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SOCIAL ENTREPRENEURSHIP ECOSYSTEM IN TURKEY BASELINE REPORT



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TURKEY SOCIAL ENTREPRENEURSHIP NETWORK

As Turkey Social Entrepreneurship Network (TSEN), we aim to provide the knowledge, connection and visibility social entrepreneurs need, disseminate social enterprise in Turkey as an alternative solution to social and environmental problems and raise awareness about social entrepreneurship.

Funded by the European Union and the Republic of Turkey within the framework of Civil Society Sector - Grant Scheme for Partnerships and Networks, and conducted, with the leadership of Vehbi Koç Foundation, by Koç University Social Impact Forum, Ashoka Turkey, Social Innovation Initiative Association, Innovative Solutions for Sustainable Development Association, TED University, Mozaik Foundation (Bosnia Herzegovina) and Social Enterprise UK (England), the project's aims to develop the social entrepreneurship ecosystem in Turkey. As for local contributions, Abdullah Gül University, Ankara Development Agency, Eastern Anatolia Development Agency, Silkroad Development Agency, Nilüfer Municipality, Middle Black Sea Regional Development Agency and The Union of Chambers and Commodity Exchanges of Turkey support the project as contributing partners. Turkey Social Entrepreneurship Network Project had started in October 2018 and will end in October 2020.

What does Turkey Social Entrepreneurship Network do?

Turkey Social Entrepreneurship Network

- carries on studies and researches about measuring the potential of social entrepreneurship in Turkey
- conducts legal framework research and advocacy
- provides social entrepreneurship training programmes
- organizes #TSGA Open Stage events
- creates and manages the online platform of Turkey Social Entrepreneurship Network
- offers knowledge and information resource needed in the field of social entrepreneurship

4 Social Entrepreneurship Ecosystem in Turkey Baseline Report

This baseline report about the social entrepreneurship ecosystem is prepared to determine social enterprise potential and the existing state of social enterprises in Turkey and specify needs and obstacles in this field. The preparation process of this report included in-depth interviews and consultation meetings, as well as online and offline surveys in Bursa, Van, Gaziantep, Samsun, Kayseri and Muğla, selected as project cities. The research was completed with desk-based research and became an integrative report accessible online via sosyalgirisimcilikagi.org. The research report will be developed in the future to provide an essential document.

Legal Research

What is the legal status of social enterprises in Turkey? Which legal statuses they choose within the framework of the revenue model? What are the most common barriers they encounter during the start up

and development stages? What type of models are adopted abroad? A legal research looking for answers to such structural questions is also included in the project. In consideration of desk-based research and consultancy meetings, the national action plan is written as an output of this research. Moreover within the report's framework available at sosyalgirisimcilikagi.org, information meetings with the public institutions are amongst the project's advocacy activities.

Social Entrepreneurship Training

As Turkey Social Entrepreneurship Network, we aim to disseminate relevant information in the field of social entrepreneurship and increase the number of knowledgeable people in this field. To that end, within the scope of the project, we created training programmes for trainers. We put these training programmes into practice in July 2019 at Koç University with the participation of social entrepreneurship trainer candidates from project cities who applied to our call. These teams have developed their

skills and gained knowledge about social entrepreneurship, and held social entrepreneurship training programmes in their city in order to share the knowledge with their ecosystem. More social entrepreneurship trainers' training programmes are being planned within the upcoming days, under the guidance of local teams from Van, Gaziantep, Bursa, Kayseri and Samsun. Announcements and news about training programmes are available through sosyalgirisimcilikagi.org, the TSGA newsletter and social media accounts.

#TSGA Open Stage Events

One of the most important needs of social enterprises and organizations planning to invest in this field is to ensure visibility and find place to share their projects. In line with this need, we conceived #TSGA Open Stage events within the scope of The Turkey Social Entrepreneurship Network project. Held in Ankara and Istanbul, during #TSGA Open Stage events, participants find an opportunity to share their inspirational stories and projects with diverse guests from the ecosystem.

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#TSGA Open Stage events have been hosting good social entrepreneurship practices from abroad and have become an event model that can be extended all over Turkey.

Turkey Social Entrepreneurship Network Online Platform

As one of the most important and sustainable outcomes of The Turkey Social Entrepreneurship Network project, an online platform is created to draw together social enterprises; CSO's, intermediary and public institutions and active citizens. The online platform provides its members the opportunity to cooperate and share ideas.

The platform ensures the visibility of the social entrepreneurship ecosystem in Turkey by using mapping methodology; and aims to become the reference guide for social entrepreneurs and organizations working in this field, by presenting informative content and up-to-date news. The digital platform available at **sosyalgirisimcilikagi.org** is open for the use of the whole ecosystem.

Turkey Social Entrepreneurship Network Project, International Closing Conference

At the end of the second year of Turkey Social Entrepreneurship Network project, an international conference entitled The Turkey Social Entrepreneurship Network Conference: Building Bridges was organized online with the contribution of the international partners and all ecosystem actors. The meeting held in September 2020, which comprised of sessions about the current situation and the future of the social entrepreneurship ecosystem both locally and globally.

