

The

# New Allies Handbook

Initiatives to enable catalytic cooperation between governments and social entrepreneurs



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# Introducing the New Allies Handbook

The [New Allies Report](#), published in January 2021, outlined how governments can unlock the potential of social entrepreneurs for the common good. This report was very well received, with many civil servants and social entrepreneurs eager to get into action. As a result, it raised the next question: “What are concrete steps my government can take?”

For this purpose we created the New Allies Handbook. This Handbook builds on the recommendations of the New Allies Report and provides practical initiatives for civil servants to create a supportive ecosystem for systems social entrepreneurs to foster and spread social innovation sustainably at scale. In parallel, the International Social Enterprise Law & Policy Report<sup>1</sup> can be consulted on how governments can use legal reforms as a catalyst for social enterprises.

The Handbook starts off with the definition of systems social enterprises and why government action is key to accelerate social innovation. Next, the Handbook framework is introduced. It outlines the five impact areas governments can act on to create a supportive ecosystem, which are illustrated with a country example. Additionally, practical steps to implement initiatives and the overarching principles governments should adhere to when execution initiatives are provided for those seeking extra guidance. Finally, we share the full overview of initiatives per impact area including a deep dive on institutionalisation directions and a self-diagnostic template to assess your country’s starting point. The Handbook concludes with an explanation of the role of Catalyst 2030 and how they can support in implementing the initiatives.

In order to make the content of the Handbook easily digestible, various ideas are presented in a structured and descriptive manner. Please note, they are not meant to be prescriptive nor exhaustive. We acknowledge that governments operate differently per country and encourage adjusting the presented initiatives to your country’s context, whilst recognising their original intent.

Finally, true to the Catalyst 2030 principles, the entire document was made in co-creation with civil servants, social entrepreneurs, donors and other social sector thought leaders to whom we would like to express our gratitude for contributing.

We hope you enjoy reading the Handbook and find it useful in driving initiatives to enable catalytic cooperation between governments and social entrepreneurs.

## The Catalyst 2030 Team



# What is systems social entrepreneurship?

Social entrepreneurship is defined in many ways. While we appreciate there are many definitions, the New Allies Handbook follows the definition as presented by Catalyst 2030 in earlier works. The visualisation below summarises the definition of systems social enterprises (abbreviated as 'SSE') as used throughout this document.

## Systems social enterprise

This document focuses on enabling **social enterprises that are solving complex challenges for systems change**



## Social enterprise

With **social enterprises** defined as:

“Mission-led organisations, whether for profit or non-profit, that tap market-led approaches and mechanisms for financially sustainable, scalable impact”



## Systems change

With the goal to achieve **systems change**:

- Addressing root causes rather than symptoms
- By altering, shifting, and transforming structures, policies, customs, mindsets, power dynamics and rules
- Collaborating across a diverse set of actors

With the intent to achieve lasting improvement of societal issues on a local and national level



# Government action is important to accelerate social innovation



Governments across the world are facing the **pressure to become faster and better at achieving SDGs**



**Systems social entrepreneurs can be key allies for governments** in bringing about the required structural changes; as society's "R&D lab", they work to change policies, practices, power dynamics, social norms or mindsets that hinder progress



**Institutionalising the social innovations** developed by systems social entrepreneurs is key to ensure structural change for all their constituents



## What can governments do?

**Create a supportive ecosystem** for systems social entrepreneurs to foster and spread social innovation sustainably at scale.



## How SSEs can benefit governments



**Offer effective solutions** as social entrepreneurs can apply participative, people-centric ways of developing solutions, which complement the macro-level governmental perspective



**Deliver solutions at lower cost** as social entrepreneurs can partly work for-profit and leverage funding mechanisms beyond governmental budget (e.g. private funding)



**Act as society's "R&D lab"** by taking upon designing, testing and debugging new approaches allowing governments to take over / scale proven solutions



**Boost the country's economy** by generating jobs and income, which can positively impact civil society's perception of government

# Case Examples: How governments can benefit from social innovation

These case examples illustrate how governments can benefit from the social innovations developed by systems social entrepreneurs. This list is not meant to be exhaustive. It is a subset of the many inspiring initiatives that we came across.



In Germany, the social enterprise Discovering Hands improved earlier detection of breast cancer using blind women's tactile perception. Comprehensive introduction of this innovation is estimated to result in EUR 20 – 40 mn direct healthcare savings per year, and even larger indirect savings.



Malawi's Ministry of Health, winner of the Catalyst 2030 award for an African government initiative, partnered with Village Reach for their health advice telephone service initiative. It was scaled as a highly effective solution to improve timely access to accurate health information and services.



The South African government partnered with Harambee in decreasing youth unemployment, a challenge they were unable to solve with governmental tools only. Harambee's people-centric partnership model offered a proven and cost effective alternative for this challenging problem.



Paraguay uses Poverty Stoplight from Fundacion Paraguaya as an effective tool. It allows governments to save money and resources when wanting to quickly and accurately assess poverty levels and implement targeted practical solutions for areas/regions based on geotagging.

# Governments can act in five areas to create supportive ecosystems for system social entrepreneurs

The New Allies Handbook framework builds upon the impact areas that were previously defined in the [New Allies Report](#). The framework is enriched with the input from civil servants, donors, experts and Catalyst2030 members and adjusted to serve as a tool to create a supportive ecosystem with concrete initiatives for civil servants. The initiatives are categorized by theme over the five impact areas and 17 distinct building blocks, making it easy to navigate.

## The New Allies impact area framework

### The five areas

### Rationale

### The 17 building blocks



#### Promote the power of the collective

Shift the power dynamics to enable the frontline and foster cross-sectoral collaboration

- **Create governance** for social innovation within the government
- **Bridge sectors** leveraging “bridge-building” talent and providing infrastructure
- **Stimulate collective action** across public, private and social sector



#### Enable social sector models

Create an environment that is inclusive and conducive to social enterprises and their business models

- **Adjust law & policy** to be conducive for SSEs
- **Ensure funding** impacts the frontline
- **Improve procurement** for inclusiveness and accessibility to SSEs
- **Create an ecosystem** that accelerates social innovation



#### Strengthen capabilities

Build a skillset that improves effective collaboration between civil servants and social entrepreneurs

- **Connect, learn** and create mutual understanding
- **Foster innovation culture** within the government
- **Build capabilities in civil servants** to stimulate a social innovation mindset
- **Build capabilities in SSE** allowing them to optimise impact within governmental context



#### Provide information

Support efficient and well informed decision making on social innovation

- **Allow access to data** for SSEs to be well informed when driving SDG impact
- **Gather insights** on impact of social innovation and social enterprises
- **Create awareness** on social innovation urgency and impact



#### Foster institutionalisation

Drive sustainable and irreversible implementation of social innovation at scale

- **Create pathways** to institutionalisation
- **Allow for experimentation** with policies and measure results
- **Foster participation** of social entrepreneurs, the private sector and civil society in policy making

# Case example: How Malaysia is unlocking social innovation potential



## Promote the power of the collective

### Agency of social innovation

Malaysia established a government agency of social innovation under the umbrella of the Ministry of Entrepreneurship to ensure engagement of civil servants. Social entrepreneurs can reach out to this single point of contact to navigate the government.

