



SOCIAL INNOVATION: A MEDITERRANEAN PERSPECTIVE

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Social Innovation: A Mediterranean Perspective

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Executive Summary

This document aims to contribute to a relevant and exciting debate about the original shape of Social Innovation in Mediterranean Countries. As an output of the European Union funded 'ENISIE Project - Enabling Network-based Innovation through Services and Institutional Engagement', it starts from the idea that there exists a Mediterranean way to Social Innovation and social entrepreneurship. To check this assumption ten Mediterranean countries have been selected and key players of the Social Innovation and social entrepreneurship world have contributed to an assessment about the state of the art of the phenomenon and its practices. The experts involved, named 'ambassadors', provided an ecosystem overview in their country, hence a selection of the most interesting nationwide best practices. Interview guides were composed in the style of expert interviews and semi-structured and completed with 60 minutes bilateral meetings.

Complementing the reflection in Malta and Sicily, carried out by other research tasks within the ENISIE project, the research focuses on ten Mediterranean countries: Egypt, Jordan, Greece, Kosovo, Lebanon, Morocco, Palestine, Serbia, Tunisia and Turkey where it investigates enabling and disabling factors of different Mediterranean contexts in search of communalities, while public administrations, business organizations and nonprofits are stepping in the adoption of the 'Social Innovation concept'.

Bilateral meetings and questionnaires have been shared with all the 'ambassadors' involved. In particular, the main areas of investigation have been:

- historical backgrounds;
- legal framework and public policies;
- presence of Social Innovation organizations (SIOs) and enabling factors (e.g. research and training centres, higher education institutions, accelerators, incubators, social venture capital funds).

The second part of the analysis started from a database of +200 organizations mapped through a desk analysis led by the ENISIE project team. This first database was integrated with 115 other organizations added by the 10 ambassadors. Out of these 315 organizations, the ambassadors were asked to select 3 best practices of social innovations in each one of their countries. In this way there were mapped 26 best practices from 9 countries.

This research describes these 26 best practices intending to focus on some relevant common elements and some specific ones and verify if and how they can be replicated on a Mediterranean scale and contribute to a different approach to tackle social and environmental issues in the Med area.

The hypothesis is the existence of a Mediterranean way to Social Innovation which is strictly connected to the reality in which it is born: from its vocations, its traditions, its cultural characteristics and leverages those to innovate, to transform itself, to create widespread wellbeing paying attention to respect and protect the environment and to positively impact the local communities. Looking from the South, the originality could derive from an open dialogue

between innovation and tradition to create infrastructures that allow Med countries to take the best of what progress envisions us without neglecting the best of what the tradition can offer.

At the end of the document the authors propose some priorities of intervention to support the development of Social Innovation and social entrepreneurship in the area. Nine different challenges and possible actions are defined to achieve an impact in the Mediterranean according to the evidence of the work and which could be considered a very first road map for a potential newborn network of Mediterranean changemakers and a future Mediterranean Social Innovation Agenda.

Authors

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Rosario Sapienza, an anthropologist with more than 20 years of experience in the field of social sciences and in the field of international development, economics, entrepreneurship, youth employment.

Marco Traversi, is actually CEO of Project Ahead, he has an economic background and a long experience in EU structural funds programming in Convergence regions in Italy and in other EU countries and as long experience as manager of EU projects and trainer for enterprise creation and social innovation. He has also been a technical expert on the reform of the third sector and social enterprise legislation reform.

Beside authors, other experts he been involved, named 'ambassadors', identified in countries around the Mediterranean basin as key contributors to this work as they provide both the ecosystem overview for social innovation and social entrepreneurship in their country as they choose the most interesting nationwide best practices.

Ambassadors

Huseyin Akturk (Turkey), He has worked as a research expert in a migration project in Turkey and currently he continues to work as a senior expert / consultant in several EU funded Programmes for more than a decade. He is also the founder and managing director of AB-ilan.com, a social enterprise for disseminating EU related information and opportunities for Turkish citizens and Gelbasla.com, a career portal for professionals working in economic development and humanitarian aid field.

Lama Amr (Palestine), is the Chief Operations Officer at BuildPalestine. With extensive experience in crowdfunding, she has coached over 35 projects. She is passionate about working with early-stage social impact projects in Palestine to help them grow their impact and lead the design of BuildPalestine's Social Innovation Bootcamp.

Eric Asmar (Morocco), is the CEO of Happy Smala, an innovation lab that advises companies, NGOs, IOs, and public institutions on issues of innovation, digitalization and collaborative finance. He also collaborates with numerous civil society and startup support programs as a coach, mentor, and

trainer, and lectures on entrepreneurship at ESSEC Business School and Ecole Centrale de Casablanca.

Ahmed Bastawy (Egypt), is an international innovation consultant and programmes architect who founded ICEALEX; the city's 1st sector-specific startups incubation & acceleration hub. Bastawy consults international government organizations and has been actively working in Africa, SEA & Europe focusing on entrepreneurship, impact investment, and social innovation.

Asmaa Kamel (Egypt), an analytic and detail-oriented engineer, holding a master's degree in social entrepreneurship, with keen interest in identifying problems and implementing effective solutions. Having a diverse experience in volunteering, research and working for public, private, and third sector organisations.

Elena Kalimeri (Greece), driven by my personal interest on social coherence and sustainable development issues, Elena expertise addresses the enhancement of the home-grown third sector organizations. Having worked as a policy maker on social economy, she is eager to acquire firsthand knowledge regarding the ways in which organizations of the private sector operate.

Mays Kuhail (Palestine), is, since 2019, community coordinator at the Build Palestine and she is researchers and content writer on social innovation issues since 2016. Her background is on social media marketing, with an experience matured in USA.

Asma Mansour (Tunisia), is a Tunisian entrepreneur and women's activist who in 2011 co-founded the Tunisian Center for Social Entrepreneurship. She became an Ashoka member in 2014.

Neven Marinović (Serbia), is director of Smart Kolektiv and Responsible Business Forum, leading organizations for CSR and social entrepreneurship in Serbia. He serves as the President of Euclid Network.

May Nasr (Lebanon), has over 20 years of experience and she is the Founding Director of PartnersLebanon. She brings forward her professional background in grassroots entrepreneurship development and empowerment, capacity building and conflict mediation management

Introduction

Ten Mediterranean countries have been selected¹ and key players of the Social Innovation and social entrepreneurship world contributed to this comparative research on the state of the art of the phenomenon in terms of national public policies, enabling factors and empirical evidence. The experts involved, named 'ambassadors', are the key contributors to this work as they provide both the ecosystem overview for social innovation and social entrepreneurship in their country as they choose the most interesting nationwide best practices.

The aim of this research is to develop a very first reliable 'Mediterranean barometer' in order to support and enforce the development of knowledge and practices of Social Innovation in the area.

Since it is challenging to "establish causality and to measure social properties when investigating impact, especially at the level of society (Anheier et al, 2019)", this report aims to sort out, conceptualize and codify a possible and viable Mediterranean model of Social Innovation, if it exists. This comparative research focuses on ten Mediterranean countries: Egypt, Jordan, Greece, Kosovo, Lebanon, Morocco, Palestine, Serbia, Tunisia and Turkey; it investigates enabling and disabling factors of different Mediterranean contexts in search of communalities, while public administrations, business organizations and nonprofits in the Mediterranean are stepping in the adoption of new wording about 'Social Innovation concept'.

Interview guides were composed in the style of expert interviews and semi-structured and 60 minutes bilateral meetings. The criteria applied to judge the quality of the contents were related to the state of the art of Social Innovation in the country and case studies, following the Yin's (2003) methodology: construct validity, internal validity, external validity and reliability. Out of these 315 organizations the ambassadors from the 10 selected countries were asked to select 3 best practices of social innovations in each one of their countries. In this way there were mapped 26 best practices from 9 countries (Kosovo did not take part in this part of the survey and Egypt proposed only two cases).

This document describes a first analysis of these 26 best practices intending to focus on some relevant common elements and some specific ones and verify if and how they can be replicated on a Mediterranean scale and contribute to a different approach to tackle social and environmental issues in the Med area.

The intention is to verify if it exists a Mediterranean way to social innovation which is strictly connected to the reality in which it is born: from its vocations, its traditions, its cultural characteristics and leverages those to innovate, to transform itself, to create widespread wellbeing paying attention to respect and protect the environment and to positively impact the local communities.

The idea of a Mediterranean model starts from considering the Mediterranean as a metaphor of complexity, using it as a critical category to rethink modernity, because it shows us a

¹ The criteria used on the selection are described in the paragraph on methodology

possible way also to meet the others through opportunities for collaboration and contamination as it always happened in Med history. Looking from the South, from realities that have often been far from the strongest innovations developed in the north of the world, we could say that what is read as 'backwardness' could be today a great competitive advantage. This originality should generate an open dialogue between innovation and tradition to create infrastructures that allow Med countries to take the best of what progress offers without destroying the best of what the tradition can offer.

At the end of the document there are suggested some possible ways of cooperation among the best practices and the ambassadors in the frame of the ENISIE network based on some emerging pillars of Med innovation.

Methodology

The methodology for carrying out this research went through three distinct phases:

- Firstly, a non-exhaustive mapping of organizations and bodies responsible for social, technological and environmental innovation, as well as incubators and spaces for the promotion of Social Innovation was carried out. The technique used to create this mapping was that of the snow-ball method², with the identification of the first entities and the consequent request to the entities identified to mention others. An important role in this approach was exercised by the 'ambassadors' of the initiative, or the referents that the ENISIE project has identified in 10 other Mediterranean countries other than Italy (Sicily) and Malta.
- Secondly, on the basis of the mapping and availability found, 10 'ambassadors' were identified in countries around the Mediterranean basin, to complement the analyzes and research carried out by the ENISIE project in Italy (Sicily) and Malta. A context analysis was carried out on these ten countries in order to produce country reports based on comparable information on the local ecosystem, carried out directly by the national contacts (ambassadors) in each country and related to the legislative, socio-economic and financial context in the country in question.
- Thirdly, an catalogue of good practices, three for each of the countries examined, was carried out with the aim of identifying constants or elements of continuity between one reality and another in the Mediterranean or with the aim of identifying good practices and experiences of social innovation that can be characterized as typical or representative of the Mediterranean reality.

These phases correspond to the three sections of the report presented here. As far as reporting is concerned, the extension of a large part of the report was by Impact Hub Rome, with coordination and supervision by Impact Hub Siracusa, which took on the burden of drafting the first part of the report and relating to the database.

² Salganik, M.J.; D.D. Heckathorn (2004). "Sampling and Estimation in Hidden Populations Using Respondent-Driven Sampling". *Sociological Methodology*. 34 (1): 193–239.

Once the drafting of this report was completed, it was subjected to the scrutiny of the ENISIE 'ambassadors', i.e. the drafters of the various national reports on which the report draws and who followed up a peer review, culminating in (virtual) public events in which the contents of the report were further discussed and deepened.

It is therefore possible to conclude that this work is presented as a choral and exquisitely Mediterranean work, which we hope will serve for future reflections on the future of social enterprise and Social Innovation in the region.

Part I - The Mediterranean Ecosystem: Map of Social Innovation

Defining the Mediterranean region is a tough task, as it is a metamorphic space that changes depending on what are the variables considered in the analysis. Hence, for the purpose of this analysis one of the first steps has been the identification of a Mediterranean geography of Social Innovation. What emerges from this map, is a picture of the state of the art in the field of Social innovation in the Mediterranean.

The ENISIE team, in collaboration with Impact Hub Rome, conducted an initial desk analysis that then was corroborated and updated with other entities by the so called 'ambassadors' involved in the ENISIE initiative. Once collected more than 320 entities a more detailed analysis based on type of entity, legal status and main sector led to a list of almost 300 entities.

1.1 Countries

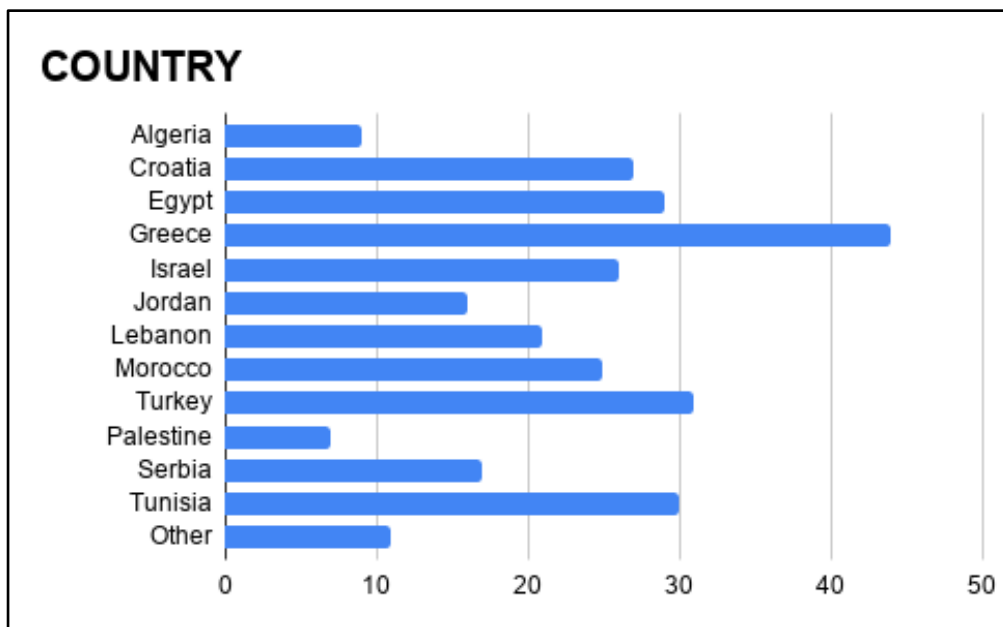
The database should be considered as a 'lively creature', still in progress and able to follow the progresses and evolution of the topic. Therefore, the presence of Social Innovation and social enterprises in the region should not be considered as a final snapshot or a conclusive or even exhaustive representation of the reality.

The countries considered are the ones that borders the Mediterranean in the southern and eastern shores. Among them, Libya at the moment is represented with few entities, because considering the political instability that is going through it was difficult to identify a developed Social Innovation ecosystem. The other 15 countries are the ones in which emerged a more important presence of Social Innovation entities or in any case a more developed community, from the desk analysis.

Of these, as Figure 1.1 reports, Greece leads the group with a 15% of the total number of entities, followed by Turkey and Tunisia. Being a member of the European Union as in the first case or being one of the strongest neighboring countries in the case of Turkey surely contributed to an early development of social innovation practices as defined and shaped by the European Commission influence.

Tunisia is a strong neighbouring country of the European Union, therefore exposed to Social Innovation practices. Following the classification, there are the so-called Balkan countries with an average presence of nearly 8 per cent of the total. In particular Serbian organizations seem to be very involved in the topic and concretely interested in developing new ways for social innovations in their country. Differently, for countries such as Lebanon, Palestine and Jordan, the influence of an Anglo-Saxon approach to Social Innovation has been determinant.

