

**INTERNATIONAL SOCIAL
ENTERPRISE FORUM**

**CONFERENCE
REPORT**

**YOU HAVE DONE SOMETHING
IMPORTANT IN MOROCCO.
I BELIEVE THIS WAS ONE OF THOSE
EVENTS WHOSE EFFECTS WILL
BE LIKE THROWING A STONE IN
A POND; THE RIPPLES WILL KEEP
GOING. YOU JUST WAIT AND
SEE - IN FIVE YEARS' TIME THE
SOCIAL ENTERPRISE PROGRESS
IN MOROCCO WILL BE MEASURED
FROM THE BRITISH COUNCIL
AND WORLD BANK'S FORUM.**

**Baroness Thornton, Shadow Minister for Equalities and Health,
UK House of Lords**

**YOU HAVE DONE
SOMETHING
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This report aims to summarise the discussions from the International Social Enterprise Forum hosted by the British Council and the World Bank on the 21st and 22nd March 2014 in Casablanca. More than three hundred participants attended from Morocco, MENA, East Asia and the UK representing government, the private sector and civil society.

The first day was aimed at enablers (policy-makers educationalists, companies, et al.) and asked questions about the role of each stakeholder group in developing a sustainable social enterprise ecosystem in Morocco. The second day was designed for practitioners looking to meet new partners, listen to success stories and learn new tools to help them build their projects.



I AM ILLITERATE, BUT THROUGH ANOU [A MOROCCAN SOCIAL ENTERPRISE] I AM NOW COMPETING WITH INTERNATIONAL MARKETS. I NEVER DREAMED I COULD DO SUCH A THING...UNEDUCATED PEOPLE CAN HAVE GOOD IDEA - YOU JUST NEED TO TRUST YOURSELF, YOU NEED TO BELIEVE IN YOURSELF.

Rabha Akkaoui, Artisan Trainer, Anou



FRAMEWORKS FOR DISCUSSION

- Social enterprise presents an innovative approach to solving some of society's greatest challenges (unemployment, poverty, health, environment) by adapting traditional business models for social impact
- If NGOs are well supported they can transition to become sustainable social enterprises delivering key public services and creating jobs
- What kind of experiences from international social enterprise advocates and experts can help to inform the Moroccan situation?

- Key elements of the social enterprise development cycle include: capacity-building initiatives, empowering policy measures, access to finance and awareness-raising campaigns

- Further research into the sector is required, building on the efforts made by the British Council and the Moroccan Centre for Innovation and Social Enterprise in assessing the current landscape of social enterprise in Morocco



INTERNATIONAL BEST-PRACTICE EXAMPLES

Amantani – UK/Peru

Amantani work to bridge the gap between home and school for children living in Ccorca; a small Quechua district nestled high in the Andes of Southern Peru.

Spartans Community Football Academy - UK

SCFA provides tackles endemic social issues in one of Edinburgh's most deprived areas through football and sports activities both inside and outside of their facilities.

Venture Avenue – China

Venture Avenue is committed to developing a more effective and efficient philanthropy sector in China through capability enhancement, effective use of funding and impact evaluation for social ventures, NGOs and their investors.

WHY IS SOCIAL ENTERPRISE A PRIORITY NATIONAL IN THAILAND?

- It is easy to be sceptical of social enterprise, particularly looking at the UK as a model, and one wonders if the concept is applicable to a developing context.
- The past seven years have proven that can be applied and adapted with great success in Thailand.
- Public spending is not always the most effective way of providing public services. Social enterprises offer an alternative option.
- NGOs often don't know how to spend their money effectively and efficiently. It can take a long time to learn correct business and accounting procedures.
- Social enterprises need to know how to communicate with government. They need to be able to tell government directly and clearly what is required by the sector.

WHAT IS SOCIAL ENTERPRISE AND WHY IS IT IMPORTANT IN THE UNITED KINGDOM?

- The aim of social enterprises is to generate profits that can be reinvest in the business.
- However it is what happens to the profit that makes the difference. In the UK this means 50% of profit must be reinvested to benefit society.
- Successive UK governments have been, and continue to be, supportive of social enterprises due to having established cross-party political support early on in the process.
- Social enterprises are about diversity in the economy. They are neither public sector agencies, nor private companies, nor non-governmental organisations but a new model that draws on the best practices of each.