### SDG-themed circles

Malaysia runs SDG-themed circles under the prime minister office to bring together different stakeholders to exchange ideas on specific topics.

### Chamber of Social Entrepreneurship

Malaysia established a Chamber of Social Entrepreneurship that unites social enterprises and advocates to get a yearly budget from the government that is subdivided.



## Enable social sector models

### Tiered accreditation program for social enterprises

A 3-tiered accreditation programme for social enterprises was launched. To move up a tier, you need to follow a 2-day government-supported capability building programme. Each tier is related to a different set of government benefits. Accredited SSEs get listed on a public SE platform, can participate in government procurement, get access to funding and support and join a network of Malaysia's leading social enterprises. The enterprises that reach Tier 3 get a 3-year tax exemption and tax deduction for donors.

### Procurement mechanism and briefing for civil servants

Malaysia created a briefing for civil servants to guide them how to procure from social enterprises versus traditional companies. In addition, the procurement mechanism was changed such that social enterprises get priority based on their impact on SDGs.



## Strengthen capabilities

### Accelerator and growth program

Malaysia set up an accelerator dedicated to social innovation in partnership with the private sector. The incubator's objective is to develop young social entrepreneurs equipped with social innovation capabilities and unite them in a growing network.

### Integration of social innovation in education

Malaysia engrained social innovation in their education system to raise the new generation of social entrepreneurs in universities and schools.



## Provide information

### Social innovation marketplace

Malaysia established a marketplace specific to social entrepreneurs where their products can be profiled. The institute running the platform pitches the products to corporates and ministries. For example, the Ministry of Finance dedicated USD 5m for social procurement.



## Foster institutionalisation

### Parliament SDG pilots

Malaysia allocates budget to each parliament member to run a SDG specific project together with a local NGO or social enterprise. This public-social pilot partnership successfully decentralises impact and ensures budget reaches local initiatives.

# Getting into action:

## Initiative implementation steps

Driving change can be challenging. This section of the Handbook provides guidance on how to get into action. To drive the creation of a supportive ecosystem for systems social entrepreneurs it is important to have a clear scope, practical implementation approach and a mechanism to track progress. The New Allies Handbook provides two tools that can help to kickstart the execution of the initiatives:

- **The ambition diagnostic** – Appendix
- **The implementation steps** – Next page

The ambition diagnostic, shared in the appendix, can be used to determine a country's starting point and mark its ambition: where do we want to be and what initiatives do we want to prioritise? Next, this ambition forms the input to the implementation steps which are shared on the next page.

The implementation steps can be leveraged as a structured approach to achieve the ambition and provide guidance when implementing the prioritised initiatives. Throughout the implementation process the steps can help to track progress on each of the initiatives.

It is recommended to regularly review the progress made, the prioritisation of the initiatives and the ambition going forward with a broad group of stakeholders



# Getting into action:

## Initiative implementation steps

### How to kick-off?

**Following steps could help you to execute the Handbook initiatives and deliver on your ambition**

- **1 Express interest** and connect to Catalyst 2030
- 2 Diagnose starting point and set ambition** by prioritising initiatives based on existing social innovation ecosystem
- 3 Establish internal working group** through network of supporters and/or leverage existing committees
- 4 Create a project plan** for implementation of prioritised initiatives including scope of effort, timeline, resources, step-by-step approach
- 5 Create initiative awareness** to mobilise stakeholders. Examples and facts from own and other countries can be used to create urgency and inspire
- 6 Secure resources and budget** for execution and commit to a desired outcome and accordingly how to track progress
- 7 Implement initiatives** e.g. gather stakeholder input, pilot, iterate, scale and formalise ideally in close collaboration or co-creation
- 8 Keep track of impact** through documentations and/or measurements. Regularly keep stakeholders updated on impact. Update procedures, standards, governance etc., to ensure sustainable change

# Core principles governments should adhere to when executing Handbook initiatives



## Optimise for common mission

Design initiatives with the overall objective in mind: to unlock the potential of social entrepreneurs, accelerate paths to institutionalisation and ensure better outcomes for beneficiaries

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## Aim for co-creation

Engage in dialogue with all stakeholders (e.g., beneficiaries, social entrepreneurs) and co-create with SSEs when designing and implementing initiatives

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## Adjust to country context

Allow for flexibility when implementing initiatives to address specifics of the current social innovation ecosystem, country context and governmental structure

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## Foster transparency

Display how initiatives are implemented, measure and share achieved impact and be open to constructive feedback

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## Cohere to ethics & integrity

Protect initiatives from risks (e.g. fraud, corruption, discrimination) and actively promote quality, equality and diversity in all initiatives

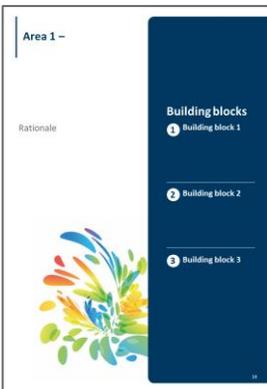
# Overview of initiatives

# The initiatives are structured along the five impact areas

In this section of the New Allies Handbook a curated selection of initiatives civil servants can execute to create a supportive ecosystem for systems social entrepreneurs is shared. This overview is by no means meant to be exhaustive, but is intended to cover the key themes. The initiatives should always be adjusted to the country context on a case-by-case basis.

The Handbook consists of a chapter per impact area outlining the rationale and building blocks. Within each area the initiatives are categorised in building blocks and sequenced in stages based on effort/impact (i.e., stage 1 initiatives require the least effort). These stages allow civil servants to tailor efforts based on their country’s starting point, priority and ambition. As the third stage is the most complex – additional thought starting ideas can be found as deep dive. Finally, for each of the areas case examples of existing governmental efforts around the globe are included to bring the initiatives to life and inspire action.