Figure1.1 - Number of organizations by country



A common feature of these countries is that Social Innovation initiatives and social entrepreneurs are mostly located within urban areas (capitals or big cities) therefore not directly located in those areas affected greatly by socio-economic issues, underdevelopment, and isolation.

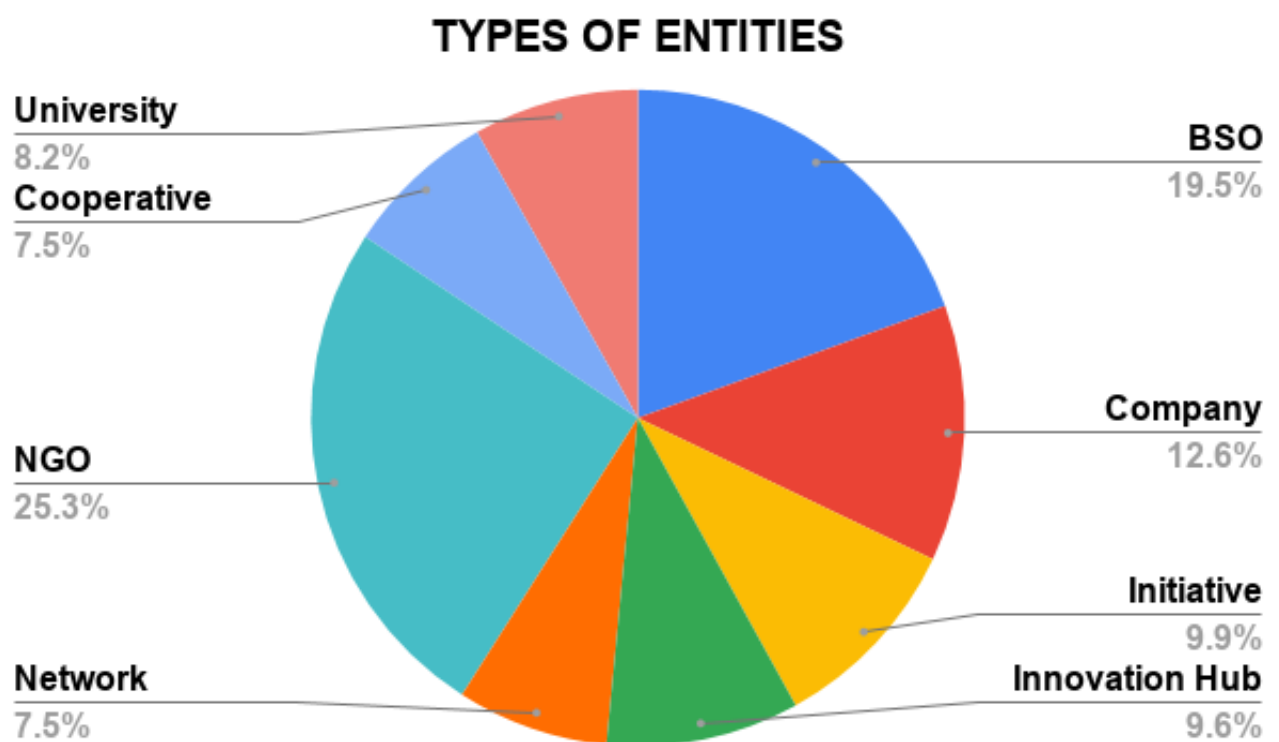
1.2 Type of entities and Legal Status

The fact that most of the entities analyzed are non-profit emerges not only from the legal status but also looking at the type of sector. As Figure 1.2 shows how the organizations mapped define themselves and the first category of entity is in fact NGO. This data is misleading because even though they count as NGOs, often their mission is not the one that traditionally is linked to these types of entities. Behind that type of entity, it is often possible to find cultural associations, social cooperatives, co-working spaces. Together with NGOs, Business support organizations (BSOs) is the most common category that emerges from the map. It is important to notice that the difference between BSOs and NGOs is not always clear. In fact, because BSOs don't present a legal status, they usually take the form of other types of entities, therefore it is not unusual to find an entity with the core business of a BSO but the legal form of an NGO.

We mainly consider incubators and accelerators as BSOs. Further we have ordinary companies that offer either business or financial services and in particular, training programs and business education. Traditional business concepts are often mixed with elements of Social Innovation and social economy, showing a developing sector in this Region that is looking for positioning and a new identity.

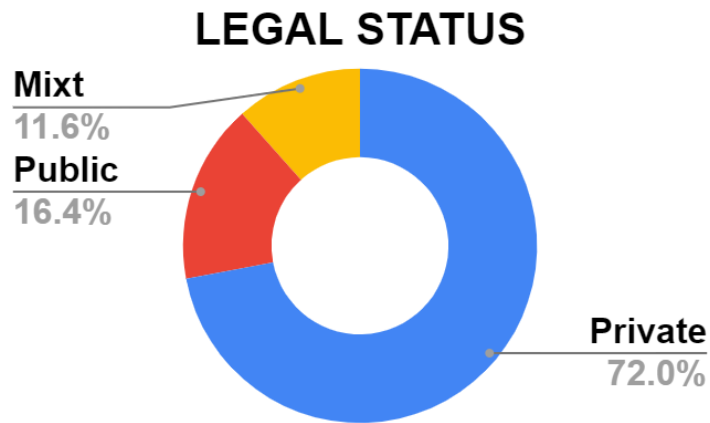
Apart from these two categories (NGOs and BSOs), other entities are more traditional companies (12,5%) which offer business services, universities (8,2%) that have developed acceleration programs for startups, hubs (9,6%) which are often co-working spaces and initiatives that are the result of projects promoted by national or international funds (9,9%). The main difference between BSOs and innovation hubs lies in the mission of the organizations. While in the first case they are mainly support organizations that help develop the business idea, the innovation hub is more of a community that creates the favourable conditions and shares common purposes and values.

Figure 1.2 - Type of entities according their self definition



Most of them seem to have a private nature (see Figure 1.3). These data represent on one side the development and independence of civil societies in the countries analyzed, but at the same time, they show that there is little interest and involvement of the governments in this field. The entities that are considered in the public sector are mainly universities that invested in acceleration programs or business development incubators for startups.

Figure 1.3 - Organizations by legal status



Interestingly, the 55.9% of the private and mixed entities researched, declare to be a nonprofit (see Figure 1.4). Probably, this choice is due the lack of legal recognition by the government that, as we will see in the following sections, translates in a lack of legislation, or to avoid taxation that is usually applied to the private-forprofit sector.

Figure 1.4 - Organizations by self-definition



1.3 Main sectors

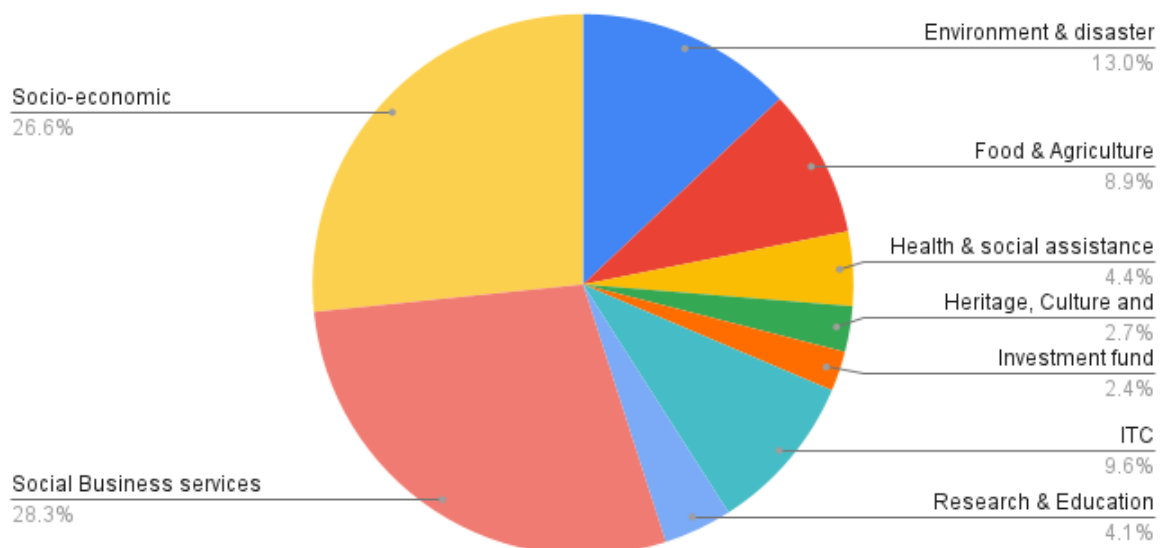
As for the main sectors, the snapshot (see Figure 1.6) of the map shows that out of almost 300 entities, 83 are Social Business services, followed by 78 socio-economic development entities. These two sectors both reflect the previous data that the map provides. Being mostly located in urban areas, it is not a surprise that many of the social innovation entities' main mission is to provide general services to businesses and startups. At the same time the strong non-governmental nature of most of the organizations analyzed put them in the socio-economic development field. It is important to note that the reference to the disaster

management sector refers to the many organizations that were born or re-invented in Lebanon in the aftermath of the huge explosion at Beirut's port. As for the environmentally focused organizations, the larger groups are mainly concentrated in Egypt and Greece with specific peculiarities. While in the first case the attention to the environment is often related to culture and tradition, from innovative ways to cleaning the Nile, to the re-use of palm, or innovative ways to bring development through the fight for the environment. In the second case the same purpose is translated in a different way. In fact, in Greece it is possible to find initiatives and projects aimed at merging the urban spaces and the technology with the fight for the environment.

Another interesting element to highlight is the number of entities that work in the ITC field. As we will see better in the following sections, the centrality of technology is one of the peculiarities of the social innovation organizations in the Mediterranean. This data also reflects the presence of young well educated social innovators as well as structured education systems that in the latest years have focused on technological subjects.

Food and agriculture should ideally represent the core of social innovation in the Mediterranean. However, it seems that Mediterranean Social Innovation follows more “western” sectors with room for investment on what are the peculiarities of the regional ecosystem. The same argument could be done for the sector of heritage and culture. Finally, it seems that there is a growing interest for investments funds and capital ventures. Even though it is still a small sector in the region, it could represent a way towards the independence of the region from international organizations’ funds and donors.

Figure 1.6 - Organizations by sectors of intervention



1.4 Key Remarks

As already highlighted at the beginning, this database is a first attempt at representing the Mediterranean ecosystem of Social Innovation. The first picture that the map returns is still blurred.

First of all, apart from the countries that are historically linked to the European Union integration process, Social innovation is still an ongoing process. The influences from the western countries are evident both from Europe and the Anglo-Saxon tradition and often contribute to complicate the path. It seems that the social innovation communities in the region, at least the ones identified and labelled like that by the official literature, prefer the center rather than the periphery as most of the entities analysed are concentrated in urban areas and in big cities. This impacts the sectors in which Social Innovation flourish, seems in this respect more related to generic support and services to social businesses and startups than to specific sectors. But it would be unfair to relate it only to Europe and Britain: the influence coming from the global north represented in this case in Europe and Anglo-Saxon traditions, but the region is populated at the same time by African rooted social innovation practices and traditions in the southern mediterranean region which disclose to a very rich area of research and exploration. This area is poorly investigated so far and the majority of contributions in the current literature remain confined to the narrowed dimension of the social entrepreneurship and social innovation as conceived by European and western observers.

Furthermore, all the countries share the same issues when it comes to the awareness of governments and their willingness to invest in the field of social innovation in terms of support, public policies, and legislation. This conducts Social Innovation organizations to adapt themselves in choosing the legal status and the organization structure as we will analyse in the next sessions.

What is possible to affirm is that Social Innovation in the Mediterranean seems to be a living and breathing entity. It is still evolving, and therefore this first attempt to map the Mediterranean Social Innovation will need constant updating and smoothing.

Thus, as of today, it is not possible to recognize a Mediterranean way to Social Innovation, because the elements that should characterize this uniqueness are not grounded enough yet. Surely there are issues common to the Region and that could be original elements, this is why the work of decision makers and social innovators should focus on investing in those common elements with a bottom-up approach.

Many studies focus on the need for clear recognition and legislation, but ultimately, as past experiences in Europe have shown, sometimes processes that start from the bottom and involve community-building within the state and in the region, have more power to change the reality and induce legislation-making than a law passing.

1.5 The Mediterranean “prehistory” of social enterprises and social innovation

The authors refer generally to Social Innovation Organizations (SIOs) as formal organizations (profit and nonprofit, including public institutions) whose mission is creating ideas for change. If social enterprises are driven by their business models and social entrepreneurship is about the promoters' mindset, social Innovators could be everywhere, able to:

- hybridizing institutional sectors and their operating models, hence, prototyping innovative governance models in cooperation with public bodies and corporates;
- fostering bottom-up approaches and community engagement methodologies in designing public policies and market strategies;
- promoting a more coherent process for the idea creation, starting from a deep understanding of real needs and a genuine and identitarian value proposition;
- promoting an effective storytelling about the impact of their actions, not depending on an "artificial" communication based on scalable business models at all costs, speculative and short-term investment models, forced accelerations.

Social Innovation is generally perceived as a *mission civilisatrice* by the international organizations such as the European Union; a “new label” or institutional and top-down framework, applied to an existing phenomenon already spread among local communities into the Mediterranean area. But, precisely, this refers mainly to labelling. The lack of literature on the topic, before the put in evidence anthropological or decolonization studies, hence, analysis on single case studies - mostly focused on dams or hydric resources, energy infrastructures, resettlement of communities after catastrophes, large tourism infrastructure and so on.

Therefore, apart from the official and recent literature on social entrepreneurship and innovation, Mediterranean Social Innovation practitioners and observers, all recognize in their communities the existence of a “pre-historic” social innovation, based upon effective and disruptive practices developed traditionally and in some cases during centuries. They are community-centered, with a low-budget business model, bottom-up and usually characterized by a supportive environment (in Palestine the term Social innovation is translated with terms that mean “community” and “helping each other”).

There is currently a wide a gap in the Mediterranean between storytelling and actual practices, where a “branding” of the mediterranean social innovation has been broadly colonised in terms of language and vocabulary and also in terms of communication and storytelling. Locals, most of all the older generations, despite they are often the main players, struggle to accept the brand “social innovation” because it is not recognised in their vocabulary and therefore many practices that have been carried out for centuries end up disappearing from the radar of “contemporary” social innovation. In few cases, old social practices, like the tontines, traditional investment plans for raising capital, devised in the 17th century and relatively widespread in the 18th and 19th centuries, or like the tradition of “Al Jam’eya”, a form of crowdfunding popular in the arab communities that today translates in a more general sense of cooperation and solidarity within the local communities. These practices have been used until today and in some cases have been “upgraded” and recognised in the Maghreb and Mashrekas social innovation practices.

