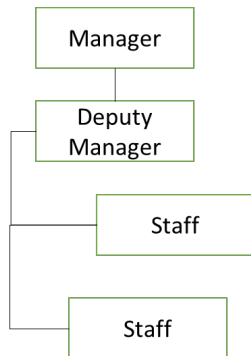
E.6.2	Referring to the male beneficiaries during the last year, please select the groups and provide the number of beneficiaries for each group.	
	a. Group	b. Number of Male Beneficiaries
	1. <input type="checkbox"/> Early Children (0-6 years of age)	1.
	2. <input type="checkbox"/> Children (7-12 years of age)	2.
	3. <input type="checkbox"/> Teenagers (13-18 years of age)	3.
	4. <input type="checkbox"/> Youth (19 – 25 years of age)	4.
	5. <input type="checkbox"/> Disabled or differently abled individuals	5.
	6. <input type="checkbox"/> Religious Groups	6.
7. <input type="checkbox"/> Other (Specify).....	7.	

Section F: Organizational Structure

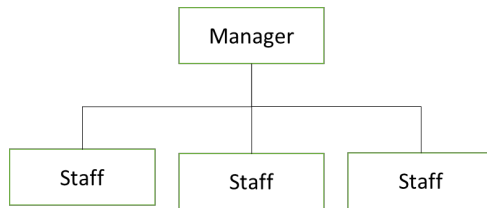
F.1	What is the ownership structure of the organization? Select one that applies. 1. <input type="checkbox"/> Common ownership (Members have no financial stake in the enterprise) 2. <input type="checkbox"/> Co-ownership (Members have financial stake in the enterprise)	
F.2	Who can be members in the organization?	
F2.1	How are the members recruited?	
F2.2	How many employees are members/co-owners/partners of the organization?	

F.3	<p>What role(s) does members play in governance of the organization? Please select all that apply.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Setting strategy and direction 2. <input type="checkbox"/> Setting policy 3. <input type="checkbox"/> Setting commercial, social and environmental objectives 4. <input type="checkbox"/> Taking overall responsibility for the actions of the social enterprise 5. <input type="checkbox"/> Managing the annual plans and social audit 6. <input type="checkbox"/> Setting up and overseeing sub committees 7. <input type="checkbox"/> Others (specify)..... 99. <input type="checkbox"/> Do not know
F.4	<p>What role does the management play in the organization? Please select all that apply.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Carrying out strategy 2. <input type="checkbox"/> Implementing Policy 3. <input type="checkbox"/> Recruiting staff 4. <input type="checkbox"/> Administration 5. <input type="checkbox"/> Trainings 6. <input type="checkbox"/> Financial management 7. <input type="checkbox"/> Maintaining accounts 8. <input type="checkbox"/> Others (Specify)..... 99. <input type="checkbox"/> Do not know
F.5	<p>Select the diagram from the following, which best describes the organizational structure of the enterprise. Select one that applies.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Very hierarchical structure  <pre> graph TD Manager[Manager] --- DM[Deputy Manager] DM --- Supervisor[Supervisor] Supervisor --- Staff[Staff] </pre>

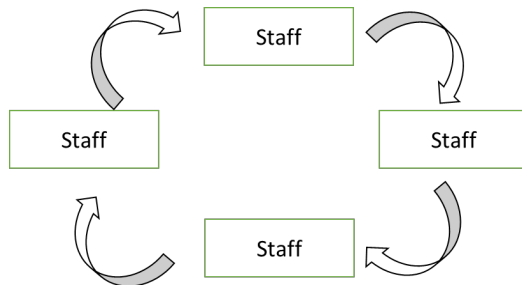
2. □ Hierarchical structure



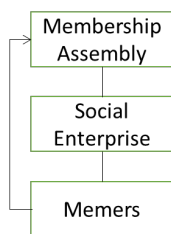
3. □ Flat structure



4. □ Collective type of structure



5. □ Community or large enterprise structure



6. □ No established structure

	99. <input type="checkbox"/> Do not know the structure
F.6	<p>Is the staff arranged in team?</p> <p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p> <p>99. <input type="checkbox"/> Do not know</p>
F.7	<p>Select the areas of the Governance Statement available in the organization. Select all that apply. (Governance statement holds the overall guiding principles and rules by which the social enterprise is run)</p> <p>1. <input type="checkbox"/> A legal charter with a clear indication of the Social Wealth Creation and Environmental Responsibility of the enterprise</p> <p>2. <input type="checkbox"/> Operational Objectives</p> <p>3. <input type="checkbox"/> Policies</p> <p>4. <input type="checkbox"/> Organizational Rules</p> <p>5. <input type="checkbox"/> Value Base (description of the key values)</p>