## Structure of the New Allies Handbook initiatives



**Introduction of each of the five areas**  
outlining the rationale and building blocks



**Overview of initiatives**  
to unlock social innovation per area divided into building blocks and stages

- A** Stages allow tailoring efforts to maturity and government’s ambition level / priority
- B** Building blocks categorise initiatives by theme
- C** Initiatives are sequenced to build on each other and increase in complexity, intensity and impact per stage



**Illustrative case examples**  
of government supported initiatives to bring the building blocks to life



# Area 1 – Promote the power of the collective

Shift the power dynamics to enable the frontline and foster cross-sectoral collaboration



## Building blocks

- 1 Create governance** for social innovation within the government

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- 2 Bridge sectors** leveraging “bridge-building” talent and providing infrastructure

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- 3 Stimulate collective action** across public, private and social sector

# Promote the power of the collective:

## Initiatives for governments



Stages

1

2

3

### Create governance



**Establish a single point of contact** helping social entrepreneurs to navigate governments

**Establish orchestrating roles** within the government to shape cross-sectoral networks and reduce barriers:

- Coordinating between governmental levels (e.g. national, regional and local level)
- Coordinating between public, private and social sector (e.g. related to a specific SDG)

**Establish a permanent 'office for social innovation'**, ideally close to decision-making powers that are relevant for social entrepreneurs (e.g. in the prime minister office, ministry of finance)

### Bridge sectors



**Encourage civil servants with prior expertise to act as 'bridge builders'** between the social, private or different-level public sectors

**Set-up infrastructures for cross-sectoral collaboration** (e.g. co-working spaces for civil servants and SSEs, open office days, SDG-themed hubs)

**Establish or recognise a Social Innovation Organisation** to advocate on behalf of the social sector as an independent body (e.g. similar to Chamber of Commerce)

### Stimulate collective action



**Organise cross-sectoral round tables** to exchange ideas on specific social topics

**Give guidelines for collective action** (e.g. formalize interactions through council meetings, specify preferred way of working of government)

**Incentivise cross-sectoral collaboration** for SSEs (e.g. tax benefits), private sector stakeholders (e.g. recognition) and civil servants (e.g. appraisal, celebration)

# Promote the power of the collective:

## Stage 3 illustrative ideas



Stages

▶ 1 2 **3**

### Create governance



Establish a permanent **'office for social innovation'**, ideally close to decision-making powers that are relevant for social entrepreneurs (e.g. in the prime minister's office, ministry of finance)



- **Social innovation task force** within the prime minister's office overarching all ministries
- **Ministry for Social Entrepreneurship** including a minister that bears responsibility
- **Office for Social Innovation spanning multiple ministries** with a dedicated civil servant per ministry

### Bridge sectors



Establish or recognise a **Social Innovation Organisation** to advocate on behalf of the social sector as an independent body (e.g. similar to Chamber of Commerce)



- **Independent but government supported/funded body**, similar to Chamber of Commerce, representing and advocating on behalf of social enterprises
- **Fully independent body** recognised by the government representing and advocating on behalf of social enterprises

### Stimulate collective action



**Incentivize cross-sectoral collaboration** for SSEs (e.g. tax benefits), private sector stakeholders (e.g. recognition) and civil servants (e.g. appraisal, celebration)



- **Celebrations**, e.g. awards for the 'most impactful social innovation civil servant'
- **Certifications**, e.g. trademark for socially engaged private sector companies
- **Fiscal stimuli**, e.g. tax exemptions for social innovation projects
- **Appraisal**, e.g. 10% mandatory time on social innovation projects for civil servants
- **Budgeting**, e.g. 10% of total budget civil servant to be spent on social innovation projects

# Promote the power of the collective:

## What other countries did

Not exhaustive – thought starters



### Portugal – National coordination and local activation in social innovation centre

Portugal's social innovation centre coordinates initiatives at national government level, but also includes activation field teams of regional representatives who engage with local communities and governments, look for social entrepreneurs, mobilise investors and promote partnerships among them.



### Taiwan – Travelling civil servants

In Taiwan ministers travel around the country to work in local social innovation centres to be approachable and interact with SSEs and civil society.



### Colombia – One-stop point of contact for social innovation

Colombia's social innovation centre dedicated to extreme poverty serves as a high-level one-stop point of contact for social entrepreneurs and communities in the country to develop and scale up innovative solutions for this problem. Moreover, the centre coordinates sharing of government data and mobilising funds from public and private partners.

## Area 2 – Enable social sector models

Create an environment that is inclusive and conducive to social enterprises and their business models



### Building blocks

- 1 Adjust law & policy** to be conducive for SSEs

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- 2 Ensure funding** impacts the frontline

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- 3 Improve procurement** for inclusiveness and accessibility to SSEs

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- 4 Create an ecosystem** that accelerates social innovation

# Enable social sector models: Initiatives for governments



Stages

1

2

3

## Adjust law and policies<sup>1</sup>



**Define 'social enterprise' as a fundamental step before designing and enacting laws and policies**

**Design policies to be inclusive for social sector and adaptable per type of social enterprise (e.g. flexible or opt-in policies to facilitate both small non-profit and large social enterprises)**

**Allow for-profits to consider social motives, i.e. operate as social enterprises, to close the law and policy gap that forces social enterprises to be non-profit or for-profit, while both do not align with their business model**

**Provide fiscal benefits to social enterprises and its investors (e.g. forgo registration fees, allow tax benefits tailored to size, type or social impact)**

## Optimise funding



**Create an accessible overview of existing funding options that are relevant for SSEs and potentially provide application support**

**Establish new funding models with philanthropists, impact investors or private sector, with guidelines to safeguard transparency and access for local SSEs**

**Ensure budget allocation to impact frontline (e.g. execute and allocate budget locally with central oversight)**

## Improve procurement



**Increase transparency of procurements and proactively make SSEs aware of opportunities (e.g. central digital portal)**

**Adapt procurement specifications that unnecessarily prevent SSEs from bidding or reduce their chances of winning contracts**

**Include social and environmental impact alongside financial considerations in procurement criteria**

## Create eco-system



**Organise open calls for innovation addressing social issues and award winners with pilot contracts**

**Copy start-up & technology innovation infrastructure adjusted to SSEs (e.g. provide similar benefits and investments, set up innovation hubs)**

**Introduce a measure in monetary gains or credits (e.g. similar to carbon credits) for SDGs to define an impact measure for social innovation**

1. An elaborate "menu" of tools that legislators and policy makers around the world may seek to implement can be found in the "Legal reform as a catalyst for social enterprise" report

# Enable social sector models:

## Stage 3 illustrative ideas



Stages



### Adjust law and policies<sup>1</sup>



**Provide fiscal benefits** to social enterprises and its investors (e.g. forgo registration fees, allow tax benefits tailored to size, type or social impact)



- **Forgo registration fees** for (mandatory) social enterprise accreditation
- **Give tax benefits** to social enterprises and/or private companies with social impact business lines (possibly tailored to size, type or social impact)
- **Waive taxes** on donations and investments in social innovation