How can I join the Turkey Social Entrepreneurship Network?

- Sign up for our online platform via sosyalgirisimcilikagi.org
- Sign up for the e-newsletter to follow the latest news and activities of the network.
- Follow activities on our social media accounts.

sosyalgirisimcilikagi.org
[@SosyalGirisimTR](https://www.instagram.com/SosyalGirisimTR)
info@sosyalgirisimcilikagi.org

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FOREWORD

As Vehbi Koç Foundation, we believe that each individual can create a positive change by making it one's business to deal with problems encountered in society. In the name of active and responsible citizenship, both in Turkey and in the world, social entrepreneurship provides an effective tool for creating sustainable solutions to problems that they detect. Social entrepreneurs develop products and services that provide both social and financial gaining, as they struggle against ever intensifying and complicating social, cultural, economic and ecologic problems.

So, they generate financially sustainable and generalizable solutions that are applicable in different regions. Today, as an important component of advanced economies, social entrepreneurship contributes considerably to GNP and employment.

With *Change With Business Project* that we co-directed with Koç University Social Impact Forum, in partnership with UniCredit Foundation, from 2016 to 2018, we aimed to determine obstacles to social entrepreneurship's integration into the social and financial system in Turkey. As concerns Turkey Social Entrepreneurship Network

project that we carry out between 2018 and 2020 in partnership with Koç University Social Impact Forum, Ashoka Turkey, Social Innovation Initiative Association, Innovative Solutions for Sustainable Development Association, TED University, Mozaik Foundation (Bosnia Herzegovina) and Social Enterprise UK (England); we strive for encouraging responsible and active citizens to develop solutions for problems they detect within the society; creating a digital and physical network for learning and cooperation, discuss juridical infrastructure with this point of view; and in this way, accelerate social entrepreneurship.

This publication is materialized through Turkey Social Entrepreneurship Network project, supported by the European Union and the Republic of Turkey within the scope of The Civil Society Support Programme, and within the framework of Civil Society Sector's "Partnerships and Networks Grant Programme" carried out by Republic of Turkey's Ministry of Foreign Affairs Directorate for EU Affairs, financed by Republic of Turkey Ministry of Treasury And Finance Central Finance And Contracts Unit. In the light of comprehensive data obtained as part of the project, we will be able to increase social enterprises' contribution to the national economy and set forth their contribution to employment.

One of the main findings of this publication highlights that the social entrepreneurship ecosystem needs capacity building in various levels and on various subjects; and works in this field should gain momentum. Within this direction, we are very happy to work in order to propagate the project all over Turkey with our partners, starting with Ankara, İstanbul, Bursa, Van, Gaziantep, Kayseri and Muğla as I mentioned above and our contributing partners Nilüfer Municipality, Abdullah Gül University, Eastern Anatolia Development Agency, Silkroad Development Agency, Middle Black Sea Development Agency, Ankara Development Agency and The Union of Chambers and Commodity Exchanges of Turkey.

Through this journey, we aim to realize research and training programmes to reinforce social entrepreneurship that will constitute an alternative solution to social and environmental problems, and to develop policies to improve the social entrepreneurship ecosystem; and also, we believe that we will take steps towards social and economic reinforcement and pave the way for social impact investment.

Sincerely,

Seçil Kınay Yılmaz
Project Director
Vehbi Koç Foundation



1. INTRODUCTION

Turkey Social Entrepreneurship Network project aims to contribute to the development of social entrepreneurship in Turkey. In accordance with this purpose, we planned to realize a baseline study to evaluate the actual situation of the social entrepreneurship ecosystem and determine potential/existing social enterprises' problems and needs as well as barriers they encounter. Within the scope of the baseline study, data was gathered through desk-based research, consultation meetings, in-depth interviews and surveys. The most distinguishing characteristic of the research is its focus on the analysis in the ecosystem level: instead of assessing actors separately; the objective was to consider all actors, structures and their relations with a holistic approach. This document was created to communicate research findings.

Social Entrepreneurship

The increasing complexity and scale of social and environmental challenges accelerated the search for new approaches and methods to resolve the issues. On a global scale; the rise of various concepts such as sharing economy, gift economy, solidarity economy, economy for the common good, circular economy, and fields of discussion and application related to these, featured the social enterprise model. Prominent institutions including United Nations, categorized social enterprises as actors of social economy and solidarity economy¹ and define the social enterprise model as an alternative to achieve sustainable development goals². As the trend's reflection on the private sector, B-Corp³ and Economy

for the Common Good⁴, the like "inclusive business" models emerged and enjoyed recognition. The technological progress made the information available and accessible in ways that were not previously possible, and it triggered essential changes and transformations in the functioning and problem-solving approaches of all sectors. Thanks to the opportunities created by digital technologies, network and platform structures are strengthening, and co-design and co-production platforms are emerging. Models run by a single actor are replaced by open platforms that facilitate collaborative or industry-based collective ideas and solutions. These collaborative models are in harmony with the operational principles of social enterprise models that focus on social impact and invest their profit in their mission, and make important contributions to the development of this area.