Section G: Market Dynamics and Strategy

G.1 Please provide the following information relating to product(s) produced by the organization.

G.1.1 Product(s)	G.1.2 Purpose	G.1.3 Consumer Preference	G.1.4 Product Phase
1		1. <input type="checkbox"/> Highly preferred 2. <input type="checkbox"/> Not preferred 99. <input type="checkbox"/> Do not know	1. <input type="checkbox"/> Development (development of new product, service or idea) 2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services) 3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit) 4. <input type="checkbox"/> Maturity (Profit is almost stable) 5. <input type="checkbox"/> Decline (Profit declines)
2		1. <input type="checkbox"/> Highly preferred 2. <input type="checkbox"/> Not preferred 99. <input type="checkbox"/> Do not know	1. <input type="checkbox"/> Development (development of new product, service or idea) 2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services) 3. <input type="checkbox"/> Growth (Level of sales increase to the point where

			<p>the organization starts to make a profit)</p> <p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
3		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p> <p>2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services)</p> <p>3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit)</p> <p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
4		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p> <p>2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services)</p> <p>3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit)</p>

			<p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
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G.2 Please provide following information relating services(s) offered by the organization.

G.2.1 Service(s)	G.2.2 Purpose	G.2.3 Consumer Preference	G.2.4 Product Phase
1		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p> <p>2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services)</p> <p>3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit)</p> <p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
2		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p> <p>2. <input type="checkbox"/> Introduction (Competitors are targeting</p>

			<p>the same market with similar products and services)</p> <p>3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit)</p> <p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
3		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p> <p>2. <input type="checkbox"/> Introduction (Competitors are targeting the same market with similar products and services)</p> <p>3. <input type="checkbox"/> Growth (Level of sales increase to the point where the organization starts to make a profit)</p> <p>4. <input type="checkbox"/> Maturity (Profit is almost stable)</p> <p>5. <input type="checkbox"/> Decline (Profit declines)</p>
4		<p>1. <input type="checkbox"/> Highly preferred</p> <p>2. <input type="checkbox"/> Not preferred</p> <p>99. <input type="checkbox"/> Do not know</p>	<p>1. <input type="checkbox"/> Development (development of new product, service or idea)</p>

			<p>2. □ Introduction (Competitors are targeting the same market with similar products and services)</p> <p>3. □ Growth (Level of sales increase to the point where the organization starts to make a profit)</p> <p>4. □ Maturity (Profit is almost stable)</p> <p>5. □ Decline (Profit declines)</p>
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G.3	<p>What tools are used for provision of product(s) and or service(s)? Select all that apply.</p> <p>1. <input type="checkbox"/> Physical store</p> <p>2. <input type="checkbox"/> Fairs</p> <p>3. <input type="checkbox"/> Online website (Please provide the URL address for the website.) </p> <p>4. <input type="checkbox"/> Social media (Please specify all social media forums utilized.) </p> <p>5. <input type="checkbox"/> Other (Specify).....</p>
G.4	<p>Which of the following formats are used by the organization for advertising the product(s) and or service(s)? Select all that apply.</p> <p>1. <input type="checkbox"/> Newspaper and magazine ads</p> <p>2. <input type="checkbox"/> Pamphlets</p> <p>3. <input type="checkbox"/> TV ads</p> <p>4. <input type="checkbox"/> Website</p> <p>5. <input type="checkbox"/> Email</p> <p>6. <input type="checkbox"/> Social Media</p> <p>7. <input type="checkbox"/> Others (Specify).....</p> <p>8. <input type="checkbox"/> No advertising formats used</p>
G.5	<p>How does the organization measure effectiveness of the advertising formats?</p>
G.6	<p>Do the consumers have complaints about the product(s) and or service(s) offered on the market?</p> <p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p> <p>99.. <input type="checkbox"/> Do not know</p>
G.7	<p>Does the organization respond to customer complaint?</p>

	1. <input type="checkbox"/> Yes 2. <input type="checkbox"/> No 99.. <input type="checkbox"/> Do not know
G.8	What is the size of the customer base for the product(s) and or service(s) provided by the organization?