### Optimise funding



**Ensure budget allocation to impact frontline** (e.g. execute and allocate budget locally with central oversight)



- **Provide SDG-target portfolio funding** rather than project-based funding, allowing for longer-term initiatives and support to a portfolio of social entrepreneurs that collaborate instead of compete
- **Require a minimum percentage** of budget to be allocated to local social enterprises
- **Allocate budget as locally as possible** enabling local execution while keeping central oversight over full portfolio of initiatives on national level

### Improve procurement



**Include social and environmental impact** alongside financial considerations in procurement criteria



- **Balance financial criteria with social impact criteria** in procurement process
- **Monetise social outcomes** next to business outcomes to allow for a multi-dimensional business case (e.g. sustainability, diversity, youth employment)
- **Give budget discounts** based on social impact to social entrepreneurs

### Create eco-system



**Introduce a measure in monetary gains** or credits (e.g. similar to carbon credits) for SDGs to define an impact measure for social innovation



- **Introduce social impact credits**, similar to carbon credits, for SDG goals (e.g. credits awarded based percentage of youths employed)
- **Translate SDG impact to monetary value**, e.g. reduction of sick hours due to malaria to be translated to financial impact when hours would have been spent working

1. An elaborate "menu" of tools that legislators and policy makers around the world may seek to implement can be found in the "Legal reform as a catalyst for social enterprise" report

# Enable social sector models: What other countries did

Not exhaustive – thought starters



## UK – Customisation of a tech innovation initiative to the social sector

The UK government initiative Inclusive Economy Partnership (IEP), led by Nesta, connected corporate partners, civil society organisations and the government through an accelerator programme to address ‘some of society’s toughest challenges’. Method was well tested in the context of tech innovation and customised for social innovation.



## Germany – Open call to address COVID-19 pandemic challenges

Germany’s #WirVsVirus, held under Federal Government patronage, addressed challenges that arose due to the COVID-19 pandemic in 2020. It produced more than 1,500 early stage solutions, of which the 130 most promising ones will receive implementation support from the government. It also offered support infrastructure (e.g. networking opportunities and resources for the implementation).



## South Korea – Tax benefits for social enterprises

Certified social enterprises in South Korea receive tax benefits on their non-profit-making activities and, under some circumstances, lower taxes on profit-making activities. Additionally, social enterprises have access to preferred contracts, expanded funding channels, and business management programs that are specifically targeted at social enterprises.



## Moldova – Transparency in public procurement

Moldova’s MTender tool, is the world’s first fully digital public procurement system, using open data to manage every element of the public contracting system. It enabled businesses to compete on a level playing field, as it encouraged competition, innovation and foreign investment, and opened up new opportunities for groups who are poorly represented within established economic structures and systems.



## Hong Kong – Funding model that leverages private funders

Social Innovation and Entrepreneurship Development Fund (SIE Fund), established to act as a catalyst for social innovation, provides resources and capacity building for the entire life cycle of innovative ventures. Funds provided by the SIE Fund were matched with over 115 percent of their contribution by private funders.

## Area 3 – Strengthen capabilities

Build a skillset that improves effective collaboration between civil servants and social entrepreneurs



### Building blocks

- 1** Connect, learn and create mutual understanding
- 2** Foster innovation culture within the government
- 3** Build capabilities in civil servants to stimulate a social innovation mindset
- 4** Build capabilities in SSE allowing them to optimise impact within governmental context

# Strengthen capabilities: Initiatives for governments



Stages

1

2

3

## Connect and learn



Participate in 'learning visits' to other governments and SSEs (online or in-person)

Create mutual understanding by e.g. facilitating cross-sectoral learning sessions between civil servants and SSEs

Formalise connect & learn processes by having a frequent and consistent exchange between SSEs and civil servants (e.g. yearly conference)

## Foster internal innovation culture



Establish working group to foster internal innovation culture with 'bridge-building' talent

Recruit talent with social innovation skill sets and experience (e.g. through lateral hires)

Adapt appraisal processes and adjust way of working to reward a holistic perspective and appropriate risk-taking

## Build capabilities (civil servants)



Identify gaps in governmental training programs with regards to social innovation and required supporting skills (e.g. measuring impact)

Offer training modules on social innovation to civil servants (e.g. systems thinking) possibly leveraging external experts

Offer experienced based learning in private, social or different level public sector (e.g. through rotations)

## Build capabilities (SSE)



Open 'traditional' capability-building initiatives (e.g. publicly supported start-up incubators) to social entrepreneurs

Integrate social entrepreneur tailored modules into 'traditional' capability-building initiatives (e.g. measuring impact, communication for governmental purposes)

Create independent capability building programmes specific to social entrepreneurs (e.g. social innovation incubators)

# Strengthen capabilities: Stage 3 illustrative ideas

 Illustrative ideas



Stages

▶ 1 2 **3**

## Connect and learn



**Formalise connect & learn processes** by having a frequent and consistent exchange between SSEs and civil servants (e.g. yearly conference)



- **Organise an annual SDG conference or hackathon** with different stakeholder groups
- **Hold a monthly excursion** to SSEs or countries with institutionalization experience
- **Have quarterly beneficiary hearings** on policies or social innovations in collaboration with SSEs
- **Establish dedicated 'think tanks'** sharing learnings with SSEs, private sector, beneficiaries (in cross-sectoral groups) or other countries

## Foster internal innovation culture



**Adapt appraisal processes** and adjust way of working to reward a holistic perspective and appropriate risk-taking

- **Dedicate 10% of civil servant working time** to social innovation & experimentation
- **Include social entrepreneurship in the appraisal criteria** for civil servants
- **Stimulate appropriate risk taking to foster innovation** e.g. managers tasked to create a safe environment

## Build capabilities (civil servants)



**Offer experienced based learning** in private, social or different level public sector (e.g. through rotations)

**Stimulate experience-based learning** through:

- Projects (e.g. multi-sectoral or multi-country working groups, advisory / expert roles)
- Rotations of 3 – 6 months in other sectors/countries
- Secondments in private, social or different level public sector jobs

## Build capabilities (SSE)



**Create independent capability building programs specific to social entrepreneurs** (e.g. social innovation incubators)

- **Set up social innovation incubators** with training programmes, coaching and network facilities and / or meeting / co-working space for social entrepreneurs
- **Allow for rotations, projects or committee participation** in governmental environment

# Strengthen capabilities: What other countries did

Not exhaustive – thought starters



## Chile – Practice-based capability-building programme for civil servants

Chile offers a practice-based capacity-building programme for public servants in which they familiarise themselves with innovation methods, tools and skills while working on self-defined projects where experimenting on the job is encouraged.



## Taiwan – Safe environment for innovation and experimentation

Taiwan's digital minister actively encourages innovation in her ministry by creating a safe environment and putting trust in her employees. Civil servants get full credit for all successful experiments, while the minister takes responsibility for failed attempts.