¹ See also UN Inter-Agency Task Force on Social and Solidarity Economy, <http://unsse.org>

² UNDP, Sustainable Development Goals, <http://www.tr.undp.org/content/turkey/tr/home/sustainable-development-goals.html>

³ B Lab, <https://bcorporation.net/>

⁴ Economy for the Common Good, <https://www.ecogood.org/en/>

Social enterprises create social impact and social value by developing solutions to problems, and they also generate economic value through business models. Social enterprises, which make up 10% of all businesses in the European Union, offer employment opportunities for 11 million people.⁷

In line with the listed trends, research on university students and young people reveals the priorities of new generations to combine business and social benefits, and indicates that interest and demand for social entrepreneurship are increasing⁵.

The emergence of innovative social financing models that provide funding for sustainable social impact-oriented initiatives such as impact investment and venture philanthropy⁶ gives momentum to the aforementioned

global trends. Countless actors from various sectors (universities, development agencies, CSOs, municipalities, big companies, etc.) conceive new types of spaces and programmes to mediate social entrepreneurship. The number of new generation social labs, co-working spaces, incubation centres and award programmes are increasing day by day.

While there are different opinions⁸ on the exact definition of social entrepreneurship, in literature, it is mainly described on a spectrum. Considering different models on the spectrum, some different forms can fit into the definition of a social enterprise.

IT IS POSSIBLE TO MENTION THREE MAIN FEATURES, COMMON TO ALL SOCIAL ENTREPRISES.

- 1. THE RAISON D'ÊTRE OF THE ENTREPRISE IS TO DEVELOP A SOLUTION TO A SOCIAL OR ENVIRONMENTAL PROBLEM.**
- 2. THEY CREATE A SUSTAINABLE BUSINESS MODEL TO GENERATE INCOME THROUGH COMMERCIAL ACTIVITIES.**
- 3. THEY REINVEST THEIR PROFIT IN ACTIVITIES DEVOTED TO THE MISSION.⁹**

⁵ Deloitte Millennial Survey - 2018, Millennials disappointed in business, unprepared for Industry 4.0. <https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/gx-2018-millennial-survey-report.pdf>

⁶ EVPA, Venture philanthropy and social impact investment - A practical guide, <https://evpa.eu.com/knowledge-centre/publications/venture-philanthropy-and-social-impact-investment-a-practical-guide>
Global Impact Investing Network (GIIN), <https://thegiin.org/impact-investing/>
Koç Üniversitesi Sosyal Etki Forumu (KUSIF), Sosyal Finansman Rehberi, <https://kusif.ku.edu.tr/wp-content/uploads/2018/02/SosyalFinansmanRehberi.pdf>

⁷ European Commission, Social Economy in the EU, https://ec.europa.eu/growth/sectors/social-economy_en

⁸ It is possible to come across those who advocate that every business done for the purpose of social responsibility, or all kinds of economic activities can also be considered as social entrepreneurship since it creates social value.

⁹ Expenses for offering a product or service for a lower price or for free, or reaching larger audiences, expenditures for a social business' institutional capacity building, employees' personal skill development or shareholders' capacity building, donations, etc.

Based on the third criterion, social enterprises can be categorized as income generating but non-profit businesses. It is very important to understand the idea of being a non-profit in the context of social enterprises. Since the profit that social enterprises generate is, above all, used in order to achieve social objectives, the profit is not an end but a tool in itself for the realization of the social mission.

There are alternative frameworks regulating social entrepreneurship in different countries. Some countries (e.g. Germany, Austria) have regulations that fit social enterprises in pre-existing legal structures, and some others dispose of structures through legal acts that are specific to social enterprises (e.g. CIC-Community Interest Company, United Kingdom; Social Purpose Company, Belgium).

In some countries, the regulation is organized in a manner that is convenient and flexible for hybrid situations (e.g. United States of America)¹⁰.

In Turkey, simultaneously with other parts of the world, developments in the given field are accelerating. This acceleration is clearly seen in The State of Social Enterprise in Turkey report¹¹ which aims to reveal the profile of social enterprises, especially for after 2015. In Turkey, there are no specific official regulations about social entrepreneurship. Social enterprises operate as an association's or a foundation's commercial enterprise, cooperatives, companies and combinations of these entities.