G.9 What is composition of the customer base in the target market? Select all that apply.

G.9.1 Gender(s)	G.9.2 Age Group(s)	G.9.3 Income Group(s)
1. <input type="checkbox"/> Female 2. <input type="checkbox"/> Male 3. <input type="checkbox"/> Other 99. <input type="checkbox"/> Do not know	1. <input type="checkbox"/> Early Children (0-6 years of age) 2. <input type="checkbox"/> Children (7-12 years of age) 3. <input type="checkbox"/> Teenagers (13-18 years of age) 4. <input type="checkbox"/> Youth (19 – 25 years of age) 5. <input type="checkbox"/> Other (Specify)	1. <input type="checkbox"/> Low income 2. <input type="checkbox"/> Middle income 3. <input type="checkbox"/> High income 4. <input type="checkbox"/> Other (Specify).....

G.10	How do you expect the size of the customer base to change by this time next year? Select one that applies.	1. <input type="checkbox"/> Increase 2. <input type="checkbox"/> Decrease 3. <input type="checkbox"/> No change 99. <input type="checkbox"/> Do not know
G.11	How does the range (variety) of product(s) and or service(s) provided by competitors compare with the organization's product(s) and or service(s)? Select one for each that applies.	1. <input type="checkbox"/> Significantly more 2. <input type="checkbox"/> Non-significantly more 3. <input type="checkbox"/> Exactly same product(s) and service(s) 4. <input type="checkbox"/> Non-significantly less

		<p>5. <input type="checkbox"/> Significantly less</p> <p>99. <input type="checkbox"/> Do not know</p>
G.12	<p>How does the price of product(s) and or service(s) provided by competitors compare with the organization’s product(s) and or service(s)? Select one for each that applies.</p>	<p>1. <input type="checkbox"/> Significantly higher</p> <p>2. <input type="checkbox"/> Non-significantly higher</p> <p>3. <input type="checkbox"/> Exactly same market price</p> <p>4. <input type="checkbox"/> Non-significantly lower</p> <p>5. <input type="checkbox"/> Significantly lower</p> <p>99. <input type="checkbox"/> Do not know</p>
G.13	<p>What is the market share of the competitors?</p>	
G.14	<p>What is the (anticipated) market share of the organization?</p>	
G.15	<p>How do you expect the market share of the organization to change next year by this time?</p>	<p>1. <input type="checkbox"/> Increase substantially</p> <p>2. <input type="checkbox"/> Increase a little</p> <p>3. <input type="checkbox"/> Unchanged</p> <p>4. <input type="checkbox"/> Decrease a little</p> <p>5. <input type="checkbox"/> Decrease substantially</p> <p>99.. <input type="checkbox"/> Do not know</p>
G.16	<p>How do you set prices for goods and services?</p>	
G.17	<p>Please describe the innovation strategy used by the organization to develop new social good(s), service(s) and system(s) to address social issues and or to improve existing good(s), service(s) and system(s). Please also provide example(s) to specify.</p>	

Section H: Accounting and Finance

H.1	Which of the following forms of finance and investment have you received since the organization started operating? Choose all those apply. Please also indicate the number of times and for how many years each source has been received? Select all that apply.		
	H.1.1 Type	H.1.2 Times Received	H.1.3 Years Received
	1. <input type="checkbox"/> Profits by the organization		
	2. <input type="checkbox"/> Grants from local government		
	3. <input type="checkbox"/> Grants from foundation		
	4. <input type="checkbox"/> Venture Capital		
	5. <input type="checkbox"/> Donations - cash		
	6. <input type="checkbox"/> Donations – cash in-kind (examples: equipment, volunteer time etc.) (best estimate of monetary value)		
	7. <input type="checkbox"/> Concessional loans (loans with interest rate below market rates)		
	8. <input type="checkbox"/> Commercial loans (loans with market interest rate)		
	9. <input type="checkbox"/> Equity		
	10. <input type="checkbox"/> International funds		
	11. <input type="checkbox"/> Crowdsourcing		
	12. <input type="checkbox"/> Social responsibility program funds from private sector		
	13. <input type="checkbox"/> Other (Specify).....		
	14. <input type="checkbox"/> None	Does not apply	Does not apply
H.2	What was the organization’s annual turnover last financial year? (Turnover is total income over last financial year including grants, loans, equity, sales etc.).		