## Malaysia – Procurement training for civil servants

Malaysia created a training programme for civil servants to teach them how to effectively procure from social enterprises.

## Malaysia – Tiered capability building program for social enterprises

Malaysia launched a 3-tiered programme for social enterprises. For each tier you need to follow a 2-day government-supported capability building programme. Social enterprises that reach tier 3 get a 3-year tax exemption.



## South Africa – Digital Learning Hub and awards for civil servants

South Africa launched a digital learning hub for civil servants which curates innovative case studies, tools and methods to inspire innovative approaches to persistent societal issues. This is further supported by awards for innovative ideas of civil servants.

## Area 4 – Provide information

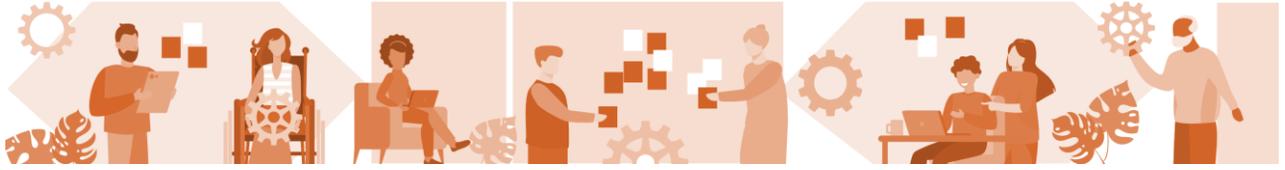
Support efficient and well informed decision making on social innovation



### Building blocks

- 1** Allow access to data for SSEs to be well informed when driving SDG impact
- 2** Gather insights on impact of social innovation and social entrepreneurships
- 3** Create awareness on social innovation urgency and impact

# Provide information: Initiatives for governments



Stages

1

2

3

## Access to data



**Allow access to existing public data** required by social entrepreneurs to drive SDGs

**Centralise public data in a digital portal** accessible to social entrepreneurs and other stakeholders (adhering to open data principles)

**Bridge unmet public data needs**, by expanding access and data generation to meet social entrepreneur needs

**Operationalise data exchange** to allow for collaboration in information generation (e.g. SSEs can add data to portal)

## Gather impact



**Define SDGs baseline** and align on the social impact indicators to drive

**Set-up a social innovation information portal** that allows SSEs to showcase initiatives and outcomes

**Track impact of social innovation initiatives** on SDGs and other government priorities (e.g. case examples, social experimentation results, social impact indicators)

**Report impact of SSEs** on SDGs and other indicators, by combining data sources in ready to go information packages and feedback learnings into governmental priorities

## Create awareness



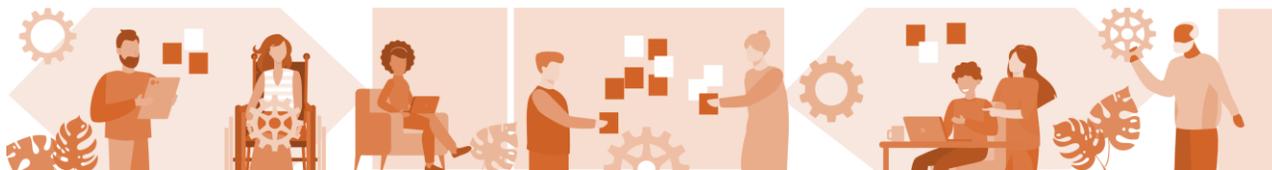
**Communicate governmental priorities** in consultation with relevant stakeholders related to SDGs, allowing social entrepreneurs to proactively align efforts

**Create compelling social impact stories** tailored per audiences (government, private sector, etc.) and channel

**Increase SSE impact awareness** by systematically radiating achievements and learnings (e.g. quarterly reports, regular touchpoints with stakeholder groups, cadence of press releases)

# Provide information:

## Stage 3 illustrative ideas



Stages



### Access to data



**Operationalise data exchange** to allow for collaboration in information generation (e.g. SSEs can add data to portal)



- **Set-up a data exchange infrastructure** that allows for multiple users to upload and download data sets to and from the public data portal, including ready-to-use graphs and visualisations
- **Build apps** that can be distributed to leverage civil society input to build datasets (e.g. Crowd-sourcing progress updates for public infrastructure projects as done by Nigeria)

### Gather impact



**Report impact of SSEs** on SDGs and other indicators, by combining data sources in ready to go information packages and feedback learnings into governmental priorities



- **Convincing and sharable reports with readily available facts & figures** e.g.:
  - Baseline and progress on SDGs including acknowledgment of independent reports
  - Social and monetary impact of social innovation initiatives, including experiment methodology

### Create awareness



**Increase SSE impact awareness** by systematically radiating achievements and learnings (e.g. quarterly reports, regular touchpoints with stakeholder groups, cadence of press releases)



- **Potential awareness tools** that can be leveraged to radiate social innovation achievements and learnings:
  - Internal memos
  - Quarterly reports, both internal as well as external
  - Regular touchpoints (e.g. roundtables, conferences, general assemblies)
  - Press releases with a semi-fixed cadence
  - Social media reach-outs (e.g. blogs, influencer partnerships)

# Provide information:

## What other countries did

Not exhaustive – thought starters



### Canada – Co-creating data products and engaging civil society

The Canadian Data Visualization Initiative uses data products to expand public participation in the energy dialogue and enable evidence based decision-making. Launched in 2016 by the National Energy Board, the initiative has created interactive data visualisations and materials such as high school lesson plans to engage both experts and non-experts by presenting data in context through infographics, graphs and interactive data visualisation.



### Tunisia – National Open Data Portal

Tunisia's National Open Data Portal, initiated in 2016, provides access to more than 1,200 data sets from 37 public institutions in Arabic and French through a single access point, reaching over 27,000 users in less than 3 years, especially in small organisations such as start-ups or SMEs.



### Brazil – Creating trust by proactively sharing policy results

The Instituto Sou da Paz advocated for a change in regulations for acquiring and carrying guns. To first reduce the number of circulating guns and then limit the distribution of new ones, regulatory changes needed to be accompanied by the trust that owning and carrying firearms for self-protection was not necessary. To create the atmosphere of trust needed to initiate the disarmament, the government constantly published the number of firearms collected and presented proof of their destruction. Gun sales went down by over 90 percent and the homicide rate in São Paulo dropped by 70 percent between 1999 and 2008 as a result.



### Nigeria – Crowd-sourcing of data

Nigeria shifted from a system in which public servants were in charge of ensuring that public infrastructure projects were built as planned, to crowd-sourcing information on project progress through the 'Eyes and Ears' initiative that relies on citizen participation. It was launched in 2017 in response to a scandal that involved one of Nigeria's largest infrastructure projects, which had been reported as finished despite only existing on paper. Through an app, which uses government data on infrastructure spending, citizens can locate public infrastructure projects within a 2-kilometre radius and give feedback on their progress.