¹⁰ Meydanoğlu, Zeynep, "Dünyada ve Türkiye'de Sosyal Girişim Nedir, Ne Değildir?" Harvard Business Review Türkiye, Nisan 2019, <https://hbrturkiye.com/dergi/dunyada-ve-turkiye-desosyal-girisim-nedir-ne-degildir> Koç Üniversitesi Sosyal Etki Forumu (KUSIF), Sosyal Finansman Rehberi, <https://kusif.ku.edu.tr/wp-content/uploads/2018/02/SosyalFinansmanRehberi.pdf>

¹¹ British Council Turkey, 2019, The State of Social Enterprise in Turkey, <https://www.britishcouncil.org.tr/programmes/education/social-enterprise-research>

Social Entrepreneurship Ecosystem

To create, improve and sustain a favourable atmosphere for the development of social entrepreneurship, a holistic ecosystem approach is a must. The ecosystem approach is vital since it highlights the effects of diverse actors, institutions and mechanisms on each other, the roles to be fulfilled by actors other than social entrepreneurs. This approach gives the possibility to think not only the actor but also some structural factors –for example legal and financial regulations, infrastructure opportunities, general economic situation, social cohesion, culture– that intervene in their life cycles and mobility, and create intervention tools to these components. There are different classifications of the features that favourable ecosystems should have.¹²

¹² For example, in a research conducted in 2016 with the cooperation of Thomson Reuters Foundation and Global Social Entrepreneurship Network, the conditions of favorability were

To set the criteria of the favourability for social entrepreneurship in Turkey, we used the social entrepreneurship section of the *Better Entrepreneurship Policy Tool* developed by the Organization for Economic Co-operation and Development's (OECD) in partnership with the European Commission (EC). This tool assesses the power and the development of the social entrepreneurship ecosystem under seven main modules:

1. Social entrepreneurship culture

The existence of active support organizations that develop the social entrepreneurship ecosystem, the level of training

evaluated on the basis of 6 main criteria at the ecosystem level. These criteria are government support, public understanding, attracting skilled staff, making a living, access to investment and gaining momentum potential. The research listed the world's largest 44 economies and Turkey was ranked #44, at the end of the list.

According to the same research's 2019 results, Turkey was ranked #42 in a list of 42 countries. Turkey was ranked #11 in the assessment regarding the interest and impact of youth, and #28 in the assessment regarding women leadership and gender-based wage equality. For a recent study on the social entrepreneurship ecosystem in Turkey, see also

Duygu Uygur and Barbara Franchini, "Social Enterprises and Their Ecosystems in Europe: Country Fiche Turkey", September 2019.

and awareness programmes and, effectiveness of universities in this field are taken into consideration.

2. Institutional framework

The existence and the efficiency of structures (accelerator, incubation, co-working spaces, etc.) that support social enterprises are taken into account.

3. Legal & regulatory framework

The obstacles stemming from the legislation touching the organization or activity of social enterprises; and also, the understandability of related bureaucratic and legal operations are evaluated.

4. Access to finance

The access to information about finance, as well as access to finance and the organizations supporting social enterprises' access to finance, are taken into consideration.

5. Access to markets

The level of cooperation in the field and the support offered by the private sector, and the mechanisms that enable the social social enterprises to sell products and

services to the market are taken into account.

6. Skills and business development support

The existence of dedicated training programmes, supports like mentorships and coaching, and structures that support/facilitate business development for social enterprises is evaluated.

7. Managing, measuring and reporting impact

The access to methods for measuring and reporting social enterprises' impact, the existence of organizations working on raising awareness about impact measurement and the importance that the public sector gives to social impact measurement are taken into account.

This baseline study is conceived following these seven components and other factors complementary to these components. The last chapter of the document also includes intervention areas and steps to take to improve the current situation.

2. METHODOLOGY

The research had a mixed method that combined qualitative and quantitative research methods. First of all, qualitative data was obtained through consultation meetings and in-depth interviews; and then quantitative data was collected through an online survey that was designed using the qualitative data.

2.1. Consultation meetings and in-depth interviews

For consultation meetings and in-depth interviews within the scope of the baseline study, field visits were organized respectively to Van, Gaziantep, Samsun, Kayseri, Bursa and Muğla from 4 December 2018 to 13 February 2019.

In the selection of the provinces to be included in the field study, the geographical distribution balance and ecosystem features¹³ with different characteristics were taken into consideration; İstanbul, Ankara and İzmir were excluded as the access to information in these three cities is

¹³ For instance, different models, forms, cooperation and interactions.

relatively easy. During the field study, 46 ecosystem actors were interviewed one-to-one. In consultation meetings participants from non-governmental and private sector institutions, universities, funding organizations besides social entrepreneurs took part. These participants had a different level of knowledge in the social entrepreneurship field. A total of 205 people from 6 different cities attended the meetings. Distribution of participants by cities can be seen in Figure 1.

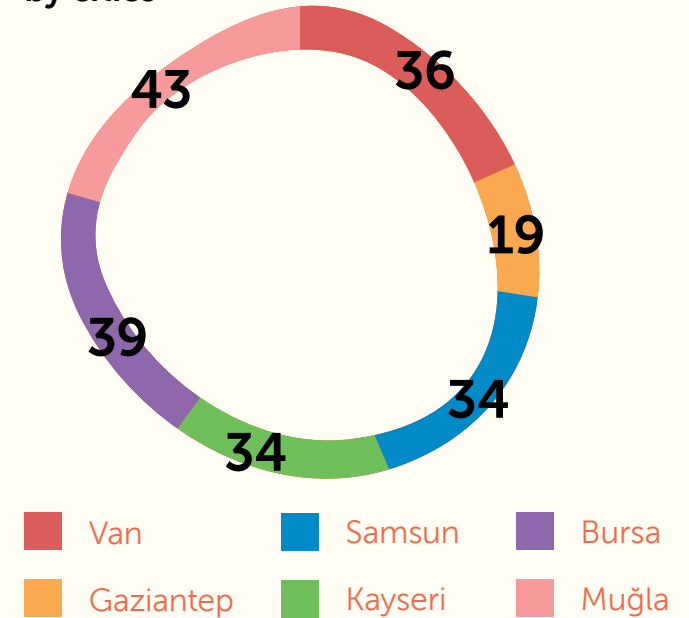
Sectoral distribution of participants is provided in Table 2.¹⁴