Part II - Social Innovation and its Mediterranean Dimensions



Source: "Portolano Chart", Navigation map of Europe and Mediterranean Sea by Albino de Canepa, 1489

Most literature on social entrepreneurship takes its origins from works focusing on the nonprofit sector and looks at it such as a (no more) recent evolution of a part of nonprofit organizations. This is quite true and practices around the world confirm this general thesis: informal organizations developing managerial processes and commercial approaches according to a social mission and, this could appear quite obvious, not for profit distribution. About the latter point - the prohibition of profits distribution, hence the classification of social enterprise within the nonprofit sector by default -, very few authors expressed their critical judgments. Almost the totality of the literature speaks about social enterprises referring to NGOs and foundations (e.g. Japan, U.S.), co-operative movements (e.g. Brazil, Spain), social co-operatives (e.g. Italy, Portugal and East Europe), charities and community-based enterprises (i.e. UK).

One of the very first authors who succeeded in spreading all over the world a new understanding of limits and perspectives for social businesses was Mohammed Yunus with his book "Creating a World Without Poverty" (published in 2008). In describing the emergence of social business in the vanguard of a worldwide effort to eliminate poverty and the creative

energies of all people for ensuring abundance possible for every human being, he imagines the different possible answers could be given (and that have been given) by political and governmental actors, nonprofit organizations, multilateral institutions, the so called CSR practices run by corporations. All of them present failure experiences and intrinsic limits that do not seem able to be named “solutions”.

Yunus identifies the only decisive path into social business, defining it as a part, a subset of social entrepreneurship. In social business ventures, donors and investors, shareholders and employees, profit and not for profit organizations can cohabit in the same arena guaranteeing sustainability and development.³

Even nowadays, Yunus’ perspective still remains fascinating and spawned by empirical evidence. However, it still appears in its early stage and not entirely recognized and appreciated. Most of the media gave Grameen Bank much attention, but they always presented the microcredit experience just relegated to Bangladesh or other deprived regions in the world.

The true story is that practices of social business are around us every day, but we are not able to recognize or give them the appropriate value. Media, public institutions, corporates and academia have often superficially *visualised* the economic world made up by two systems: on one side business organizations, profit driven *at all costs*, on the other side, the public sector with its inefficiencies. Over the past 40 years a “third way” was led by nonprofit and public benefit initiatives, movements of citizens, then by social entrepreneurs and, finally (during the last fifteen years), we are discovering *social innovators* or - according Yunus’ wording - “social businesses” run by “innovative” entrepreneurs changing the paradigm, at institutional level too. European Commission tried to define the boundaries of the phenomenon, supporting and defining 'Social Economy' and 'Social Enterprise'.

Box 2.1- Defining Social Economy

Social Economy [...] includes cooperatives, mutual societies, non-profit associations, foundations and social enterprises. They operate a very broad number of commercial activities, provide a wide range of products and services across the European single market and generate millions of jobs. Social enterprises are also the engine for social innovation.

A 'social enterprise' is 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. The Commission uses the term 'social enterprise' to cover the following types of business:

³ The author stresses the multidimensionality of people, and in this element states that a unique way of enterprising is not coherent with the nature of women and men which might be devoted to mixed models where different actors could co-operate via a diversity of tools and models, according to synergic strategies. This approach could generate for the public sector a major understanding of the influence of social enterprises into the policies, a growth of competences for nonprofit managers whose skills could be enriched by relationships and sharing with for profit businesses that, on the other hand, could intensify their investments and joint ventures with social entrepreneurs.

- Those for who the social or societal objective of the common good is the reason for the commercial activity, often in the form of a high level of social innovation;
 - Those whose profits are mainly reinvested to achieve this social objective;
 - Those where the method of organisation or the ownership system reflects the enterprise's mission, using democratic or participatory principles or focusing on social justice.
- (European Commission, Internal Market, Industry, Entrepreneurship and SMEs)⁴

The social economy has traditionally been associated with the nonprofit sector. However, we are now witnessing the rise of hybrid institutional models that combine profit-seeking with social or environmental goals. Institutional and informal changes have had an impact on inter-organizational relations, on the legal structures governing organizations and their business or operations models. More and more organizations practice what can be called social entrepreneurship (Nichols, 2007), driven by what Geoff Mulgan (2007) defines as Social Innovation. The most innovative social entrepreneurs are opening up entirely new fields of economic activity – such as fair trade, information technology for social change, responsible tourism, sustainable design – alongside innovative organizational models (Mulgan, 2007). These activities neither fit nicely into current institutional and legal frameworks, nor do they pertain solely to the nonprofit sector. This latter aspect represents the most critical breaking point with all the theories and legal acts trying to frame the social economy.

In another note, it is worth mentioning that these models are not necessarily new, and that in many cases small businesses have included elements that we regard as social entrepreneurship that they regard as part of their general operations. For example, small neighborhood commerces often maintain very sophisticated credit systems for their communities. The entrepreneurs may see this as their duty to their neighbors or a means of retaining clients, but the impact that they produce is comparable to “new” social enterprises attempting to create formalized models of social credit. Therefore, again, beyond labelling and wording, seeds and elements of social innovation are intrinsically embedded in the Mediterranean ecosystems, far before the “invasion” of those concepts from Europe and the USA. Of course they were not called that, and it is not always easy to track their evolution inside several domains, encompassing, inter alia, community and rural development studies, ethnography and material culture studies.

If the hybridization of public, for profit and third sector archetypes aims to align closely operating systems (public policies, business models, knowledge) under a unique and shared vision (having positive impact to society), the reality expresses a jeopardised picture demanding a *transformative entrepreneurship* capable to play in the overlapping areas between public and private sphere and generate a positive impact to society. In this *transformative process*, innovation plays a key role in interpreting and re-designing tools and methodologies in favour of a wide and distributed impact.

The 'Innovation Matrix' is one of the most common ways of classifying different types of innovation:

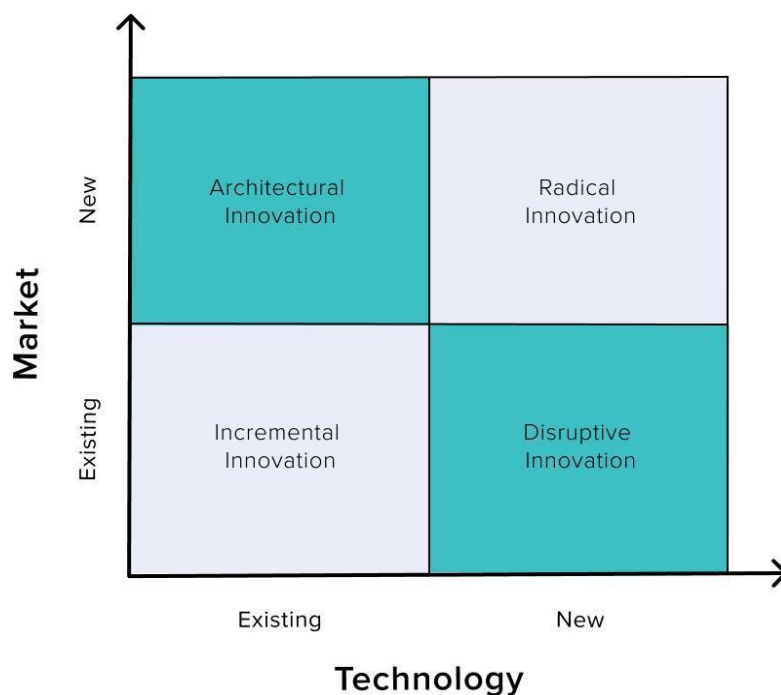
- architectural innovation consists in applying existing practices, technology, know-how within a different market;

⁴ Source: https://ec.europa.eu/growth/sectors/social-economy_en

- radical innovation allows new industries creation via the application of 'revolutionary' technologies able to change society;
- incremental innovation can be codified as a series of small and continuous improvements that, in a systematic way, impact large-scale organisational change;
- disruptive innovation changes markets and their value network.

Combining the use of technology and markets implementation, as diverse authors point out, "innovations will obviously differ in the scope and scale of their impact - architectural innovations are likely to have a higher impact than regular innovations. In principle, however, it should not be neglected that more 'incremental innovations', if aggregated, can have a higher impact than more revolutionary and thus visible 'disruptive innovations' (Anheier et al. 2019; Christensen, 2000).

Fig. 2.2 - The Innovation Matrix



Source: ideadrop.co

As is evident, 'regular' innovation is technology-driven with its metrics and business models, on the other side Social Innovation is a process, a mindset, a code for defining this changing scenario; we can define it as new ideas or solution proposals to the needs of humans which have not been fulfilled to increase their life standards and welfare, whose benefits, outcomes and positive impacts are spread, measurable and replicable. Policy makers, academia and even big corporations are more and more attracted by this new phenomenon, able to hybridize diverse sectors (public, private for profit e and nonprofit) and legitimize the "impact" of their acting. The box below aims to collect some Social Innovation definitions.

Box. 2.2 - Defining Social Innovation

[...] a novel combination of ideas and distinct forms of collaboration that transcend established institutional contexts with the effect of empowering and (re-)engaging vulnerable groups either in the process of social innovation or as a result of it.

(Rehfeld et al., 2015)

Three key approaches to social innovation:

- 1. Social demand innovations which respond to social demands that are traditionally not addressed by the market or existing institutions and are directed towards vulnerable groups in society. They have developed new approaches to tackling problems affecting youth, migrants, the elderly, socially excluded etc.*
- 2. The societal challenge perspective focuses on innovations for society as a whole through the integration of the social, the economic and the environmental.*
- 3. The systemic change focus, the most ambitious of the three and to an extent encompassing the other two, is achieved through a process of organisational development and changes in relations between institutions and stakeholders.*

(Bureau of European Policy Advisors, 2014)

Social innovations are new ideas that meet social needs, create social relationships and form new collaborations. These innovations can be products, services or models addressing unmet needs more effectively. The European Commission's objective is to encourage market uptake of innovative solutions and stimulate employment.

(European Commission, Internal Market, Industry, Entrepreneurship and SMEs: Innovation Union initiative , 2010; Social Investment Package , 2013)

Social innovation is about new ideas that work to address pressing unmet needs. We simply describe it as innovations that are both social in their ends and in their means.

Social innovations are new ideas (products, services and models) that simultaneously meet social needs (more effectively than alternatives) and create new social relationships or collaborations.

(Open Book of Social Innovation, Murray, Calulier-Grice and Mulgan, 2010)

[...]social businesses run by innovative entrepreneurs.

(Yunus, Creating a World Without Poverty, 2008)

[...]we redefine social innovation to mean: a novel solution to a social problem that is more effective, efficient, sustainable, or just than existing solutions and for which the value created accrues primarily to society as a whole rather than private individuals.

[...] an innovation is truly social only if the balance is tilted toward social value—benefits to the public or to society as a whole—rather than private value—gains for entrepreneurs, investors, and ordinary (not disadvantaged) consumers. We want to differentiate social innovations from ordinary innovations because the world is already amply equipped to produce and disseminate ordinary innovations.”

[...] At the end, a social innovation can be a product, production process, or technology (much like innovation in general), but it can also be a principle, an idea, a piece of legislation, a social movement, an intervention, or some combination of them.”

(Phills, Deiglmeier, & Miller, 2008)

“Social innovation refers to new ideas that work in meeting social goals”. This means “innovative activities and services that are motivated by the goal of meeting a social need and that are predominantly developed and diffused through organizations whose primary purposes are social.

(Mulgan, The Process of Social Innovation, 2006)

Evidently, geographical and historical backgrounds influence how we can conceptualize and codify this phenomenon. The basic assumption of the work is that Social Innovation organizations (SIOs) should be more 'generative' than for profits and public institutions, influencing these latter in entering, with a diverse intensity, into the 'Social Innovation Arena'. To judge this claim, after defining Social Innovation, the work analyzes the state of the art of the phenomenon in the selected Mediterranean countries, underlying the emergence of a transformative entrepreneurship which, even if declared and definitely needed, appears still in its adolescence in terms of practices run by the existing and potential Social Innovation organizations (SIOs) mapped and their (potential) ecosystems. The ambitious challenge to combine economic, social and environmental impacts via SIOs, seems depending on key factors that each ecosystem lacks:

- supportive legal frameworks and dedicated public policies;
- scientific and qualitative data collecting;
- clusters and networks enabling local innovations and spread their impacts at international level.

Even with these huge barriers, any potentialities emerged in the survey, allowing a fascinating perspective for designing a theoretical model, hence an operative system, for a Mediterranean way to Social Innovation. Taking in consideration that within each of the field segments we have highlighted in this working paper, further work should be undertaken to measure the added value led by the SIOs mapped. Hence, most interpretations and data are obviously influenced by the subjectivity of the responses of the interviewed partners: their cultural and professional backgrounds, as their own understanding of the Social Innovation phenomenon suggest a careful analysis before defining definitive boundaries of the topic in the wider Mediterranean area and definitive assessments related to its future development.

2.1 Mediterranean legal Frameworks and Public Policies

According to most literature on the theme (e.g. Johnson, 2000), the supportive activities for social enterprise growth and development should be fostered and encouraged firstly by public bodies. Reis (1999: 4) "calls for systematic intervention to accelerate and improve philanthropic efforts." Catford (1998: 96) argues that "[...] social entrepreneurs[...] will only flourish if they are supported by the right environment, which will be created largely by governments together with the private sector". A "greater flexibility in the use of public resources to respond to innovative community proposals, and venture investments from foundations and the private sector could be used to stimulate innovation in areas thought to be too risky for the government as the sole investor" (Catford, 1998). Actually, the informal sector in the region has a significant impact on local economies and societies and it is also the target of many social innovation initiatives, addressing housing, microfinance, mobility, parental assistance, neighborhood support, active citizenship and participative governance, civil service and so on.

De Leeuw (1999) pointed out that "the role of social entrepreneurs in setting policy agendas has long been ignored". Thompson et al. (2000) stressed "the lack of detailed, rigorous

empirical case studies on social entrepreneurship, noting the need for this type of work to support further research in this area, including research on how to best support social entrepreneurs and how to build individual and institutional capacity for social entrepreneurship".(See also Johnson,2000)

Taking into consideration the specific economic and sociopolitical situation of the selected countries as a necessary basis of analysis, we should point out The Euro-Mediterranean Partnership Initiative (EMPI), also called the 'Euro-Med approach'. This initiative, run by European Union in 1995 (Barcelona Declaration), aimed to foster policy goals such as: peace, stability and prosperity. The region-wide multilateral attempt envisaged by the Barcelona process has been however slowed and limited by the instability of the region and therefore the difficulties promoting cooperation in certain issues. This is one of the reason that pushed the EU to change the paradigm from a holistic approach towards differentiation, with the institution of the European Neighbourhood Policy (ENP) in 2004, followed by institution of the Union for the Mediterranean (UfM) in 2008 that envisages a more flexible cooperation. (Barbè, Herranz Suralles, 2010)

After 25 years from the Barcelona declaration and the last review on the ENP in 2015, the European Union decided to boost once again the cooperation in the region by presenting the New agenda for the Mediterranean. The Agenda includes a dedicated Economic and Investment Plan to spur the long-term socio-economic recovery in the Southern Neighbourhood. Under the new EU's Neighbourhood, Development and International Cooperation Instrument (NDICI), up to €7 billion for the period 2021-2027 would be allocated to its implementation, which could mobilise up to €30 billion in private and public investment in the region in the next decade.