H.2.1	Please specify the currency of the turnover in question H.2.	
H.3	What was the organization's annual turnover during the base year?	
H.3.1	Please specify the currency of the turnover in question H.3.1.	
H.4	How do you expect the turnover of the organization to change by this time next year? Please provide best estimate.	1. <input type="checkbox"/> Increase substantially 2. <input type="checkbox"/> Increase a little 3. <input type="checkbox"/> Unchanged 4. <input type="checkbox"/> Decrease 99. <input type="checkbox"/> Do not know
H.5	Explain the causes of possible specific trends in the past and future annual turnover.	
H.6	What percentage of the organization's income is comprised of grants? Select one that applies. 1. <input type="checkbox"/> 0 – 25% 2. <input type="checkbox"/> 26 – 50% 3. <input type="checkbox"/> 51 – 75% 4. <input type="checkbox"/> 76 – 100%	
H.7	What best describes the current financial state of the organization? Select one that applies. 1. <input type="checkbox"/> Making a profit / surplus 2. <input type="checkbox"/> Incurring losses 3. <input type="checkbox"/> Breaking even (Profits by the organization equal to the costs of the organization) 99. <input type="checkbox"/> Do not know	
H.8	How is the profit or surplus utilized by the organization? Select all that apply. 1. <input type="checkbox"/> Growth and development activities 2. <input type="checkbox"/> Rewards to staff and beneficiaries 3. <input type="checkbox"/> Profit sharing with owners and shareholders 4. <input type="checkbox"/> Reserves	

	<p>5. <input type="checkbox"/> Funding social/environmental activities</p> <p>6. <input type="checkbox"/> Other (Specify).....</p>
H.9	<p>How does the organization plan to increase turnover during next financial year? Select all that apply.</p> <p>1. <input type="checkbox"/> Increase sales of products and services</p> <p>2. <input type="checkbox"/> Expand into new sectors and markets</p> <p>3. <input type="checkbox"/> Attract investment to expand</p> <p>4. <input type="checkbox"/> Capacity building of the team</p> <p>5. <input type="checkbox"/> Other (Specify).....</p> <p>6. <input type="checkbox"/> No expectation to increase turnover</p>
H.10	<p>What are the organization's top three constraints in terms of financing? Select three that apply.</p> <p>1. <input type="checkbox"/> Revenue for equity investors</p> <p>2. <input type="checkbox"/> Unrefined business model</p> <p>3. <input type="checkbox"/> Access to investors</p> <p>4. <input type="checkbox"/> Limited performance record</p> <p>5. <input type="checkbox"/> Revenue and profitability requirements for bank loans</p> <p>6. <input type="checkbox"/> Limited supply of capital</p> <p>7. <input type="checkbox"/> Regulatory constraints to secure capital from international sources</p> <p>8. <input type="checkbox"/> Other (Specify).....</p> <p>9. <input type="checkbox"/> Do not face any constraints</p>
H.11	<p>Which of the following are used by the organization to keep accounting records of the organization? Select all that apply.</p> <p>1. <input type="checkbox"/> Cash books</p> <p>2. <input type="checkbox"/> Salary Books</p> <p>3. <input type="checkbox"/> Optional Books</p> <p>4. <input type="checkbox"/> Sales Day Book</p> <p>5. <input type="checkbox"/> Purchase Day Book</p> <p>6. <input type="checkbox"/> Sales Ledger</p>