Table 1: Sectoral distribution of participants in consultation meetings

Sector	Number of participants by sector	Participant rate
Civil society	76	43.7%
University	49	28.2%
Public institutions	45	25.9%
Social enterprise	33	19.0%
Private	16	9.2%
Other	5	2.9%

¹⁴ Since multiple choice was possible and there were participants representing more than one sector, the total participant rate is higher than 100%.

Figure 1: Distribution of participants by cities



The questions asked during consultation meetings and in-depth interviews were designed by the adaptation of the social entrepreneurship module of the Better Entrepreneurship Tool¹⁵ – mentioned and detailed above – to the existing state in Turkey¹⁶. Participants were asked a total of 33 questions¹⁷ under seven main topics listed above. As recommended by the designers of the tool, questions aimed to trigger reflective thinking and were customized for awareness raising on both existing and missing points. During consultancy meetings, participants learned about actors – without knowing their answers– and mechanisms, and they could carry out common evaluations about the seriousness of the ecosystem’s lacks and shortcomings.

¹⁵ OECD, Better Entrepreneurship Tool, <https://www.betterentrepreneurship.eu/en/content/socialentrepreneurship>

¹⁶ For instance, since it was known that there was not a legal definition of social entrepreneurship in Turkey, questions about the adequacy, validity and accessibility of the laws were omitted.

¹⁷ For OECD’s social entrepreneurship ecosystem questions used for the qualitative research please see Annex-1.

This interactive atmosphere gave the research team the opportunity to collect data about various awareness levels, approaches and deficiencies.

Also, during meetings and interviews, they discussed the distinctive properties of social enterprises as well as concepts of “social enterprise”, “entrepreneur” and “entrepreneurship”.

2.2. Live Survey

Throughout consultancy meetings, live surveys were realized via Mentimeter¹⁸ in order to gather more information and receive feedback from participants. In 6 different cities a total of 174 people participated to the live survey, and there were 224 votes in total as multiple choice was possible. Most of the live survey participants are part of the civil society (43%). It is followed by university, public institutions, social enterprises and the private sector.

¹⁸ <https://www.mentimeter.com>

2.3. Online Survey

After consultancy meetings and interviews, and based on gathered information, an online survey of 37-questions¹⁹ was designed. The survey was sent out between 25 March-16 April 2019, through Euromessage online platform, using the communication channels of project partners and contributors. Across Turkey, a total of 166 ecosystem actors in 26 different cities responded to the online survey.

¹⁹ For online survey questions and detailed answers please see Annex-2.