Most of the literature and public debate focus on the rule of public institutions and public funds as the unique engine for facing significant challenges related to international cooperation and supporting business ventures with social and environmental impacts.

At international level, in decades the European third sector, as the Northern American charitable sector or the cooperative movements in Latin America - all widely defined, reached a significant reserve of public trust, engaging citizens and productive organisation with a public aim. However seductive, this framework lacks significant joint ventures between private and public organizations that still remain in their infancy, fostering, most probably in an indirect way, the emerging of a new industry, not yet codified, run by big corporates: the B Corp (Benefit Corporation) movement, the CSR (Corporate Social Responsibility) programmes, the impact investing initiatives are more and more influencing this changing 'Social Innovation Arena'.

If the hybridization of public, for profit and third sector archetypes aims to align closely operating systems (business models, public policies, knowledge) under a unique and shared vision (having positive impact to society), this work expresses a jeopardised picture demanding:

- the need for a bottom-up approach for engaging informal organizations from civil society and support them in terms of lobbying and capacity building;
- a new understanding for an entrepreneurial mindset privileging principles to practices and for a 'patient capitalism';

- cross-governmental implementation teams for designing effective programmes, sharing the same 'wording' and influencing co-designed policies driven by long term vision.

Some authors (Krlev et al. 2014) tried to build a "potential indicator suite of social innovativeness on the national level, distinguishing between four frameworks (institutional, political, societal climate, and resources) in which the entrepreneurially or entrepreneurially driven process of innovation is embedded. From this perspective it is vital to comprehend and study innovation in its wider ecology, rather than focus on single organisational entities".

This work aims to approach a first analysis of the outcomes of the institutional environment, investigating the origins of Social Innovation models and approaches, the up and running enabling factors, the viable and supportive legal vehicles. In particular, as stated in the table below, we tried to synthesize all data and contents collected by the surveys in the ten countries: 'backgrounds' stand for how, and possibly when, social innovation - or related concepts, were introduced in the country; 'legal forms' are the legal status related to potential and existing SIOs (widely defined); 'criteria' are the guidelines run by authorities for a formal recognising of SIOs into the proper legal status.

It is always tricky to clearly distinguish social Innovation from social entrepreneurship and the two concepts often proceed hand in hand. Drawing the evolution of social enterprises gives indirect light to the evolution of Social Innovation, at least its most visible and recognised dimension. The story of social enterprises is easier to track, especially when we consider the most recent and common definitions.

Tab. 2.1 - Social Innovation, backgrounds and legal vehicles

Country	Backgrounds	Legal forms	Criteria
Egypt	2002, Law regulating NGOs (former law since 1999) programmes and initiatives run by international organizations. 1956, Law 317 regulating cooperatives (1990 for the law for educational cooperatives)	NGO; Cooperative Associations ⁵ ; Company.	Distinction nonprofit vs profit: registration and authorization under the Ministry of Social affairs and the General Authority for Investment
Greece	2011, Law n. 4019 on Social and Solidarity Economy	Social cooperatives; Worker cooperatives.	Employing democratic and inclusive decision-making; profit distribution should not exceed 35% of total profit.
Jordan	No specific laws, since 1993, programmes and initiatives run by international organizations. Recent emerging fields: agriculture and tourism	NGOs, For-profit, Nonprofit (informal women and youth groups), Cooperatives.	Distinction nonprofit vs profit: registration under the Ministry of Development and Social Affairs, Local Governorate, Company Control department within the Ministry of Trade, Supply and Industry.
Kosovo	2018, Law on social enterprise	NGO; Corporate; Cooperative; Social Enterprise.	Focus on work integration social enterprises: Type A: that provides services that guarantee the inclusion of marginalized persons in improving their social welfare Type B: that employs at least 30% employees from the vulnerable groups.

⁵ The laws related to cooperatives are many and detailed in Egypt:

Law 267 of 1960 for public cooperation institutions

Law 109 of 1975 for consumer cooperatives

Law 122 of 1980 for agricultural cooperative societies

Law 14 of 1980 on the housing cooperation code

Law 1 of 1990 on educational cooperatives.

The Cooperative Associations Act No. 317 of 1956 clearly defines a cooperative and makes express reference to certain universal cooperative principles such as democratic power exercised by members (one member one vote)

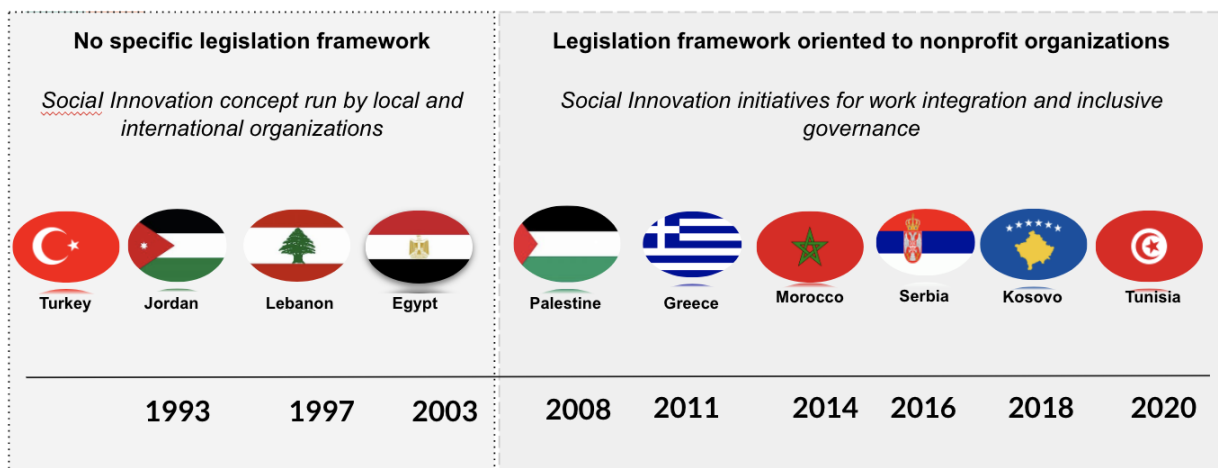
Lebanon	No specific laws, in 1997, the Ministry of Education introduced the curriculum to integrate civic and citizen education as an essential tool for social cohesion. International cooperation initiatives, focusing on rural areas. In 2019 the Lebanese Social Enterprise Association was set up	NGOs; Cooperatives; Civil Companies; Commercial Entities (SAL, SARL)	Distinction nonprofit vs profit
Morocco	1937 definition of cooperative-based social solidarity economy, updated in 2014. 2021, Law on Collaborative Finance (focus on Crowdfunding)	Company (mostly Limited Liability Corporation, SARL), association, cooperative, auto-entrepreneur (run in 2015, online registration).	Distinction nonprofit vs profit
Palestine	2008, Law on not-for-profit companies, repealed in 2017.	NGO, companies, cooperatives, charities	Distinction nonprofit vs profit: charities are registered under the Ministry of Interior, for-profit companies are registered under the Ministry of Economy, and cooperatives are registered under the Ministry of Labour.
Serbia	2016, Law on Professional Rehabilitation and Employment of People with Disability and social coops 2015, Law on Cooperatives 2009, Law on Associations	Cooperatives; Social cooperatives; Associations of Citizens; Enterprises for the Employment of People with Disabilities; Foundations; Spin-off Enterprises; Limited liability companies.	Distinction nonprofit vs profit; Focus on social, economic and labor inclusion.
Tunisia	2020, Social and Solidarity Economy Law 2020, Startup Act and Crowdfunding Law	NGO; Association; Cooperative.	The law aims to promote economic and social inclusion and job opportunities.

Turkey	<p>No specific laws: old tradition of foundations (16th century)</p> <p>In 2019, the Istanbul Chamber of Commerce pushed for a specific legislation for "commercial enterprises for the benefit of the community".</p>	<p>Foundation, Association, Cooperative, Company</p>	<p>There are special statuses defined as "public benefit" for associations and "tax exemption" for foundations. These statuses are controlled by the decision of the Council of Ministers and are given to selected associations and foundations through a challenging decision process.</p>
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Beside this table, summarising the official history of social enterprises, it is important to refer to a “prehistory” of social entrepreneurship in the Mediterranean. The existence of effective and alternative local social innovations, as to be mentioned, and this existence, although difficult to be tracked, is dated long before this period. These forms were simply conceptualized differently, through cultural, religious, communal, or citizen lenses, related with local habits and traditions or the result of evolution and transitions. In all the countries, Social Innovation in the way has been defined by the literature has served to create a formal framework where these initiatives are channeled towards more visibility, formalization, and access to more resources to scale up. Therefore, social innovation is a recent concept and mostly linked to social entrepreneurship definition. In some cases (i.e. Egypt, Lebanon, Palestine) most of the wording and conceptualization seems to be brought by local initiatives run by foreign foundations; in others, a crucial role has been played by diaspora (see Egypt, Kosovo, Turkey) and specific legislations (i.e. Greece, Kosovo, Tunisia, Turkey).

In the figure below, we provide a timeline showing when the concept related to Social Innovation come up in the selected countries: a first exercise for monitoring - and checking - the origins and the developments of the phenomenon. Even if not yet codified, informal and - on the other side, institutional initiatives related to the concept took place in most of the selected countries. The second decade of 2000s, probably because of the international subprime mortgage crisis (2006), hence for the Yunus' Nobel Prize for Peace (2008) that evidently gave a terrific boost for spreading the concept of social business via an empirical, understandable and measurable model like microcredit, civil society organizations and their entrepreneurial representative bodies played a key role in specific and supportive legislations, in particular for work integration SIOs.⁶

Fig. 2.2 - Social Innovation, origins and developments



Bottom-up initiatives are led by civil society organizations in Lebanon and Tunisia:

- ❑ In 1997, Lebanese Ministry of Education introduced the curriculum to integrate civic

⁶ A relevant side-effect can be probably identified in the so called 'North African revolutions' (since december 2010), during which some African governments banned any mention of the words 'Jasmine Revolution', 'Arab Spring', or, again 'North African revolutions' from the Internet and public media (Susilo Bambang Yudhoyono, 2010: 6)

and citizen education as an essential tool for social cohesion. In this context, Social innovation can be interpreted as new ideas or solutions, proposed to meet the unfulfilled needs of humans that increase their life standards and welfare, whose benefits, outcomes and positive impacts are spread, measurable and replicable, gained significant attention. This aimed to reduce inequality and the war effects through strengthening the sense of belonging and identity while practicing behaviours and actions based on democratic and civic principles. However, ten years later, a research by the Institute of Education and the University of London revealed findings similar to post-conflict societies: social and political tensions still hinder development of these holistic concepts. The results revealed that students showed a strong sense of belonging to the national civic or political community with minimal awareness of a global context where taking care of one's health and the environment protection scored the lowest in the priority ranking (Akar, 2007).

- ❑ Tunisia has been considered as the 'success story' following the so-called Jasmine Revolution in 2011. The post-revolution period has also highlighted the deep seated socio-economic issues and need for major reforms and changes to the economy. Although the decentralisation process has been slow, it presents a shift in how actors may engage in addressing socio-economic-environmental issues and presents an opportunity for a more prominent role of social entrepreneurship that is being considered a vehicle for social innovation and economic development. Social Innovation can position itself as an alternative or complementary actor that can provide some of the public services that are not being provided at the moment by the government due to some inability, the private sector is not incentivised to provide and the NGOs cannot provide sustainably due to donor-dependence. The Social and Solidarity Economy Law was adopted in Tunisia on June 17, 2020 by the Assembly of People's Representatives with 131 votes in favor, zero objections and one abstention. The law aims to balance economic growth and social equity by promoting an equitable coexistence of the public, private and third sectors within a regulatory In the case of Egypt, Jordan and Morocco, foreign institutions promoted specific initiatives:
- ❑ In Egypt, interest in social innovation started in 2000, with young professionals shifting interests from the traditional charitable work to the development field, as a more sustainable approach. This manifested through establishing organizations such as Ashoka Arab World in 2003. Subsequent years witnessed activities by local and international bodies, like Synergos & Schwab Foundation, and the Social entrepreneurship track of the MIT Pan Arab Startup Competition (Now Arab Startup Competition).
- ❑ Oxfam in Jordan, since 1993, has been implementing projects to support the civil society and focus on women's access to justice and thought leadership, finally expanding their work and started to focus on the Syrian crisis and their refugees;
- ❑ In Morocco, even if present a definition of the 'Cooperative-based Social Solidarity Economy', (dated 1937, updated in 2014), since 2010, Enactus, the Moroccan Center for innovation and Social Entrepreneurship, British Council, Ashoka and Groupe SOS have contributed to promoting Social Innovation. There is an emerging advocacy effort to create new incentives and legal status for innovators, including a special tax and

subsidy framework for startups, hence a separate legal status for social enterprises. In 2019, the Special Commission on the New Model of Development was created by Royal Decree for creating a more inclusive and sustainable model of growth in the country.

Greece, Serbia and Kosovo, seem to be 'Social Innovation legislation-driven countries':

- ❑ Greek government formally recognised its Social Economy in 2011. Although social enterprises have only recently been acknowledged by law. Cooperatives, cultural associations, regional unions, solidarity groups, ventures and nonprofit organisations, have often carried out significant entrepreneurial activity by employing forms of participatory governance and addressing society's societal needs through Social Innovation practises. Although not necessarily part of today's social enterprise spectrum, these precursors have had a major impact on the sector's development. Moreover, specific historical events and periods of social turbulence such as World War II, the military junta of the 60s and 70s and the ongoing multidimensional crisis have determined how social enterprises are perceived and institutionalised today. In 2016 a subsequent law restructured the greek social enterprise sector. Law 4430/2016 introduced a series of new terms to Greek legislation and specific tools that measure the impact of social enterprises. Furthermore, it disconnected the social enterprise legal form from the Social Solidarity Economy (SSE) status, introduced the 'worker cooperatives' legal form and refined a series of elements that were firstly introduced by Law 4019/2011, which introduced the "social cooperatives" legal form. In addition, it set new ground for the potential unification of fragmented social enterprise legislation in the country. However, a significant number of organisations tend to define themselves as 'social enterprises', without being registered under the above mentioned law.⁷

- ❑ In Serbia, the term 'social enterprise' was introduced by the Law on Professional Rehabilitation and Employment of People with Disability and represented an important step towards the recognition of the concept by public sector institutions, but it has not contributed significantly to its development due to its limitation to include other vulnerable groups in society. Another major step towards better regulation was the adoption of the new Law on cooperatives (2016), introducing a new form of organization: the social cooperative. According to this law, social cooperatives perform various activities in order to achieve social, economic and labor inclusion, as well as to meet other related needs of members of vulnerable social groups or to meet general interests within the local community. Social cooperatives define their social goals more precisely by the cooperative rules and they are obliged to invest at least half of their profits in achieving the set social goals.