INTERNATIONAL BEST-PRACTICE EXAMPLES

Anou – Morocco

Connecting rural crafts people with an international market, Anou is an innovative social enterprise changing lives for rural people in Morocco by training traditional artisans to sell their products using a simple pictorial online programme.

Looly's Pearls – Morocco

A 'zero-compromise' and 'beyond fair trade' brand of healthy Moroccan couscous sold to UK and American markets. Looly's works with Moroccan co-operatives to ensure that those who produce it get a fair wage and those who eat it are being healthy.

HOW DO YOU CREATE A SUSTAINABLE ECOSYSTEM FOR SOCIAL ENTERPRISE?

This question was the title of a panel discussion that included seven 'enablers' from six different countries. The debate focused on the following themes: the nature and components of an effective ecosystem; the benefit of capacity-building; and the role of government.

- The ecosystem is organic. It is the NGOs, practitioners, politicians and institutions that are, or want to be, involved in the development of SE.
- A common opinion among the international speakers was that the ecosystem should be in the hands of the practitioners in the early stages of development so that it can respond to local needs and ambitions rather than being driven by an external agenda.
- In Morocco, it is felt that the essential ingredients already exist; the question is how does Morocco want to take this forward?
- It was suggested that Moroccan stakeholders should think first about what the ecosystem needs are, and what they expect to gain from the social enterprise sector.
- Capacity-building is not like traditional education mechanisms. Instead of a teacher depositing information into the student recipient, experienced practitioners are encouraged to pass on knowledge to aspiring entrepreneurs and allowing them to learn by practice rather than by theory.
- It is important to ask who is currently building the capacity of social enterprises (or traditional SMEs) at the local level, how can they do it better, and what can be done to help them.
- The role of the government is important, but it will only help if the social enterprise sector takes the opportunities.
- The sector at times may need to talk more about the economic side of things, and the potential savings social enterprises can deliver.
- Moroccan speakers felt that Morocco needs to be organised and welcome the case studies from Thailand.

Rounding the discussion up, all panellists agreed that social enterprises are uniquely placed to deliver solutions, reflecting earlier comments that social enterprises draw on the best practice models of the public sector, private sector and NGOs.



SOCIAL
ENTERPRISE
UK

A report on
the social
enterprise
landscape
in Morocco

LIGHTNING
THE WAY

LIGHTNING THE WAY: A REPORT ON THE SOCIAL ENTERPRISE LANDSCAPE IN MOROCCO

The British Council, in partnership with Social Enterprise UK and the Moroccan Centre for Innovation and Social Enterprise, has recently published new research on the state of social enterprise activity in Morocco. The results of the report were presented at the Forum, a short summary of which can be seen below.

- There are a variety of social purposes that social enterprises work for, the most common being working to improve or support a community, supporting women and providing education and training.
- The artisan and handicraft sector are the markets which commonly attract social entrepreneurs. This is largely influenced by the dominance of the co-operative sector.
- Operational barriers to growth included: lack of appropriate technical support, lack of finance and funding and the limitations of the legal framework.
- Systemic barriers included the lack of an enterprise culture and mind-set as well as issues around language.
- There was common agreement that the movement needs to become more inclusive and collaborative with stakeholders from other sectors.
- Platforms and hubs which bring social enterprises, practitioners and supporters together to share best practice and ideas are also needed. These platforms can also serve as open forums which bring different stakeholders together to debate and build consensus around key issues which will shape the future of social enterprise.

The findings were warmly received, and set the tone for many of the discussions over the conference.

INTERNATIONAL BEST-PRACTICE EXAMPLES

Access Health International - Morocco

Identifying and documenting Moroccan health care financing and delivery practices with a view to designing ACCESS, first Moroccan program in the field of eye care.

Groupe SOS - France

Groupe SOS is a confederation of social enterprises that pool their profits to reduce the cost of their services in health, education and employment. They have existed for over thirty years and have an annual turnover of \$900 million.

Spatula - Morocco

Spatula is a co-working space for women looking to launch their own food and culinary businesses. Spatula is in its development phase and its owner, Camelia Driss, won the pitching competition at the Forum.