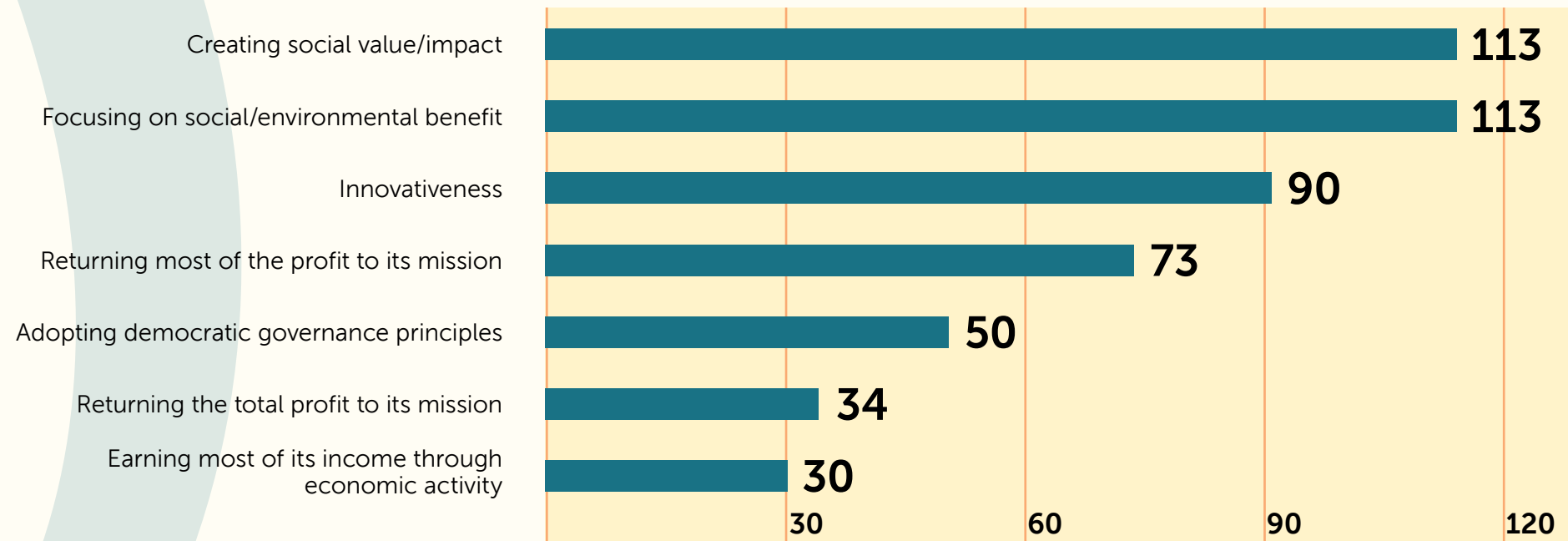
3. RESEARCH FINDINGS

3.1. Field visit findings and the perception of social entrepreneurship

During the meetings and interviews held in 6 cities, it was observed that the concepts of "social enterprise" and "social entrepreneur" left many question marks in minds, that most of the interviewees were not aware of the social enterprises in their cities or were

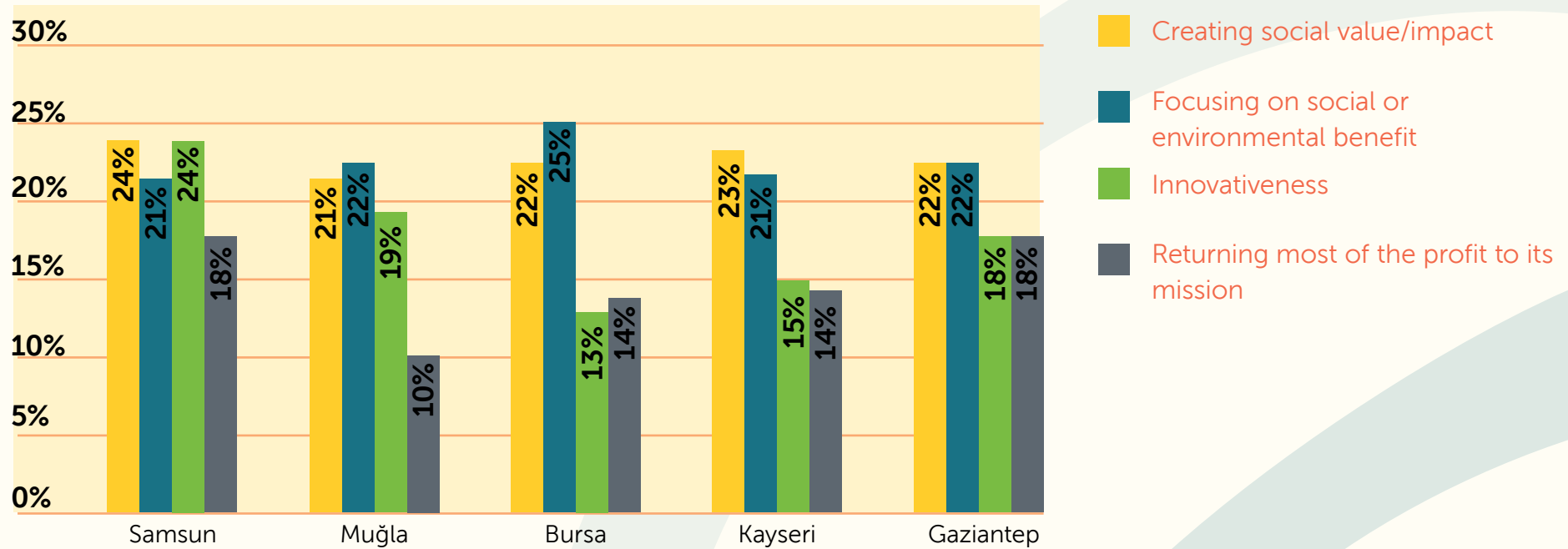
not totally aware that the businesses in question might be qualified as social enterprises. The criteria used to define a social entrepreneur vary by the city of the interviewee, his/her experience, whether or not having a volunteering experience or a civil society experience, and his/her age. According to the live survey results realized throughout consultation meetings, these phrases were listed

as distinctive features of the social enterprise in Turkey: "creating social value/impact", "focusing on social/environmental benefit", "being innovative" and "reinvestment of the profit to its mission". Although it's a controversial subject that if being innovative is a vital feature for social entrepreneurs, survey results highlighted that being innovative is crucial.



As multiple choice was possible, the number of people having voted for distinctive features is higher than the number of participants.

Figure 3: The percentage of the first 4 distinctive features of social enterprises by cities



The rate of those who think that “adopting democratic governance principles” is a distinctive feature of social enterprises and is also very high. The feature of “earning a large part of its income through economic activity”, which is accepted as one of the most critical criteria of social enterprises in international literature, obtained the lowest number of votes in the survey.