## Area 5 – Foster institutionalisation

Drive sustainable and irreversible implementation of social innovation at scale



### Building blocks

- 1** Create pathways to institutionalisation

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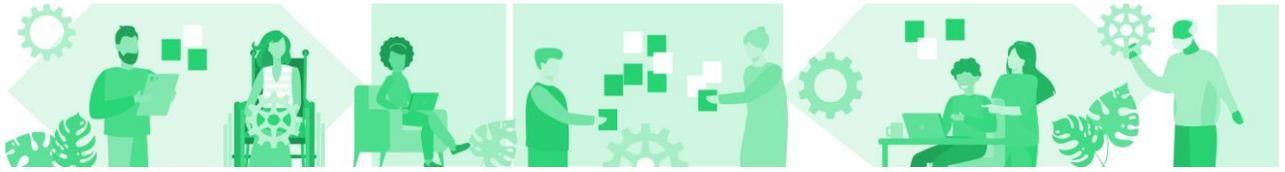
- 2** Allow for experimentation with policies and measure results

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- 3** Foster participation of social entrepreneurs, the private sector and social entrepreneurs in policy making

# Foster institutionalisation: Initiatives for governments

Deep dive page 36-39



Stages

1

2

3

**Create pathways**



**Review and map** all current institutionalisation directions

**Offer support** for SSEs or governmental organisations along the full path to institutionalisation (i.e. from initial funding, to experimenting, to scaling and adoption)

**Develop clear process steps and guidance** for each of the institutionalisation directions (e.g. which direction is preferred under which circumstances, guidelines for sustainable handover, institutionalisation norms: fairness, competition, etc.)

**Create a permanent dedicated institutionalisation infrastructure** on national governmental level to:

- programmatically institutionalise proven innovations (e.g. platform)
- optimise and accelerate existing paths

**Allow for experimentation**



**Create regulatory 'sandboxes'** to enable and stimulate small scale (policy) experimentation by SSEs

**Track effectiveness** of institutionalisation tools (e.g. new policies, subsidies)

**Co-experiment social innovations** with SSEs e.g. in local communities, institutions, governmental bodies

**Formalise policy experimentation through an independent body** that co-creates approaches with stakeholders, funds and tests pilots and institutionalises successful innovations in cooperation with the government

**Foster participation**

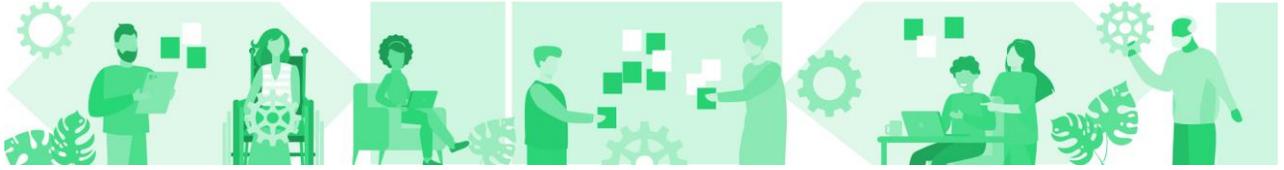


**Establish participative tools for policy making** (e.g. SSE consultation, beneficiary hearings, digital surveys, townhalls) to increase participation of affected groups

**Allow for broader stakeholder collaboration and co-creation** of SSEs on SDG topics and associated policies and regulation changes (e.g. public co-creation of policies)

**Establish long-term partnerships model with SSEs** on SDG topics to collaboratively reach goals

# Foster institutionalisation: Stage 3 illustrative ideas



Stages



## Create pathways



Create a permanent dedicated institutionalisation infrastructure on national governmental level to:

- programmatically institutionalise proven approaches (e.g. platform)
- optimise and accelerate existing paths



- **Launch a curated platform** to share most successful local social innovations on a national level supported by a how-to implementation guide allowing for rapid replication
- **Establish a scaling fund and dedicate resources** that are responsible for scaling successful pilots after experimentation phase to an institutionalised solution
- **Create social innovation head hunters** i.e. civil servants that are dedicated to scouting local social innovations and supporting them through the entire institutionalisation process
- **Evaluate, update and report** on institutionalisation measures and compensations

## Allow for experimentation



Formalise policy experimentation through an independent body that co-creates approaches with stakeholders, funds and tests pilots and institutionalises successful innovations in cooperation with the government



- **Establish an innovation fund** that funds policy experimentation in collaboration with SSEs with pilot testing and directly links with the government to institutionalise successful pilots
- **Regularly review experimentation guidelines**, including sharing of experimentation learnings, by the independent body

## Foster participation



Establish long-term partnerships model with SSEs on SDG topics to collaboratively reach goals



- **Partner with local SSEs** to leverage their people-centric solution and more independent position to jointly address problems that are difficult to solve for the government alone e.g. in hard-to-reach communities

# Foster institutionalisation: What other countries did

Not exhaustive – thought starters



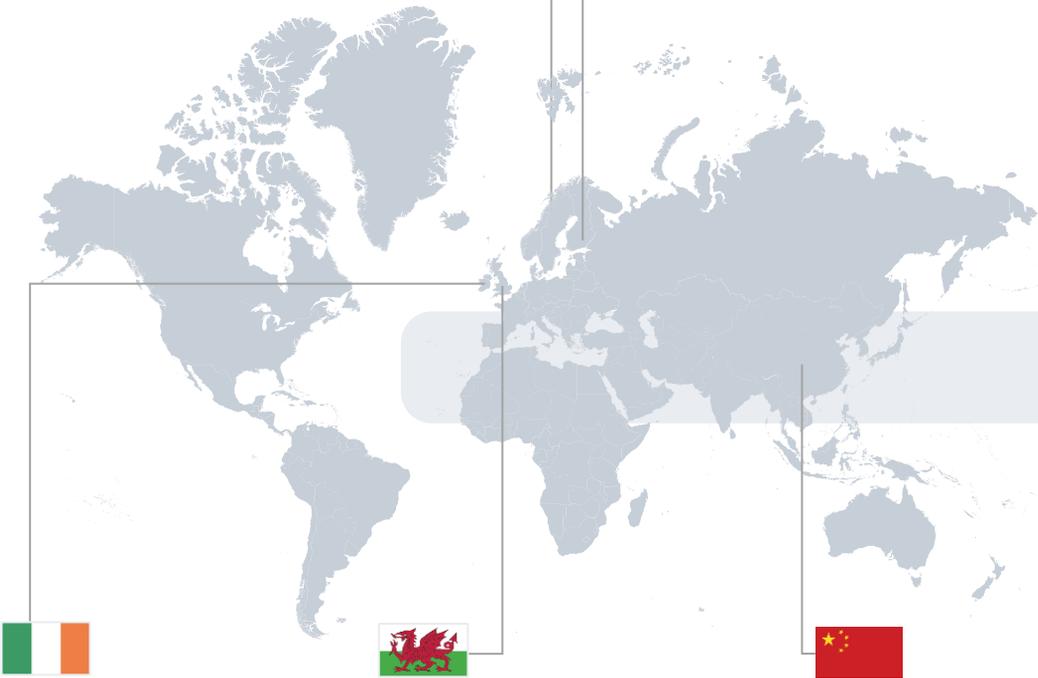
## Sweden – Iterative policy making

Sweden uses a short-term and iterative trial-and-error method for policy making; starting with small pilot of different policies, measuring the results and scaling the policies with proven impact.