⁷ Social cooperative enterprise and the 'worker cooperative' are the two SSE legal forms by default. Furthermore, any other legal form that fulfills the below mentioned criteria, can also be recognised as SSE, in case their members proceed with the relevant application to the National SSE registry. The criteria are: 1. to pursue a social aim or deliver benefits to larger parts of society, 2. to employ democratic decision-making, 3. their profit distribution should not exceed 35% of total profit.

- ❑ In Kosovo, social enterprises were first established by NGOs, many of these were forced to register as businesses or as cooperatives operating with a double mission: generating financial return and advancing a social mission. Social enterprises represent one of the newest concepts in society. The Law n. 06/L-022 on Social Enterprises, adopted in November 2018, sets up the legal and institutional framework for the operation of these entities in Kosovo. The law defines social enterprises as “Legal person irrespective of the manner of its establishment, which contains social objectives in its charter, conducts economic activities, carries out production of goods and provides services in the general interest of society and integrates into the work the persons from vulnerable working groups.”⁸

- ❑ framework. It also aims to promote the economic and social inclusion of disadvantaged and marginalized populations allowing them to join forces with associations, cooperatives, mutuals or informal groups in order to create job opportunities.⁹

A significant distinction must be done for Palestine, under occupation for 72 years, since the signing of the Oslo Accords in 1993, it has received around \$40 billion in development assistance from foreign countries. This has caused a rapid increase in the number of NGOs in Palestine, with the 60.5% of total 6,450, established after 1994 (Palestine Economic Policy Research Institute, 2007) and mainly focused on job integration and creation via entrepreneurship programs. However, these organizations didn't prove effectiveness due to the lack of mission, experience, and competition on funds and beneficiary groups among organizations, and finally- poor impact measurement for programs resulting in weak deliverables. The process of building the ecosystem started in 2008; an ongoing process that's moving very slowly, especially with the lack of governmental regulations and policies supporting startups. More recently, and after the onset of the Covid-19 crisis in Palestine, various funds went into Palestine to support the establishment of social enterprises as a means for economic empowerment but currently few projects and organizations exist in Palestine to promote Social Innovation. Under current laws and regulations in Palestine, a social enterprise or SIO therefore can only register either as a for-profit company, cooperative, or a charity.¹⁰

⁸ The law also makes a clear and finite list of activities and functions that social enterprises in Kosovo can take up, which in essence divides social enterprises into two categories, namely, those employing a minimum percentage of vulnerable groups, and those offering services to these groups. Following this logic, the Law categorizes these two overall approaches into Type A and Type B Enterprises. The same source presents a finite list of activities that SEs can exercise, and also a finite list of vulnerable categories recognized by the law.

⁹ Other recent innovations (dated in 2020) into the legislation frameworks and for future development of SIOs in Tunisia are: the Startup Act (one of the first countries in Africa to have passed legislation on startups); the Crowdfunding law, allowing the legal raising of funds through crowdfunding platforms and campaigns.

¹⁰ The legal framework ruling the establishment of companies and their operations is administered by the Companies Law No. 12 of 1964, Trademarks Law No. 33 of 1952, and Patents Law No. 22 of 1953 and has not been updated until this day. The Ministry of Economy and the Ministry of Entrepreneurship and Empowerment (a newly formed ministry) have been working on new company law to support the formation of startups in Palestine, but no law is currently in effect. For social enterprises, in 2008, the Palestinian Council of Ministers passed a law to support the formation of not-for-profit companies, which allowed enterprises with a social mission to register as such. These enterprises were thus able to generate income with the condition to reinvest it in the enterprise, as is the case with most non-profit companies and social enterprises. However, due to some corruption cases and misuse of this form of registration, the not-for-profit companies law was repealed in 2017. Charities are registered under the Ministry of Interior, for-profit companies are registered under the Ministry of Economy, and cooperatives are registered under the Ministry of Labor.

Finally, an old tradition of nonprofit institutions characterises the case of Turkey. Nearly three thousand foundations operated in Istanbul in the 16th century, with the purpose of preventing social conflicts and ensuring economic and social development. The cooperatives also date back to the 12th century in Anatolia with the establishment of Ahi Unions, founded by Ahi Evran, who organized the Anatolian Turkish union and the organization of unification of trade and craftsmen. The unions-maintained aid and solidarity funds called “Common Funds”. Most recently, in 2019, the Istanbul Chamber of Commerce proposed an infrastructure for social entrepreneurs to establish the necessary legislation for the corporatization of social businesses and for these companies to be defined as "commercial enterprises for the benefit of the community". The terminology of social enterprise entered into the literature in the 21st century, means and tools similar to today’s functions have existed since the 10th century but the demand for Social Innovation is increasing day by day in order to cope with the ever-growing social problems and its practices are run seem operate under the umbrella of civil society organizations and as well as universities (see Annex A tab. A.2).

According to this analysis, some common elements emerge:

- ❖ the recent and, at the same time, quite clear understanding of Social Innovation phenomenon as a hybridization of public-private (profit and nonprofit) partnerships, governance and business models, supporting new social ventures with an impact for the entire society;
- ❖ the prevalence of NGOs appears evident in most of the Northern African countries, probably as the most viable legal status for achieving public tenders and international grants. On the other hand, Kosovo, Serbia and Greece are probably influenced by the European legislation in the field, especially supporting social cooperatives for work inclusion and integration;
- ❖ the explicit need for more supportive legislation, in terms of openness to hybrid legal status, between profit and not for profit distribution, in order to encourage more effective and financially sustainable social business models and reduce dependency from public (local and international) agencies and donor fundings.

Fig. 2.3 - Social Innovation, backgrounds and legal vehicles: common elements to the ten countries



In this sense, an interesting open question remains on the table: could, in the future, a SIO be legally recognized as a business with a social aim, hence:

- operating with public funds and donations?
- linking its management and operations models to profitable revenue streams for the market?
- being attractive for social venture funds and responsible investors?

Designing a Mediterranean value chain for SIOs could be extremely interesting for imagining a Social Innovation ecosystem made up of a supportive and common legal framework, enabling SIOs-startups, dedicated funds, specific metrics for evaluating economic, social and environmental impacts at local level and connected with the entire Mediterranean wider area.

Some researches (Spila et al, 2016) state that despite strong demand from policy-making institutions, the development of proper indicators for measuring Social Innovation "is still a pending task". Probably this is due to a still "no wide consensus on its definition, its determining factors, the most appropriate methodologies and the metrics required for this purpose". Focusing on the institutional context, the authors propose an intriguing assumption about Social Innovation as a process for solving 'anomalies'.

An anomaly (the point A in the fig.2.4) "expresses a kind of social problem that cannot be solved with the resources and knowledge available in the mainstream." It is the origin of a Social Innovation process, with specific barriers (B) and drivers (D), generating diverse impacts in function of the quality and scale of solutions adopted.

Public policies or, as named by the authors, the responses of the institutional context (into mainstream 1) could be identified as follow:

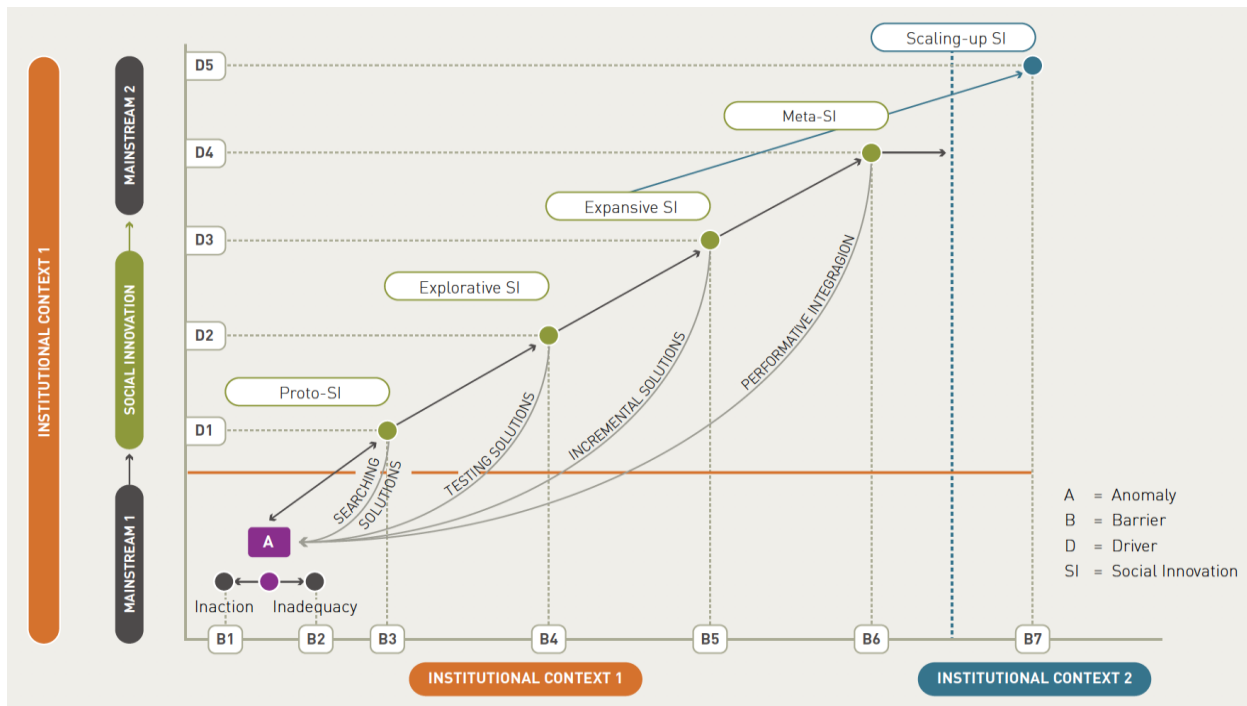
"(a) the non-response. This means: the institutional context does not answer to the vulnerability problems created by the anomaly and lets the problem persist (this option is related to the costs of inaction);

(b) the inadequate response. This means: the institutional context gives a response to the anomaly with inadequate resources and solution criteria for the social problem and therefore the problem persists although some of its impacts may be reduced (this option is related to knowledge asymmetries and the costs of action);

(c) the innovative response. The institutional context provides a new response to the anomaly. Thus, Social Innovation can reduce the impact of the problem and resolve the conditions linked to the production of the anomaly and mitigate its consequences.

However, innovative responses may fail due to the context's resistance (social, institutional, economic, cultural resistance, etc.) in any of the phases of a social innovation. This way, three kinds of failures in the response (resolution) to an anomaly can be identified" (Spila et al, 2016).

Fig.2.4 Lifecycle of Social Innovation



Source: Spila et al, 2016

This process should enable several levels and typologies of Social Innovation - Proto, Explorative, Expansive, Meta and Scaling-up, until the 'Mainstream 2', where the phenomenon is completely integrated in the society, in the legislation and business mindset with a 'performative integration' that "changes the direction of the mainstream network of policies and epistemic communities linked to an anomaly". The figure 2.4 is related to the possible and diverse combinations of barriers, drivers and stage of Social Innovation.

Taking inspiration by this model, future works should be undertaken in testing the state of the art of Social Innovation in specific geographical contexts, as for the Mediterranean area where, with any kind of scientific data, we could collocate most of the selected countries in the very first stage, the Proto's stage, in searching for solutions, with an institutional contest that have revealed a scarce reaction in solving 'anomalies' and supporting SIOs.

On the other hand, this work can put in evidence a common trait emerged during the analysis: the expressed need for a governance innovation.

The term 'governance' indicates the complexity of decision-making processes in business, political and public affairs, hence in informal organizations - especially network-based, where a 'vertical government' could be complemented or replaced by a 'variable geometric model' characterised by:

- a multi-level architecture of decision-making;
- a fragmentation and diffusion of authority;
- diffused networks with horizontal (as for nonprofit, public and business sector) and vertical (as for supranational and subnational public and private institutions).

As some authors point out (Anjeier et al. 2019, Wise et al., 2014, Pestoff, 2012,), this interest is due to “decline of the capacity of the state in regulation and the emergence of new public problems and governance challenges. Instead of having a pronounced interest in the constituent players of a system and the roles these players assume, governance innovations take a specific look at the mechanisms employed, i.e., the interface of innovation. In consequence, governance innovation also refers, for instance, to new forms of citizen engagement or the expansion of democratic involvement in public services”.

Following Castells and Cardoso (2005), governance is a result of a ‘networked society’ in which public and private authority is increasingly intertwined; hence, governance innovation implicates a continuous search for new models and paradigms for a critical engagement of civil society, public institutions and SIOs in a Social Innovation Agenda in order to achieve:

- a holistic understanding of the phenomenon;
- a new generation of policy makers, able to clearly identify the framework conditions and interpret its dynamic stages and development.

Following this theoretical scheme, a Mediterranean Social Innovation should promote governance innovations focused on:

- motivational characters related to policy directives and modes of political steering;
- principles and interfaces rather than actors and roles;
- the primary impact on regulatory performance, but not restricted to public administration (Anjeier et al. 2019).

Fig 2.5 Development stage of Social Innovation

DEVELOPMENT STAGE	DRIVERS/BARRIERS
Failue by interaction	» B1: Failure of the state or the market
Failure by inadequacy	» B2: Failure of the state or the market
Social proto-innovation (searching innovative solutions)	» B3/D1: Express the relationship between drivers and barriers that facilitate/hinder modelling innovative ideas
Explorative social innovation (testing innovative solutions)	» B4/D2: Express the relationship between drivers and barriers that facilitate/hinder modelling innovative ideas (formalise the experiences in a SI pattern)
Expansive social innovation (incremental innovative solutions)	» B5/D3: Express the relationship between drivers and barriers that facilitate/hinder incorporating incremental improvements (expand) in a modelled social innovation (scaling-deep).
Meta social innovation (transformative integration)	» B6/D4: Express the relationship between drivers and barriers that facilitate/hinder modelling the incorporation of social innovation into the mainstream (and transforming it into a paradigm).
Transfer social innovation (scaling-up)	» B7/D5: Express the relationship between drivers and barriers that facilitate/hinder the transfer of modelled social innovation-towards other social contexts.