Social entrepreneurs’ most emphasized features are their focus on social problems and their skill to produce sustainable solutions by using resources effectively and adopting a different point of view. Being “sensitive”, “obstinate”, “brave”, “able to detect opportunities”, “believing in the ability to create change”, “devoting oneself to a cause” and “being resistant” have come to the fore as character traits.

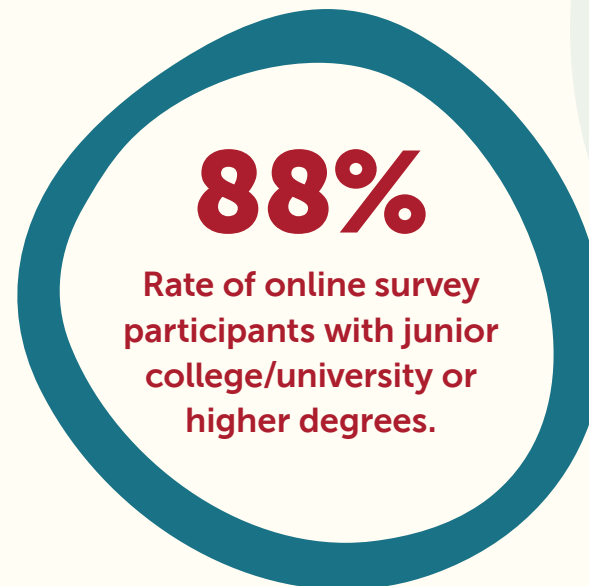
During consultancy meetings in the given cities, the participants were asked which websites they followed to get information about social entrepreneurship or to participate in the activities; 23 people (13%) stated that there was no such website, and the other participants named 76 different websites. Remarkably that the awareness is considerably weak about platforms that are active on the field. At these meetings, participants stated that KUSIF, Ashoka and AB İlan's websites are the most frequently visited ones. These participants also mentioned LinkedIn as the most frequently used social media tool.

3.2. Online Survey Findings

3.2.1. Demographical Findings

A total of 97 (58.4%) women and 65 (39.2%) men participated in the online survey, while 4 participants did not want to specify their gender.

The vast majority of respondents were in the age range of 25-34 (39%) and 35-44 (30%). There were no participants under the age of 18.



The percentage of participants over 55 was 8%.

Most of the participants were college/university graduates with a ratio of 35%. The ratio of MS/Ph.D. graduates was 32%, and the ratio of MS/PhD students was 21%. The participants of the online survey were from 26 different cities. The highest participation was from Istanbul (44%), Ankara (11%), Izmir (9%) and Van (9%). Bursa and Kayseri followed these cities in terms of the number of participants. Except for these cities, a total of 32 people from 20 different cities²⁰ participated in the survey.

In the online survey, the participants were asked about the sectoral position of their organizations and their roles within the ecosystem. Accordingly, 38.6% of the survey participants were from the civil society/citizen sector, 27.7% from the private sector and 21.7% from the public sector.

²⁰ Adana, Balıkesir, Bitlis, Çorum, Denizli, Eskişehir, Gaziantep, Hatay, Kahramanmaraş, Kars, Kocaeli, Konya, Malatya, Manisa, Mersin, Muğla, Muş, Osmaniye, Rize, Samsun.

This relatively balanced distribution allows comparing the perspectives of different sectors on the social entrepreneurship ecosystem.

Participants were given the option to specify more than one definition for their role in the social entrepreneurship ecosystem. While 47% of the participants qualified themselves as social entrepreneurs, 45% stated they were active citizens. 34 participants (20%) defined themselves as both social entrepreneurs and active citizens.

58% of those who defined themselves as social entrepreneurs are young (between the ages of 18-34). 50% of those who define themselves as social entrepreneurs are men, 46% are women and 4% are people who do not want to specify their gender.

It consists of highly educated people who define themselves as social entrepreneurs. 88% of the participants have an university (undergraduate degree) and higher education. These demographic

findings are highly consistent with the demographic findings of the *State of Social Enterprise in Turkey* report published in July 2019.

24% of the participants are researchers/academicians and 19% are representatives of intermediary organizations (technology transfer office, accelerator, incubation, award and competition programmes, mentor networks, etc.); while 16% are investors and funders and 2% are law/policymakers.

12% of the participants opted for the "other" case and defined oneself as consultant, mentor, press member, university student, development agency employee, the staff of co-operation organization (partner, impact extender), public worker, CSO volunteer, facilitating organization (acting as a bridge between the private sector and the social enterprise ecosystem), employee, designer, field officer and IT/technology consultant.

3.2.2. Social Entrepreneurship Culture And Institutional Framework

According to the online survey results, 92% of the participants think that social entrepreneurship is not a concept understood/known by the public, while 74% consider that awareness raising activities are carried out in the field of social entrepreneurship. A large majority, 84% of the respondents think that social entrepreneurship is gaining momentum in Turkey.