## Finland – Institutionalised policy experimentation

Finland established an innovation fund that utilises public funding to enable policy experimentation with pilot testing. If successful, the fund's work is adopted by the Finnish government and translated into public policies and service delivery.



## Ireland – Public policy recommendations by randomly selected citizens

Ireland's Citizens' Assembly gives randomly selected citizens the opportunity to provide public policy recommendations, e.g. on a reform of the Constitution of Ireland. One of the most notable outputs was the advice to hold national referenda on abortion and gay marriage.



## Wales – Supporting social experimentation like R&D projects

The Welsh government created a program that financially supports any public or third-sector organisation in generating, testing and implementing innovative ideas with the potential to improve public services. USD 6.6 million was invested from 2017 to 2020 to fund these R&D projects.



## China – Platform for institutionalising approaches

China established an infrastructure in 2016 to institutionalise approaches designed by social entrepreneurs via a nationwide product platform sourcing the best models, products and neutral hubs at the provincial, state, county or city level responsible for adopting them. This infrastructure enables the spread of innovative approaches directly, reducing the establishment of parallel structures serving similar purposes. The platform created 50,000 distinct replications of innovative approaches to societal issues throughout China in just 3 years.

# Deep dive: Institutionalisation directions governments can use to institutionalise proven social innovations

Not exhaustive – thought starters

The most suitable institutionalisation direction depends on the social innovation and should be determined on a case-by-case basis.

The final institutionalisation approach can also be a **combination of directions**.



## Institutionalisation direction

## Role of Government

## Role of systems social entrepreneur

### Policy adoption

Government adopts approach as public policy in consultation with stakeholders (SSE, beneficiaries, etc.)

Systems social entrepreneur can advise on the adoption and then, depending on the situation, continue with proven social innovation or address other issues

### Approach incentivisation

Government incentivises other actors to adopt approach

Systems social entrepreneur can continue with building out proven social innovation and train and advise other actors

### Approach adoption in public services

Government adopts approach in their public services

Systems social entrepreneur can train and advise government and then address other issues

### Power redistribution to other entities

Government actively passes on responsibility to more suitable entities

Systems social entrepreneur can help identify and build the right entities to take on responsibly

### Contracting of SSE

Government can procure services or outcomes from systems social entrepreneurs

Systems social entrepreneur can continue with proven social innovation and establish full-scale capacity to support government services

### Other

...

...

# Deep dive: Case examples to illustrate institutionalisation directions

## Case example: 'Urban Fruit Tree Platform'

Urban fruit trees are a valuable community resource, yet often fruit goes unused because people are not sure when to harvest it, how to best use it, or they are put off by damage caused by preventable disease and pests.

A Fruit Tree platform maps the trees, type of fruit, harvesting time and edibility. In addition, it explains people how to harvest what they need, and to share the rest with others.

### Institutionalisation direction

### Implementation example

#### Policy adoption

A policy is adopted obligating fruit trees owners to register all fruit trees they own

#### Approach adoption in public services

Government integrates the SSE fruit tree platform or database in the existing government data portal and takes over data management

#### Approach incentivisation

Fruit tree owners receive EUR 1 from the government for registering a tree on the SSE fruit tree platform

#### Power redistribution to other entities

Government actively passes the responsibility of registering fruit trees from the SSE to Google, making it (a mandatory) part of Google maps

#### Contracting of SSE

Government contracts SSE platform to continue delivering their fruit tree registration services and possibly expand to other regions

# Deep dive: Norms for institutionalisation directions

Not exhaustive – thought starters



## Creating upfront clarity

Transparent institutionalisation process and guidelines that incorporate the key norms, are important to:

- **Increase buy-in and trust** of SSEs on pathways to institutionalisation
- **Stimulate collaboration** and co-creation early in the social innovation life cycle
- **Accelerate paths** to institutionalisation of social innovations

Hence, it is important to **clarify paths to institutionalisation as soon as possible**

Norms	Description	Example guidelines
<b>Stimulate fairness</b>	Provide recognition to the SSE for their social innovation and earlier efforts	SSEs could be financially compensated, publicly recognised or actively involved (e.g. act as board member or advisor)
<b>Prevent corruption</b>	Institutionalisation should create an environment that stimulates ethical behaviours	Regular cadence of ethics, quality and performance reviews could be conducted and transparency of involved entities should be stimulated (e.g. through yearly reports)
<b>Benefit end-user</b>	Safeguard (or improve) the SDG impact and service quality of the institutionalised social innovation	Stakeholders commit to SDG impact and ambition before social innovation is institutionalised and a performance review mechanism is set in place
<b>Create fair competition</b>	Ultimately level the playing field for all stakeholders and competitors (e.g. institutionalisation should not create a monopoly)	Contracts with SSEs or other entities could be limited to a 5-year timeframe, before it is opened to new tenders, to balance competition with fairness

# Catalyst2030 as a supportive partner network in implementing Handbook initiatives

## What is Catalyst2030?

**Catalyst 2030 is a global movement of social entrepreneurs and social innovators from all sectors** who share the common goal of creating innovative, people-centric approaches to attain the Sustainable Development Goals by 2030. To date, Catalyst 2030 has been driven by collaborative systems change approaches that mobilise and empower a diverse group of actors to collectively address root causes and imagine the future that achieves large-scale systemic change.

Catalyst 2030's is a **member-driven entity**, which evolves over time and is non-hierarchically structured, such that it promotes collaboration across sectors and geographies. It allows to build and maintain the movement of social change innovators, by enabling members to connect and support each other on driving social impact as well as personal and professional wellbeing.

Additionally, Catalyst 2030 **engages collaboratively with relevant stakeholders to support a culture shift towards equity** and place value on important orientations such as systems, community and collaboration.

## How is Catalyst 2030 structured?

Catalyst2030 vision and mission is embodied in the non-hierarchical and strongly collaborative structure.

Members form the core of Catalyst 2030 and are organised in a **General Assembly** that once a month meets on Zoom.