Source: Spila et al, 2016

2.2 Enabling Factors

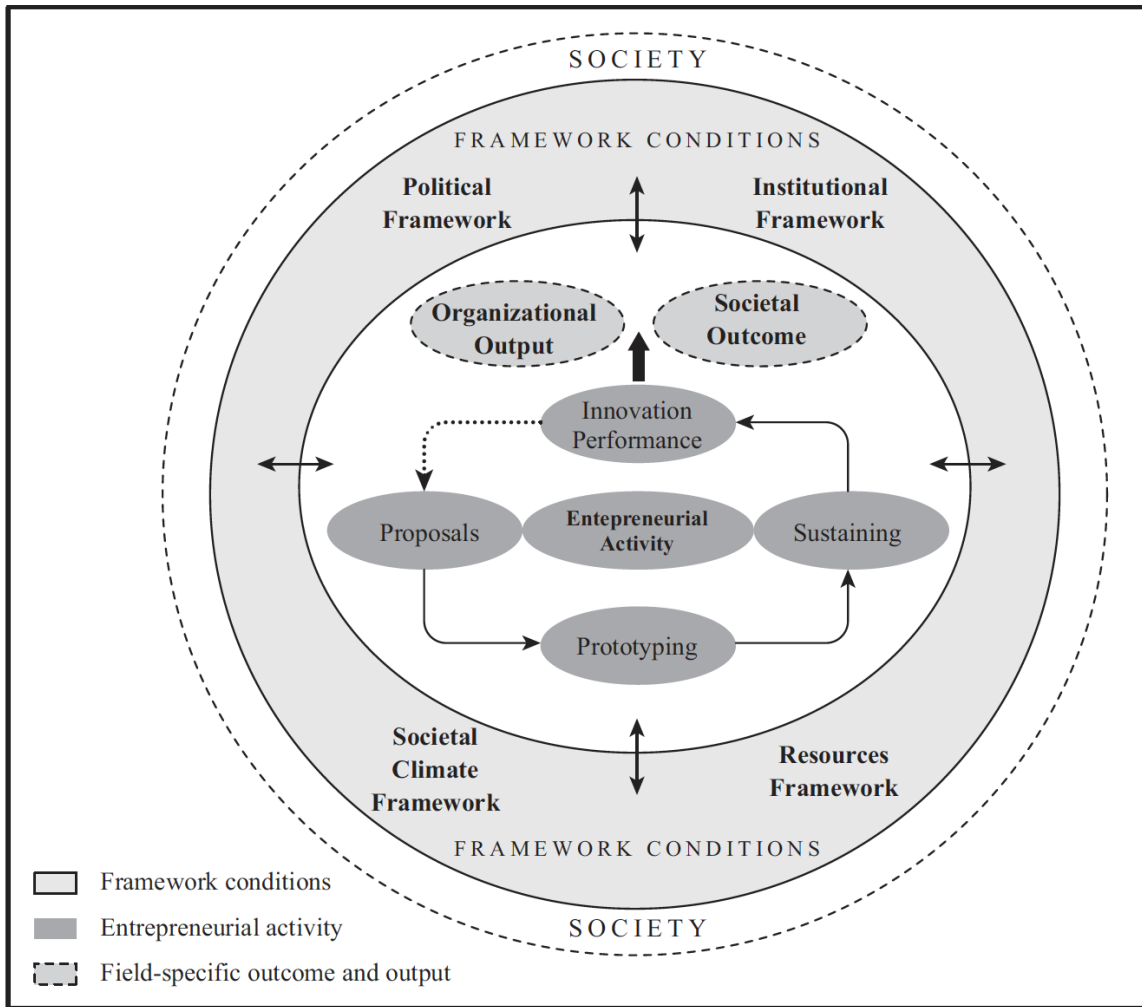
As it is evident, institutional context is just a part, even if crucial, of a supporting Social Innovation environment made up of enabling factors allowing the conditions for SIOs creation and market opportunities for a systemic development. The main characters can be identified in:

- quality and density of SIOs, their sustainability in terms of business models, their presence on the territory and involvement in international contexts;
- academic institutions and education programmes for spreading 'Social Innovation knowledge' and training future generations of social innovators;
- financial institutions, as Social Venture Capital Funds, Ethical Banks, impact investing initiatives with private-public partnerships;
- intermediary organizations that enable the creation of SIOs startups (accelerators, incubators) and facilitate their growth (i. e. coworking and collaborative spaces, maker spaces and FabLabs).

The Annexes A.1, A.2 and A.3 put in evidence this data, collecting and allowing several assumptions per specific Country underlining first commonalities for imaging in the future a Social Innovation cluster in the Mediterranean Area, also taking in consideration the existing resources and valuing the potentialities.

Some research works on the so-called 'regional innovation systems', identify these enablers in education, a high skill level, particularly well-developed high-tech skills, and fiscal incentives (Rodriguez-Pose and Comptour, 2012). Other authors (Ramstad, 2009) refers to three spheres: "i. the scientific system comprising a variety of research and education institutions; ii. the economic system mainly focusing on firms; and iii. the political system referring to political actors and administrative bodies. She also addresses formal and informal networks operating at the intersection of these spheres".

Fig. 2.4 Framework model for Social Innovation



Source: Krlev et al., 2014

In the Social Innovation Mediterranean context, the examination of these potential ecosystems should be embedded, as suggested by Anheier & Fliegauf (2013, 145f.) in "wider spatial and sectoral innovation environments. Studies at the organisational level and innovation systems approaches have in common that they concentrate on structural elements; the latter however takes specific account of the interaction between structures and actors. At least in theory, the idea of innovation systems is to analyse processes in these clusters to gain insights into innovation interactions and enabling conditions". Most of the selected countries seem to be depending on international institutions (public and private) for promoting Social Innovation awareness and creating fruitful environments for SIOs' creation and acceleration.

The 'proto-market' for SIOs appears mostly influenced by programmes and tenders run by public development agencies and international private organizations (via public funds): this is the case of Egypt, Kosovo, Lebanon, Morocco, Palestine, Tunisia, Turkey; Greece and Serbia, and probably Jordan, seem to show a more independent cluster of local players. The financial institutions mapped (see Annex A, tab. A.2), with exception of Greece and Serbia, rarely present independent organizations running financial tools for SIOs market-oriented. Linked to

the institutional framework, the scarcity of independent financial players seems one of the main barriers for the development of the Social Innovation ecosystem.

However, a common aspect that can be a great potential boost for Social Innovation development, (probably with the exception of Egypt and Kosovo), is the number of training courses and programmes run by universities, research centres and international organizations on Social Innovation-related topics.

The issue of training and capacity building in the Social Innovation field appears a strong issue: distortive narratives and success cases, training programmes focused just on leadership, initiatives and investment models based exclusively on scale-ups, could generate invisible barriers and obstacles if not redesigned according to the context.

Young (1997:20) “criticizes the preponderance of stories about ‘exceptional’ individual leaders, noting that “[.] there is almost nothing here about how some of the skills described can be transferred to more ordinary people”. However, Cannon (2000: 199) argues that ordinary people are not triumphing as social entrepreneurs “[.] because they are not organized for success[.]. They lack the tools, training, finances and resources they need to reach their full potential”.

A part of literature (Catford, 1998; Zadek and Thake, 1997) stresses the importance of the “transition from start-up to sustainability for social entrepreneurs, including: leadership and management training; educational scholarships and fellowships; mentoring schemes; twinning arrangements at local, national and international levels; development of information systems; and models of good practice”.

As a result of this analysis, most of the assumptions emerged, it could allow and foster a new space for public debate and 'Social Innovation activists' in the field of research, business modelling, creation of clusters and networks where principles overcome practices.

Mulgan, (2007: 3) focused on three key dimensions of most important social innovations: «(i) they are usually new combinations or hybrids of existing elements, rather than being wholly new in themselves; (ii) putting them into practice involves cutting across organizational, sectoral or disciplinary boundaries; (iii) they leave behind compelling new social relationships between previously separate individuals and groups which matter greatly to the people involved, contribute to the diffusion and embedding of the innovation, and fuel a cumulative dynamic whereby each innovation opens up the possibility of further innovations».

For this to happen, the need to build an ecosystem that supports an enterprising culture, a complimentary legislative policy framework and a sustainable investment 'impact model' that has genuine cross-border relevance is crucial. The emerging scenario, led by formal and informal networks of SIOs mapped in the work, could support this assumption.

Part III - Evidence from the ground for a Mediterranean Social Innovation

The last section of this work aims at knowing better what is really happening on the ground and so the Ambassadors of the 10 selected countries were asked to emphasize 3 best practices of social innovations in each one of their countries. In this way there were mapped 26 best practices from 9 countries (Kosovo did not take part in this part of the survey and Egypt only mentions two cases).

This document describes an analysis of these 26 best practices (Tab 3.1 and Annex B: output 2 summary) intending to focus on some relevant common elements and some specific ones and verify if and how they can be replicated on a Mediterranean scale and contribute to a different approach to tackle social and environmental issues in the Med area.

Tab. 3.1 Social Innovation best practices

Country	Case study	Sectors	Topics	Social Innovation Model	Website
Egypt	Karm Solar	Environment, energy & disaster	Energy, sun power, community building	Potentially scalable	https://www.karmsolar.com/
Egypt	Alwan w Awtar (ألوان وأوتار)	Health & social assistance	Social, Health, Education, Psychological support	Locally rooted	https://alwan-awtar.org/
Greece	Ithaca laundry	Social business services	Work inclusion social enterprise, laundry	locally rooted	https://ithacalaundry.gr/en/
Greece	Choose Love/Help Refugees	Social business services	Charity, emergency aid	potentially scalable	https://helprefugees.org/choose-love/
Greece	Kypseli Municipal Market	Research & Education	Education, culture, social business	Already scaled	https://agorakypselis.gr/
Jordan	Baraka Destinations	Heritage & culture	Tourism, local communities development in secondary tourism sites	Already scaled	https://barakadestinations.com/about-us/
Jordan	Bilforon	Food & agriculture	ICT, home food	potentially scalable	https://bilforonapp.com/
Jordan	Zain	ICT	Social	locally rooted	http://jo.zain.com/

	Innovation Campus		services, accessibility through ICT		
Lebanon	TourLeb	Heritage & culture	Tourism, responsible, experiential, sustainable travels	Already scaled	https://tourleb.org/
Lebanon	The Hope Project	Health & social assistance	Empowered health care workers	Already scaled	https://www.thehopeproject.me/
Lebanon	Dry and Raw	Food & agriculture	Health food shop	potentially scalable	https://www.facebook.com/DryAndRaw/?ref=page_internal
Morocco	HealthCare Education	Health & social assistance	Create a more caring world by developing the most caring people	potentially scalable	https://www.healthcare-education.org/
Morocco	Djebli Club	Heritage & culture	Tourism, participative hostel, an artist's residence	potentially scalable	https://djebliclub.ma/
Morocco	Pikala Bikes	Environment & disaster	Environment - Tourism	Already scaled	https://www.pikalabikes.com/
Palestine	Flowless	Environment & disaster	Water utilities	potentially scalable	http://flowless.co/
Palestine	Sunbula	Socio-economics	Empower Artisans in Palestine through Fair Trade	potentially scalable	https://www.sunbula.org/
Palestine	Om Sleiman Farm	Food & agriculture	Agriculture, rural community, farming	Already scaled	https://www.summerinpalestine.org/2018/2019/1/31/om-sleiman-farm
Serbia	Agro Iris	Food & agriculture	Healthy snacks from small producers	potentially scalable	https://www.agroiris.org/en/
Serbia	Bagel bagel	Food & agriculture	Food for good, anti trafficking	potentially scalable	http://bagel.rs/english.html
Serbia	Café bar 16	Social business	Hospitality and social services	potentially scalable	https://www.facebook.com/kafebar16

		services			6/
Tunisie	Vélorution Tunisie	Environment & disaster	Environment - Mobility	Already scaled	https://www.velorutiontunisie.com/
Tunisie	Ahmini	Health & social assistance	Social & health	Already scaled	https://ahmini.net/
Tunisie	Tunisie Recyclage	Environment & disaster	Environment	locally rooted	https://www.tunisierecyclage.org/
Turkey	The Village Schools Exchange Network	Research & education	Teaching, , community empowerment	potentially scalable	https://www.kodegisim.org/
Turkey	Foundation of the Support for Women' Work	Health & social assistance	Gender, social services & Health	potentially scalable	https://www.kedv.org.tr/
Turkey	Good4Trust	Social business services	Fair trade, food, social & health	Already scaled	https://good4trust.org/

3.1 A Few Common Elements

The most relevant information is about the good level of development of the mapped experiences (well expected of course because they are considered best practices by the Ambassadors).

In this respect 9 are considered as already having an impact at a wider scale and 14 ready to be scalable while only 5 are considered only rooted locally. It's important also to enlighten that half of them are related to the food (7) and tourism sector (5). Not to forget the social dimension of these best practices which can be considered a cross dimension which is targeted with a different approach from the typical social enterprises of job inclusion to a more philanthropic approach to include also a specifically commercial approach.

Another relevant element is related to the importance of the ICT dimension. As far as Serbia did not share this specific information out of the remaining 23 best practices 17 consider relevant or extremely relevant the ICT dimension and only two consider it scarce because of the lack of any web connection. The web connections and technologies in general are so extremely relevant and this is also confirmed by the core business of some of our best practices which are essentially based on web platforms, e-commerce or other technological approaches (9 out of 23).

Moving towards the legal form, which our best practices use to achieve their impact, most of them are currently using a for profit legal form (15 out of 26). Ten of them are NGO (hence, not for profit) and only one is public (in Jordan). It seems so that the entrepreneurial approach in the context of Med best practices of Social Innovation is prevailing but indeed this is

probably simply due to the lack of a specific regulation for social enterprises or other forms of purpose oriented businesses which somehow obliges the innovators to adopt a for profit approach.

In all South Mediterranean countries, with the exception of Jordan, there is no specific legislation to govern SIOs, as seen in the previous section of this document. Thus, social entrepreneurs and innovators have limited access to institutions and laws supporting them.

Government resistance to change is also an issue, with weak steps to e-governance. The lack of a legal form for SIOs makes fundraising and expanding difficult as well. Mediterranean social entrepreneurs probably need to find solutions to better adapt their activities to the local conditions they meet in their countries instead of waiting for a general change before acting.

On the other way round it could be said also that applying simply in a different national context a specific legislation imported by the EU experience could not solve this issue but, as it happens in some EU countries like Italy, it could create more complexity and confusion raising new problems and issues. Sometimes it could also paradoxically create more barriers and obstacles if the legislation is not perfectly fitted to the context and also to the cultural background of a country which could not accept a new juridical form or a different legal approach.

Both Tunisia and Lebanon are working to develop legal frameworks for social enterprises, which would bring about significant change in the place of such organizations in society and the economy. In Beirut, actors are working on the ground to prepare a badge of social enterprise approval that they will share with the government once a framework is finished. In Tunisia, social actors have claimed that the ESS framework is not inclusive enough for social entrepreneurs. It has opened great opportunities for cooperatives and community banks, but has left social entrepreneurs more or less excluded.

It could also be said, as commented by Neven Marinovic from Serbia, that a wrong legislation could also create obstacles and stop the progress of social enterprises in the area if the government does not understand the potential as this could happen for the governments in the area. It could be better to follow inputs from the EU Commission which is more aware of the issue. This seems to be confirmed because 6 out of 10 of the NGO legal forms are based in Greece and Turkey where clearly there is a specific legislation.

It is also important to underline that the differences in the legal forms country by country creates probably also a wide grey area between the total not for profit sector and the fully profit one where most of these experiences lay down. Some ibrid solutions could be a potential pragmatic solution to the previously raised issues. In this respect it is also very interesting to underline that among the 15 which adopted a for profit legal form 5 declare a payback approach to the communities where they operate. So clearly they can be considered 'wannabe social entrepreneurs' with few opportunities to legally be considered in that way.

3.2 Enabling Factors for Social Innovation Good Practices

One of the most relevant objectives of ENISIE is to identify good practices which work in the Med area and support them to scale and to impact more quickly and more widely the area of need which they address.