	<p>7. <input type="checkbox"/> Purchase Ledger</p> <p>8. <input type="checkbox"/> Others (Specify).....</p> <p>9. <input type="checkbox"/> Do not use any structure to keep records</p>						
H.12	<p>Which of the following tools are utilized by the organization to measure financial situation of the organization? Select all that apply.</p> <p>1. <input type="checkbox"/> Balance sheets</p> <p>2. <input type="checkbox"/> Income statement</p> <p>3. <input type="checkbox"/> Statement of cash flows</p> <p>4. <input type="checkbox"/> Statement of comprehensive income</p> <p>5. <input type="checkbox"/> Notes to financial statements</p> <p>6. <input type="checkbox"/> Cashflow Forecast</p> <p>7. <input type="checkbox"/> Other (Specify).....</p> <p>8. <input type="checkbox"/> None</p>						
H.13	<p>Does the organization measure its commercial, social and environmental performance using financial and social audits?</p> <p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p> <p>99. <input type="checkbox"/> Do not know</p>						
H.14	<p>Please specify the number of times external and or internal audits have been performed by the organization since the year the organization began operating?</p>						
	<table border="1"> <tr> <td>1. Financial External Audit</td> <td></td> </tr> <tr> <td>2. Financial Internal Audit</td> <td></td> </tr> <tr> <td>3. Social Audit</td> <td></td> </tr> </table>	1. Financial External Audit		2. Financial Internal Audit		3. Social Audit	
	1. Financial External Audit						
	2. Financial Internal Audit						
3. Social Audit							
H.15	<p>Does the organization have a social business plan?</p> <p>1. <input type="checkbox"/> Yes</p> <p>2. <input type="checkbox"/> No</p> <p>99. <input type="checkbox"/> Do not know</p>						

Section I: Impact Evaluation and Challenges

I.1	<p>What impact evaluation mechanism(s) is used by the organization to measure social impact of project(s)? Select all that apply.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Job creation 2. <input type="checkbox"/> Economic growth 3. <input type="checkbox"/> Acceptance of new proposals by donors 4. <input type="checkbox"/> Other (Specify) 5. <input type="checkbox"/> Do not have impact evaluation mechanisms
I.1.1	<p>Describe the social impact of the organization's activity on targeted communities.</p>
I.2	<p>Provide details of the measure(s) used to evaluate the social impact of the project(s) by the organization.</p>
I.3	<p>Which of the following barriers does your organization face in provision of goods and services? Select all that apply.</p> <ol style="list-style-type: none"> 1. <input type="checkbox"/> Capital (debt/equity) 2. <input type="checkbox"/> Obtaining grants and funds 3. <input type="checkbox"/> Cash flows 4. <input type="checkbox"/> Lack of technical skilled personnel 5. <input type="checkbox"/> Lack of managerial skills 6. <input type="checkbox"/> Lack of access advisory services

	<p>7. <input type="checkbox"/> Understanding of social enterprise among banks and support organizations</p> <p>8. <input type="checkbox"/> Understanding of social enterprise among general public/customers</p> <p>9. <input type="checkbox"/> Lack of demand for product or service</p> <p>10. <input type="checkbox"/> Economic climate (fiscal regulations, prohibitive commissioning, exchange rate losses)</p> <p>11. <input type="checkbox"/> Access to public services (transport, energy, water and sanitation)</p> <p>12. <input type="checkbox"/> Taxation</p> <p>13. <input type="checkbox"/> Availability/cost of suitable premises</p> <p>14. <input type="checkbox"/> Regulations</p> <p>15. <input type="checkbox"/> Other (Specify).....</p> <p>16. <input type="checkbox"/> None</p>
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Section J: Definition

J.1	<p>Would you describe the organization as a social enterprise?</p> <p>1. <input type="checkbox"/> Yes (go to J.2)</p> <p>2. <input type="checkbox"/> No (go to J.3)</p> <p>99. <input type="checkbox"/> Do not know (go to J.3)</p>
J.2	<p>How would you describe a social enterprise which best fits the mission of the organization?</p>
J.3	<p>Please provide the URL address for the website if any for the organization.</p> <p>.....</p>

K. Contact Details:

a. Respondent (First Name, Sir Name)	
b. E-mail address	
c. Phone number	

L. Date and time the interview finishes	1. Date (DD.MM.YYYY)	
	2. Hour	
	2.1 Minutes	