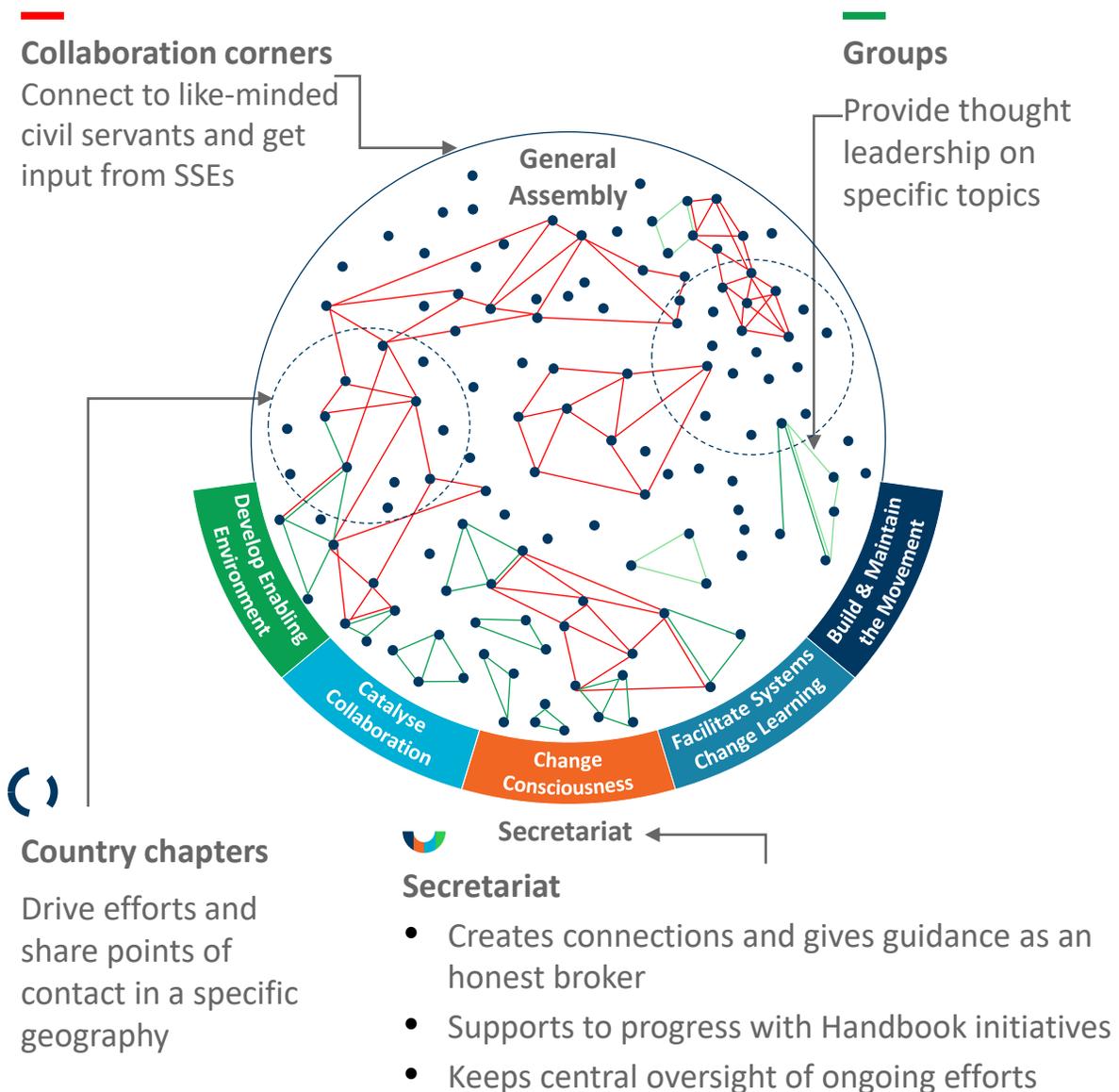
**Collaboration Corners** allow like-minded civil servants and SSEs to connect. While **Task Forces** and **Working Groups** take on different themes, utilising collaborative system change methods to move towards achieving SDGs. **Country Chapters** are member groups that take on the responsibility for (a part of) the Catalyst 2030 mission in a specific country or region.

Catalyst 2030 is supported by a **Secretariat**, housed at One Family Foundation, which creates connections and gives guidance as an honest broker and keeps central oversight of ongoing efforts



# Connecting with Catalyst 2030

Catalyst 2030's distributed entity, allows members and stakeholders to easily connect, support each other and to collaboratively drive system social change. We strongly encourage SSEs and civil servants that support the mission of the New Allies Handbook to reach out to Catalyst 2030 Secretariat (through [info@catalyst2030.net](mailto:info@catalyst2030.net)) for further guidance.



For more information reach out to Catalyst 2030:  
[info@catalyst2030.net](mailto:info@catalyst2030.net)

# Appendix:

## Ambition diagnostic

There are multiple ways to undertake a diagnostic on the current status and ambition for your country's supportive ecosystem for social entrepreneurs. For simplicity, speed and the possibility for alignment, the New Allies Handbook suggests to perform a country self-assessment. The template provided on the next page can be used to diagnose your country's starting point and mark the ambition for each of the five impact areas and corresponding building blocks.

When filling in the template one should aim to score reality, not promise, to have an objective starting point and track progress towards the ambition from there on. It is recommended to fill the diagnostic template together with a number of stakeholders to ensure objectivity and leverage it as an alignment tool.

### How to use the ambition diagnostic template



- Read through each of the initiatives in one building block
- Assess if the existing social innovation ecosystem in your country covers the key aspects and intent of the initiatives
- ✓ Fill in a tick mark for the stage your country is currently in
- Fill in an arrow for the stage your country has the ambition to reach in the upcoming year
- Use the defined ambition as input for the initiative implementation steps



**Reach out to Catalyst 2030** if you seek further help with the self-assessment or wish to conduct an external diagnostic of the current status of your country and support to define the ambition

# Appendix:

## Ambition diagnostic

### To fill in: Ambition diagnostic country template

The following template can be used to mark your country's current stage and ambition in each of five areas and corresponding building blocks

		1	2	3
 <b>Promote the power of the collective</b>	Create governance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Bridge sectors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Stimulate collective action	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 <b>Enable social sector models</b>	Adjust law and policy	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Ensure funding	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Improve procurement	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Create an ecosystem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 <b>Strengthen capabilities</b>	Connect and learn	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Foster innovation culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Build capabilities (civil servants)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Build capabilities in SSEs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 <b>Provide information</b>	Allow access to data	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Gather insights	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Create awareness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
 <b>Foster institutionalisation</b>	Create pathways to institutionalisation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Allow for experimentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Foster participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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