According to this approach we were also looking for those which are considered the most relevant potential enabling factors for the 26 best practices we choose. The answers are in this case more diversified but at least two of them seem to be prevailing: the access to funding (6 for both public and private) and the networking and collaboration at local and national level (5). With regard to access to economic and financial resources by SIOs, the research reveals three distinct and complementary areas with which the realities present in the Mediterranean are confronted within their respective contexts:

- the *development sector*, donation funds and policies, mostly driven by international policies for cooperation or socio-economic integration, which include EU funds or those of international development and cooperation agencies, including organizations belonging to the United Nations;
- the *subsidized finance sector*, partly related to the cooperation policies of the EU or other supranational bodies, but also including national policies partially or wholly negotiated with macro-regional development policies, such as European cohesion or neighborhood policies, whose aims are those of a distribution of economic assets in the population or the democratization of economic and productive assets;
- the (commercial) *finance sector* tout court, partly interested in finding new commercial outlets in promising investment areas such as the new economy, the blue economy or the green economy, intercepting the business world in its nascent state (startups) and the nascent use of new technologies applied to social enterprise.

About the lack of adequate financing and investment opportunities, an interesting research shows a context full of idea-stage and seed funding, but there's a middle funding gap between seed (up to \$400k) and B+ series (\$1 million+).¹¹ Due to some of the Med countries' small markets, social entrepreneurs struggle to scale and prove long term effectiveness. Furthermore, competing in the same market as traditional entrepreneurs, whether in incubators or investment competitions, makes social entrepreneurs even more disadvantaged

Receiving loans from the bank is a challenge to overcome and debt is highly expensive for SEs. Banks loan easily to anyone from the tech sector or more traditional businesses, but they struggle to understand social businesses. Fear of change among large institutions and throughout society contributes to this barrier.

Social entrepreneurs expressed the need for more opportunities to interact with impact investors and venture philanthropy firms. More innovative financial institutions will provide for a healthier social innovation environment and less pressure on social entrepreneurs to fit into

¹¹ "Developing Social Entrepreneurship and Social Innovation in the Mediterranean and Middle East" by Tallie Hausser, Constantin Tsakas and Karine Moukaddem in FEMISE - Med brief - September 2019

the forms of “for profit startup” or “traditional nonprofit association”. It seems, as commented also by Neven Marinovic and Eric Asmar (from Morocco), there is actually a mismatch in the area between the needs of funding and the offer of funding. It is not the lack of money in general but of the right money needed by social innovators. It should work on the conditions and mechanism of funding to be closer to the real needs of the Mediterranean changemakers.

Government investment into development is also not lacking in the region, however ambitious investment initiatives are failing to include social entrepreneurs. In the field of developing local cooperation some social enterprise ecosystems forgo collaboration in favour of unnecessarily harsh competition between actors. Within more nascent ecosystems with fewer “success stories”, entities have yet to work together to see that healthy collaboration will allow for a better ecosystem for all. Competition between social-ly-minded community organizations only deters growth.

It seems on the other way round that international cooperation is more needed to attract funding or to build project proposals more than to be more effective on the ground. It is interesting also the emerging need of support, consulting and mentoring (3), in some cases also to internationalize the business and the approach (3). In particular we can see that the markets in the area are relatively small. In countries like Tunisia, foreign exchange difficulties make exports and imports extremely difficult. When SEs are looking to source anything from abroad, there are problems with currency utilization and banks can take up to two years to approve a loan.

Management training programs for entrepreneurs vary extensively but most local actors have found that the one-to-one mentorship model is the most effective. This form of management training and knowledge sharing could be useful for social entrepreneurs.

The digitalization, the technology, the self-sustainability and the capacity of storytelling are other interesting enabling factors which came up from the analysis. Also the international dimension seems to be more relevant here to open up the market to products and services of Med innovators and to help them to overcome the obstacles to sell internationally connected with national and international laws.

3.3 The Mediterranean Dimension

The Mediterranean dimension seems to be very clear because all the best practices are potentially replicable and scalable in the Med Region because they respond to common needs of the area such as: refugees allocation, urban regeneration, valorisation of local tradition, food, stories and handicrafts and the need for a better education for women and young people to address unemployment issues. Also the environment and the circular economy are on the top of the agenda.

The needs of the area are really in common and clearly focusing on an very high average unemployment rate (12.4% in 2017) which is really a hot topic in the region. It greatly affects young people and graduates (with rising unemployment rates respectively at 27% and 29%).

Even worse, women's participation rate is at an extremely low level (29% versus 50% for all countries with comparable income). Meanwhile, although poverty rates in the MED area are lower than in other developing and emerging countries, the share of the poor population, measured from national thresholds, has increased in both Egypt and Jordan. In addition, compared to all countries with comparable income, it is in southern Mediterranean countries that the population's vulnerability to poverty has increased the most. The situation is probably much worse in 2021 due to the impact of Covid19 pandemic and consequent restrictions.

If the needs are clearly common, it would be also needed to share the solutions and this actually does not happen yet. Findings show that the lack of a legal form for social enterprises, impediments to financing and investment, scarcity of human resources for upper management and difficulties in determining the proper customer base are among the core obstacles faced by social entrepreneurs. We argue that more innovative financing mechanisms should be available for them. South Med governments ought to actively support social enterprises, meanwhile, corporations should be considering social procurement and including social enterprises in their supply chains. Finally, capitalizing on Euro-Med cooperation could be an inclusivity game-changer.

The results of this analysis could suggest that the Ambassadors and best practices could already work together in a few fields, especially in the area of food tradition and responsible and eco-tourism where some experiences from Tunisia, Morocco, Lebanon, Jordan and Serbia could already share strengths and competences.

3.4 Next Steps

At the end of this analysis we could also summarize some specific evidence from the different countries.

First of all, the dimension of social impact, as described in the EU regulations, is clear only in Greece whose proposals are more traditionally impact oriented (homeless, refugees and urban regeneration) but with less evident economic self-sustainable dimension. In Lebanon the local situation is very complicated due to the consequences of the difficult political situation and the consequences of the Beirut blast which sum them up to the general economic crisis and the pandemic. In that context the innovations are mostly considered as the restoration of basic services more than the introduction of new ones.

As previously said, ICT and web are particularly relevant, in particular in Turkey (all the best practices are connected with digital platforms) and in Jordan.

The best practices in Serbia are closer to a typical approach of a social enterprise which combines social impact (job insertion for marginalized people) with economic sustainability.

The food and tourism dimensions are common among almost all the proposals from Morocco and Tunisia which show also already well evolved practices and, as said before, these areas of intervention could be scaled also in Lebanon, Jordan and Palestine very soon. Serbian

experience could also be useful to scale these experiences with an entrepreneurial approach with social impact.

Finally, the idea to build a network among the Ambassadors and the best practices is considered a useful option only in case this network can generate some operational advantages for the organizations and people involved. For example, it could help to professionalize the sector and to train the management level. It could also be important to share resources to build a support system of mentoring and consulting for the innovators of the area.

It could also be relevant to overcome some boundaries among different areas which rarely could meet, the Balkans and the south Med for example which are considered also by the EU as two different geographical areas of intervention. Making such connections could help to discover, compare and connect different experiences and to learn how to do more with less in a condition which is different from the wealthy situation of the north of Europe. This could also help to start new collaborations, especially in sectors like food and tourism, which are already common to most of the Ambassadors' countries.

Sharing project opportunities is also relevant but it could be not a strategic approach to build a network on while a new body could acquire importance if it is able to bridge the existing gaps that other networks are currently experiencing.

It seems so needed a different model of disruptive network which can be strategic to solve the issues and make the next step between the old fashioned NGOs funded by international donors and the risk of social and green washed marketing strategies for businesses as usual building a new way. Starting a path to a new Med-centered investment fund could be a real innovation for the area.

First conclusions, new trajectories

In conclusion, some trajectories emerge from this research, which we summarize here.

1. The Mediterranean “prehistory” of social enterprises and social innovation

Social Innovation is generally perceived as a *mission civilisatrice* by the international organizations. It is a “new label”. Beyond the official and recent literature on social entrepreneurship and innovation, Mediterranean Social Innovation practitioners and observers, largely recognize in their communities **the existence of a “prehistoric” social innovation, based upon effective and disruptive innovative practices** developed traditionally and in some cases during centuries. They are community-centered, with a low-budget business model, bottom-up and usually characterized by a supportive joyous environment.

2. Social Innovation as a heterodirect phenomenon

Social Innovation as commonly labelled and defined by the literature seems to be not an endogenous phenomenon, but something **mainly imported from other international contexts, mostly from Europe through their policies to support international development**. This happened with a strong contribution by the European Commission with its initiatives and policies which push also other European and international institutions to follow this interpretation. In this sense, It could be said that the social innovations that are more visible are mostly born as an heterodirect and not "emic" phenomenon, produced by the cultural influence of Europe. Underneath, an invisible dimension of local resilience, informal creativity and problem-solving attitudes could be considered as social innovation, despite the fact that the current literature does not label these phenomena as such.

3. The influence of international and European cooperation

The most important source of inspiration for social enterprise today in the Mediterranean is the cooperation policy, above all of European origin, not only from European Union but also from some particularly active member states (France, Italy, Germany and the U.K.) Following an unsatisfactory penetration capacity of conventional cooperation, European cooperation is aimed at the private sector and the widespread economy, trying **to stimulate civil society towards greater proactivity toward the millennium development goals addressing especially the environment and social sphere**. Although the Social innovation/social-entrepreneurship sector does not always have the SDGs as objectives, the traditional nonprofit sector is exposed to a transition towards social business experiences, in part due to increasing demands and reduced budgets from international donors. EU cooperation in this sense creates a “carrot” of resources for actors that integrate SI terminology and methodology, but also a “stick” of reducing or withholding funding for actors that may be effective and impactful, but do not meet donor criteria, in search of new market spaces, in the protected economy of development cooperation and beyond. Development cooperation, then, becomes a resource

through which to experience the social economy and innovation, although the threshold of access to resources remains high and accessible only to those entities that correspond to international accountability standards and the current priorities of international donors which are not necessarily aligned with needs on the ground.

4. Emerging and non-capillary phenomenon

Yet, social innovation in the Mediterranean represents an emerging phenomenon but certainly not widespread. First of all, it occurs in the region in a non-homogeneously distributed way. Most of the registered realities are present in the capitals of Mediterranean cities and much less in the smaller towns and even less in rural areas. The presence itself in the region is not homogeneously distributed, but conditioned by the propensity of some countries to respond to the solicitations of European policies. Overall, **Social Innovation remains an elitist phenomenon in the Mediterranean today, implemented by an elite of privileged young people belonging to the middle-upper and privileged classes of the Mediterranean regions.** The risk, in this sense, is to feed a false phenomenon and not connected to the real socio-political and social needs, but mimic the generic challenges of our current historical period without responding to the true and dramatic social and environmental challenges affecting the territories.

5. Generic and non-located features

In this sense, a series of **generic challenges emerging from the surveyed realities concern global topics and themes.** Many social enterprises appropriately concern the issue of the labour inclusion of young people and women, and follow up on WISE (Work Inclusion Social Enterprises) which represent a visible slice of the reality of social business in the MENA area. Furthermore, in the Mediterranean, as elsewhere, the realities of social entrepreneurship and social innovation often refer to the assets made available by the use of new technologies. The use of ICT is in fact considered one of the predominant drivers for the increase of social innovation.

6. Common Mediterranean challenges

Yet, there is a possible agenda of Mediterranean needs, a list of aspects that represent the common challenges of the region. First of all, it should be pointed out how, not surprisingly, from the point of view of social enterprise in the Mediterranean we are faced with a real **legislative jungle**, with a mix of legal forms and in general a dedicated regulatory scarcity with jagged and unfinished legislative frameworks. with few institutional enablers. Indeed, more concretely, it is precisely the sphere of **governance innovation, or rather of innovation applied to the governance systems of organizations, the territory and processes that represents the most relevant and urgent field of investigation on which experimentation exercises must take place.** Dedicated solutions will be sought, and possibly with a tailor made approach, resisting the temptation to find generic solutions that are valid for any context, because the variables present in the territories remain numerous and in some ways irreconcilable.

7. Local primacy

From this point of view, contrary to expectations, **the need to involve local actors emerges even, or especially, where the imported license of social innovation is confronted with the demands of different countries and territories.** Beyond the somewhat generic transversal ones, such as those just seen of ICT or WISE organizations, sectors such as tourism and food emerge, transversal to the MEDA region, as areas on which to build, together with others, an innovation strategy for a social Mediterranean. First of all, it is an excellent response to note how **the private sector, and not only in the non-profit sector but also the profit sector, engages in the bet of social business,** as seen in the first part of this study. The existence of the world of start-ups, businesses and business incubators bodes well for the emergence of a sector not exclusively funded by public funds and international cooperation. Furthermore, beyond the demands that come from abroad, the realities of innovation and social entrepreneurship seem to refer, first of all, to local demands and the challenges that affect the territories to which these realities refer. In addition, the analysis demonstrates the existence of **deep-rooted and mature realities and professionalism, already existing and operating in the territories for several years.** On the other hand, in the face of the existence of a certain critical mass of reality, there remains a structural deficiency in terms of management capacity, a terrain on which a capacity-building effort could be undertaken.

8. From local to networks




It is only after the not yet complete confirmation of a rooting of social enterprise and innovation in the territories that the prospect of creating "bridges" and grasping complementarities or synergies between territories and local realities opens up. This connectivity of Mediterranean networks could connect and link sub regions traditionally kept separate, such as the Balkans from the North African or Middle East area. **Connecting portions of the Mediterranean without compartmentalizing could represent a complementary opportunity to take advantage of the diversity and the different level of experiences in the different areas affected by the experiments of social innovation.** An effort in the creation and consolidation of networks should, however, be able to build on the existing without reinventing experiences already made and with a targeted horizon of development. In short, the urgency to network should arise from needs rather than be a consequence of programmatic or donor-based will.




9. Financial constraints







Finally, each initiative will not be able to take off unless it is fed by appropriate and dedicated funding flows. At present, both cooperation grants and subsidized finance instruments and commercial finance channels remain partially suitable for supporting the emergence and consolidation of social business experiences and examples of social innovation in the Mediterranean. In this sense, **the prospect of intercepting partnerships and synergies to build investment funds for the Mediterranean social business constitutes one of the most concrete and relevant perspectives on which to invest.** Developing an architecture capable of attracting investments and skills to be put into a system to nourish the nursery of

the growing reality on the social business in the MENA region is one of the priorities in this delicate historical phase.