HOW TO FINANCE AND REGULATE SOCIAL ENTERPRISE?

- In China, there are no government grants or subsidies for social enterprises nor is there specific legislation and policy directed at supporting social enterprises. However China, possibly like Morocco, has many active practitioners who do not call their work 'social enterprise'. These practitioners can be supported.
- Social enterprises need to operate like businesses to attract investment from the private sector.
- In order that the social enterprise model be most effective and valuable, it is necessary to distinguish between those organisations for whom the model is appropriate and those who require a different structure
- The social enterprise ecosystem requires enterprising leadership and its supporters should invite policy-makers early-on to see social enterprises in action.
- In order to strengthen the movement coordination of the sector is also important. There must be a person or an organisation to unite the sector and answer questions from interested parties.

HOW TO EDUCATE AND PROMOTE SOCIAL ENTERPRISES?

- The community needs to be shown rather than taught the importance of social enterprise. The most appropriate teacher is a peer from within the community.
- Social entrepreneurs allow communities to have leaders, who in turn allow power to be devolved from traditional channels.
- Morocco needs innovation, sustainability, strong management and ambition, whilst also being honest about what is achievable. Social entrepreneurs should not be afraid to fail, as passion is the key to continuity and success.



MOROCCAN MINISTERIAL OBSERVATIONS

The elected representative from the Moroccan Ministry of Handicrafts and the Social Economy made the following key observations during a set of closing remarks:

- Do not wait for public legislative and institutional measures, but start to act and measures will follow.
- The experience from Thailand is important. It proves that, with perseverance and hard work, results can exceed expectations in a developing context.
- There is no universal blueprint or recipe for the development of social enterprise, but the experiences of each can be used to guide the work of others.

SUMMARY OF RECOMMENDATIONS FROM PRACTITIONER WORKSHOPS

There was a series of practical workshops that aimed to build the capacity of entrepreneurs and aspiring practitioners by sharing new methodologies and tools to support the development of effective and sustainable social enterprises. The theme of these workshops included: measuring social impact, transitioning from charity to social enterprise, and understanding the community's needs. The main messages of the workshops are summarised below.

- Focus on the main activities of the social enterprise, how they connect to the mission, what change they intending to realise and what the specific outputs and outcomes are.
- For those setting up social enterprises it is important to establish what is achievable within the next year, outlining how to get there, and keeping in mind the five year dream.
- Social entrepreneurs need to accurately identify and articulate the specific need that the social enterprise is addressing.

ANNEX I: LIST OF PARTICIPANTS

Name	Organisation	Position
Diego Angel-Urdinola	World Bank	Senior Economist
Julian Parry	British Council	Deputy Director
Glenys Thornton	UK House of Lords	Shadow Minister for Equalities and Health
Nuttaphong Jaruwannaphong	Thai Social Enterprise Office	Director
Alastair Wilson	School for Social Entrepreneurs	CEO
Tarik Yousef	Silatech	CEO
Kieron Boyle	Department of Social Finance and Investment, UK Cabinet Office	Director
Majid El Ghaib	Enactus	Chairman
Mhammed Abbad Andaloussi	INJAZ	CEO
Alejandro Escobar	Inter-American Development Bank	Senior Economist
Fatima Marouan	Ministry for Handicrafts and the Social Economy	Minister
Mamoune Bouhdoud	Ministry for SMEs and the Informal Sector	Minister
Younes El Jouhari	OLEA Institue	President
Nicolas Hazard	Groupe SOS	Vice-President
Adnane Addioui	Moroccan Centre for Innovation and Social Enterprise	Founder and CEO
Roland Singer-Kingsmith	British Council	Project Manager
Rabha Akkaoui	Anou	Artisan Trainer
Mustapha Chaouai	Anou	Artisan Trainer and Mentor
Lamia Bounahamidi	Looly's Pearls	Founder and CEO
Fred Branson	Amantani	Co-Director
Douglas Samuel	Spartans Community Football Academy	CEO
Robin Zhang	Venture Avenue	Founder and CEO
Echo Collins-Egan	Access Health Morocco	Country Manager
Louise O'Sullivan	Social Bonds Manager	Investing for Good
Sheena Leaf	Learning Manager	School for Social Entrepreneurs