Annex A.1 - Mediterranean Social Innovation Leverages

		
<i>Feasible</i>	<i>Challenging</i>	<i>Long term challenge</i>

Social Innovation Leverage (SIL)	Actions	Feasibility in the short term
SIL 1 Supportive legal frameworks and dedicated public policies	<ul style="list-style-type: none"> → Cross-governmental implementation teams for designing effective programmes, sharing the same 'wording' and influencing co-designed policies driven by long term vision. → Openness to hybrid legal status, between profit and not for profit distribution, in order to encourage more effective and financially sustainable social business models and reduce dependency from public agencies and donor fundings. 	
SIL 2 Scientific and qualitative data collecting	<p>Engaging national and international statistical institutes and independent research for:</p> <ul style="list-style-type: none"> → Mapping quality and density of SIOs, their sustainability in terms of business models, proximity to the territory and involvement in international contexts. → Standardising a SIO definition among Med Countries, demonstrating their real incidence in terms of GDP contribution and wellbeing for the territories. → Setting-up a <i>Social Innovation index</i>, including a <i>Policy Sonar</i> and a <i>Barometer</i> for SOIs in the area. 	
SIL 3 SIOs Internationalization	<ul style="list-style-type: none"> → Promoting clusters and networks enabling local innovations and spreading their impacts at international level. → Engaging business and nonprofits networks, testing and measuring their real effectiveness and opportunities development for the Mediterranean SOIs. 	

<p>SIL 4 Impact investing literacy and piloting</p>	<ul style="list-style-type: none"> → Engaging financial institutions, as Social Venture Capital Funds, Ethical Banks, impact investing initiatives with private-public partnerships. → Promoting an impact investing literacy for public and business managers, investors and social innovators. → Piloting a first 'Mediterranean Impact Fund' and a dedicated matching platform for investors, philanthropists and social innovators. 	
<p>SIL 5 Distributed Networks for Social Innovation Districts and Lobbying</p>	<ul style="list-style-type: none"> → Professionalizing SIOs via support system of mentoring and consulting for the social innovators of the area. → Fostering new collaborations, especially in sectors like food and tourism, which are already common to most of the Ambassadors' countries. → Mapping intermediary organizations that enable the creation of SIOs startups (accelerators, incubators) and facilitate their growth in terms of networking and knowledge sharing (i. e. coworking and collaborative spaces, maker spaces and FabLabs). 	
<p>SIL 6 Mediterranean Narrative of Social Innovation</p>	<ul style="list-style-type: none"> → Facing the 'Social Innovation mythization' such as: literacy and business model 'colonization', hence, avoiding to import in a passive way models and practices from foreign countries whose primary goals could be to express a 'soft power in the area. → Stressing out identity, historical backgrounds and values of the Med area: a Mediterranean Social Innovation Manifesto, as an ongoing and participatory process should be co-designed and spread by the Ambassadors involved and their networks. 	
<p>SIL 7 Digital transformation and e-government innovation</p>	<p>Mapping the 'tech-driven SIOs' as initial promoters for:</p> <ul style="list-style-type: none"> → e-government innovations for a viable institutional and business environment; → spreading digital literacy for micro and small SOIs; → coding first ethical protocols for a sustainable digital innovation in the area; → contributing to a first Mediterranean Innovation Agenda. 	
<p>SIL 8 Knowledge Sharing</p>	<ul style="list-style-type: none"> → Codifying a new understanding for a Mediterranean entrepreneurial mindset, privileging principles to practices and for a 'patient capitalism'. 	
<p>SIL 9 Capacity Building</p>	<ul style="list-style-type: none"> → Pushing academic institutions and education and executive programmes for spreading 'Social Innovation knowledge' and training future generations of social innovators. → Codifying a Mediterranean leadership for driving SOIs in terms of distributed and innovative governance. → Focusing SOIs value propositions on real needs and assets. 	

SIL 10 Deceleration	<ul style="list-style-type: none">→ Deceleration programmes for supporting SOIs and public innovation, as a counterintuitive approach for a deeper understanding, awareness and development of the Mediterranean Social Innovation→ 'Snowball approach' for a Med HUB International Association, testing a network of communities of practice of Social Innovation in the Mediterranean area.	
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Annex A.2 – Social Innovation Enablers for Awareness, SIOs creation, International networks

Tab. A.2.1 Social Innovation Enablers for Awareness, SIOs creation, International networks

Country	Awareness	Social Innovation start-ups creation	International networks and partnerships
Egypt	<p>Central Gov, Agencies and Ministries,</p> <p>Ministry of Higher Education and Scientific Research, Affiliate: Academy of Scientific Research and Technology,</p> <p>Ministry of Communication and Information Technology,</p> <p>Ministry of Investment and International Cooperation,</p> <p>Micro, Small, and Medium Enterprise Development Authority,</p>	<p>Ashoka Arab World, the Arab World Social Innovation Forum,</p> <p>Nahdet El Mahrousa,</p> <p>GESR, a program affiliated to Misr El-Kheir Foundation,</p> <p>Alfanar Venture Philanthropy,</p> <p>RISE Egypt,</p>	<p>MedUP! Regional program that offers funding and capacity building for social enterprises in Egypt, Morocco, Tunisia, Lebanon, Jordan and Palestine,</p> <p>InnoEgypt is a business incubation program supporting entrepreneurship in Egypt, funded by the European Commission and the Egyptian Government (EuropAID) and implemented in partnership with business incubators, civil society organizations, and universities.</p>

	<p>Ibtikar Khana is the first local Egyptian Social Entrepreneurship School.</p>	<p>Social Innovation Hub (Aspire Women in collaboration with Microsoft Egypt)</p> <p>Sekem, founded Heliopolis University for Sustainable Development,</p> <p>Injaz Egypt, part of the Junior Advancement (JA) network"</p> <p>ICEALEX</p> <p>Developing Inclusive and Creative Economies (DICE - program launched by the British Council in Egypt)</p> <p>Ahead of the Curve NGO</p> <p>Drosos Foundation</p>	<p>Oxfam Egypt.</p>
<p>Greece</p>	<p>The Hellenic Open University -The Agricultural University of Athens has a special laboratory on agricultural policy and cooperatives,</p> <p>The Department of Business and Administration in Missolonghi offers a course on the management of social economy,</p> <p>The Lifelong Learning Center (LLC) of the Athens University of Economics and Business offers a one-year in-class training programme on social entrepreneurship,</p>	<p>Impact Hub Athens,</p> <p>Ashoka Greece,</p> <p>Athens Center for Entrepreneurship and Innovation (ACEin),</p> <p>Athens Startup Business Incubator (ThEA),</p> <p>Attica Business Innovation Centre,</p>	<p>The National Observatory of Civil Society Organisations,</p> <p>The Social Solidarity and Regional Development Network (KAPA network),</p> <p>The Network of Cooperative Ventures of Athens (Kollektives.org),</p> <p>The Coordination of KoinSEp,</p> <p>The Hellenic Federation of Social Cooperatives with Limited Liability</p>

	<p>The LLC of the National and Kapodistrian University of Athens offers an e-learning programme on social economy, social entrepreneurship and microcredit,</p> <p>The Social Economy Institute is a private organisation and member of CIRIEC International dedicated to the development of social economy, social entrepreneurship and social impact investments,</p> <p>The P2P Lab is an interdisciplinary research collective focused on the study of the commons and other alternative forms of production and consumption using horizontal management,</p> <p>The People's University of Social Solidarity Economy aims to educate, train and inform people about social and solidarity economy, the commons and direct democracy,</p> <p>The Heinrich Böll Research Foundation fosters social and solidarity economy through a series of publications, films, training courses, open discussions and conferences, and by strengthening cooperation between municipalities, organisations and civil society initiatives,</p> <p>The British Council coordinated the largest research project in Greece in collaboration with the Greek Ministry of Labour and provides capacity building for social entrepreneurs, convenes policy dialogues, organises study tours and publishes reports to share knowledge and best practice in scaling-up social economy,</p>	<p>Centre ERGANI, Higgs, INNOVATHENS, Militos Consulting SA, Orange Grove, Social Dynamo – Bodossaki Foundation, Solidarity Mission, Athens Makerspace.</p>	<p>represents and coordinates the activities of KoiSPEs,</p> <p>The Regional Mechanism of Social Cooperative Enterprises of Attica,</p> <p>The Social Cooperative Enterprises Network of Western Macedonia,</p> <p>The Social Cooperative Enterprises Network of Central Macedonia,</p> <p>The Social Cooperative Enterprises Network of Eastern Macedonia and Thrace,</p> <p>The Social Entrepreneurship Forum promotes social entrepreneurship based on shared values, principles and features.</p>
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	The SSE Education Platform (kalomathe.gr) is an educational exchange platform for sharing knowledge, expertise and good practices between social enterprises.		
Jordan	HTU, PSUT, UNICEF, GIZ, Oxfam.	iPark, ZINC, my STARTUP, BIG by Orange, Tank by Umniah, Hassad.	MedUp! JoinUp! EU-funded project implemented by Oxfam, TTI, and Diesis that created an online resource platform with learning resources for Social Entrepreneurship Support Organization Services and their ecosystem in Jordan.
Kosovo	N.A.	UNDP/CDF, Forum for Civic Initiatives – FIQ, RIINVEST, Help, Austrian Development Agency, Down Syndrome Kosovo, KOSVET, Danish Refugee Council.	N.A.
Lebanon	Saint- Josef University,	Make Sense,	N.A.

	American University of Beirut , Center For Research and Innovation, Ministry of Economy and Trade.	Berytech, Fondation Diane.	
Morocco	Enactus, Injaz Al Maghrib, Anoual, Tamkeen Initiative, INCO Scholar, Hack'n'Pitch Olea institute, Center for action-research in social-solidarity economy (CIRA-ESS) at Hassan II University, ESSEC Business School, and Mohammed VI Polytechnic University.	MCISE, Bidaya, Impact Lab, and ES Maroc Plan Maroc Vert Maroc PME and the Regional Investment Centers	Ashoka World Economic Forum Global Shapers AfriLabs, SwitchMed, MedUp.
Palestine	Birzeit University.	BuildPalestine, Ibtikar, and Hult Prize, +40 accelerators/incubators.	N.A.
Serbia	Junior Achievement (JA) Serbia, The Social Impact Award, Belgrade University, National Employment Service, National Agency for Regional Development,	Smart Kolektiv, The Responsible Business Forum.	USAID, United Nations Development Program (UNDP), International Office of Migration (IOM), International Labour Organisation (ILO),

			EU and the British Council.
Tunisia	Institute de Hautes Études Commerciales de Carthage, Institut Supérieure de Gestion in Tunisia, Institut National du Travail et des Etudes Sociales, Université Centrale.	El Space, Lab'ESS, Impact Partner, Shanti and the TCSE.	UNDP, AFD, AfDB, GIZ, Hivos.
Turkey	18 out of 203 universities in Turkey actively and regularly carry out activities in the field of social entrepreneurship and the 13 universities offer courses related to social entrepreneurship and social innovation. There are also some universities that develop 'social-park' or 'socio-city' models that focus on enterprises with social impact. Social Entrepreneurship Ankara Project implemented by Ankara Development Agency, TED University and Ankara Social Sciences University	Ashoka Turkey, Mikado Sustainable Development Consultancy, Ankara Development Agency, PwC Social Impact Lab, Sabanci Foundation (Changemakers), Yenibirlider Association, Young Guru Academy (YGA), Hult Prize, İbrahim Bodur Social Entrepreneurship Award, Global Social Entrepreneurship Competition (GSVC),	Turkiye Sosyal Girişimcilik Ağı - Turkey Social Entrepreneurship Network, a project implemented by Vehbi Koç Foundation in partnership with Koç University Social Impact Forum, Ashoka Turkey, Social Innovation Initiative Association, Innovative Solutions Association for Sustainable Development, TED University, Mozaik Foundation (Bosnia and Herzegovina) and the Social Enterprise UK (England)

		<p>Mercedes-Benz Turkey Startup Competition,</p> <p>Social Impact Award Turkey,</p> <p>TUBITAK 2238 Entrepreneurship and Innovation Competition,</p> <p>TUSIAD – “Bu Genclikte Is Var” Competition,</p> <p>Accelerate 2030,</p> <p>BBVA Monentum Social Entrepreneurship Programme,</p> <p>Imece,</p> <p>Impact Hub Istanbul,</p> <p>Innocampus,</p> <p>SDG Impact Accelerator,</p> <p>INOGAR,</p> <p>Tepebasi Municipality,</p> <p>Social Incubation Center,</p> <p>Zemin Istanbul, ODTU (YFYU),</p>	
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Annex A.3 – Social Innovation Enablers for Awareness, SIOs creation, international networks

Tab. A.3.1 Social Innovation Enablers - Financial Institutions

Country	Institution
Egypt	<p>Micro, Small, and Medium Enterprise Development Authority (MSMEDA) MSMEDA</p> <p>United Nations Development Programme (UNDP)</p> <p>AFDB</p> <p>Academy for Scientific Research and Technology (ASRT)</p> <p>EBRD</p> <p>Egypt Ventures</p> <p>Drosos Foundation</p>
Greece	<p>Cooperative Bank of Karditsa</p> <p>Pancretan Cooperative Bank</p> <p>Act for Greece/National Bank of Greece</p> <p>Caritas Hellas</p> <p>Ashoka Hellas</p> <p>Action Finance Initiative</p> <p>The People 's Trust</p> <p>Bodossaki Foundation</p> <p>Tima Foundation</p> <p>Stavros Niarchos Foundation</p> <p>Latsis Foundation</p>
Kosovo	<p>World Bank (WB),</p> <p>United States Agency for International Development (USAID)</p> <p>Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ),</p> <p>United Nation Development Programme (UNDP).</p> <p>The International Organization for Migration (IOM)</p>

	<p>UNDP/CDF RIINVEST, Help, Austrian Development Agency, Down Syndrome Kosovo, KOSVET, Danish Refugee Council, EU through Pre-accession Assistance (IPA) Ministry of Labour and Social Welfare</p>
Lebanon	<p>Kafalat, Council for Development and Reconstruction, Al Majmoua, Emkan, Vovos Better World Fund</p>
Morocco	<p>Open Society Foundation, Heinrich Boell Foundation, US Middle East Partnership Initiative, Drosos Foundation Investment funds such as Outlierz and networks such as the Moroccan Business Angels Network (MOBAN) and Angels4Africa National Initiative for Human Development (INDH) OCP Foundation World Bank, InnovInvest funds</p>
Palestine	<p>N.A.</p>
Serbia	<p>The Budget Fund for vocational rehabilitation and promotion of employment of persons with disabilities was launched in 2009</p> <p>The National Employment Service (NES) also provides various subsidies for employment of different disadvantaged groups, beneficiaries of state welfare programmes and long-term unemployed.</p> <p>The Ministry of Labour, Employment and Social Policy supports enterprises for people with disability through the Lottery Fund</p> <p>The Innovation Fund established in 2011</p>

	<p>Erste Bank runs “Step by Step”, a Social banking support programme for start-ups, social enterprises, civil society organisations and low income private citizens.</p> <p>UniCredit Bank and UniCredit Foundation ran a programme Idea for Better Tomorrow providing grants to social enterprises in the range of EUR 5,000 to 8,000.</p> <p>Finance in Motion, partner of The European Fund for South East Europe</p> <p>Smart Kolektiv</p>
Tunisia	<p>Ashoka Tunisia</p> <p>Tunisian Center for Social Entrepreneurship</p>
Turkey	<p>Ashoka Turkey</p> <p>Impact Hub (Istambul & Ankara)</p>

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