Table 2: Findings about social enterprise culture and institutional framework

Statements	Average
Social entrepreneurship is gaining momentum in Turkey.	3.08
Awareness raising activities are carried out in the field of social entrepreneurship.	2.88
There are active support organizations contributing to the development of social entrepreneurship ecosystem.	2.75
There are structures that support/facilitate business development of social enterprises (accelerator, incubation, common workspace, etc.).	2.61
There are obstacles arising from the legislation touching the organization/activity of social enterprises.	2.92
Relevant bureaucratic and legal procedures are accessible and understandable.	2.01
There are organizations that support the financial development of social enterprises.	2.25
There is sufficient infrastructure (telecommunications, electricity, office and building services etc.) available for social entrepreneurs.	2.30
There are mechanisms that support social enterprises to sell products and services to the market.	2.13
The development of social enterprises is supported by existing networks or groups (e.g. network organizations that support entrepreneurship, exportation, commercialization)	2.27
Social enterprises can access methods to measure or report their impact.	2.22
Universities or academic circles are active in the field of social entrepreneurship.	2.23
There is sufficient and qualified workforce for the development of social enterprises.	2.30
Social impact measurement and reporting gains importance in the public eye, within the scope of monitoring and evaluation and similar studies.	2.48
There are organizations that carry out awareness raising activities on social impact measurement and reporting.	2.58
Social enterprises can benefit from the support provided by the private sector.	2.19
Actors in the field collaborate with social enterprises.	2.34
Social entrepreneurship is a concept understood/known by the public.	1.66
Social enterprises can access finance.	1.87
Social enterprises can access information about the financial resources they can apply for.	2.11
Social enterprises can access mentoring or coaching support.	2.33
There are special training programmes for social enterprises.	2.38

Scale: 1- I strongly disagree, 4- I strongly agree

65% of the participants think that there are active support organizations that develop the social entrepreneurship ecosystem, while 57.8% think that there are structures that support/facilitate social entrepreneurs' business development.

According to the survey results, 64% of the participants think that networks or groups (e.g., network organizations that support entrepreneurship, exportation, commercialization) do not support social enterprises development. This rate is 58% for female participants.

The participants were asked about organizations, networks or platforms on social entrepreneurship they are members of, or they follow. 67% of the 124 participants who answered this question stated that they are members of or they follow a network organization, network or platform about social entrepreneurship. Ashoka is the most followed network about social entrepreneurship (44%).

58% of online survey participants stated that there are websites and digital channels they follow about

social entrepreneurship. The most followed website and the digital channel is Ashoka's (31%). KUSIF, imece, Sivil Alan, Sivil Sayfalar, Sivil Toplum Geliştirme Merkezi (Civil Society Development Center - STGM) and Türkiye Üçüncü Sektör Vakfı (Third Sector Foundation of Turkey - TÜSEV) come after Ashoka in the ranking, as organizations having the most followed channels.

3.2.3. Legal & Regulatory Frameworks

70% of the online survey participants think that social enterprises' organizations face barriers arising from laws and regulations.

During in-depth meetings, social enterprises expressed that a separate social entity type should be created, and that the law should recognize social enterprises in order to ensure tax incentives and awareness on tax related issues.

Nonetheless, a second opinion put forward during interviews suggests that it is possible to respond to individual social entrepreneurs' needs

by choosing a type of organization amongst pre-existing structures. For instance, some social entrepreneurs think that "cooperative" is the most suitable structure for the agricultural sector. Also, they expressed that, if needed, hybrid structures (e.g. an association and a company under the same roof) might be chosen and that these structures would provide flexibility.

According to online survey results, 77% of the participants think that bureaucratic and legal procedures are not accessible and understandable.

THROUGHOUT THE INTERVIEWS, IT WAS OBSERVED THAT SOME SOCIAL ENTREPRENEURS AVOIDED TO ACQUIRE LEGAL ENTITY STATUS BECAUSE OF THE BUREAUCRATIC OBLIGATIONS IT WOULD BRING ALONG. HOWEVER, SOCIAL ENTREPRENEURS WHO HAVE NOT ACQUIRED LEGAL ENTITY STATE THAT THEY CANNOT BENEFIT FROM SOME SUPPORT AND OPPORTUNITIES.

3.2.4. Access to Finance

According to the online survey results, 87% of the participants stated that social enterprises could not access financial support and 76% think that social enterprises cannot even access information about financial resources.

61% of the participants think that there are not many organizations which support the social enterprises' financial development. All the data collected from all stages of the study suggests that financing opportunities for social enterprises in Turkey are minimal.²¹ Most social enterprises provide their funding

²¹ For example, the Turkish Grameen Microfinance Programme offers microcredits that vary between 1000 TRY and 8000 TRY. Even though the programme responds to the needs of women entrepreneurs who produce, for most of the social enterprises, the credit limit is in general insufficient. Commercial loans are not frequently preferred because of their high interest rates. Few entrepreneurs had investment from existing angel investor networks. There is only one crowdfunding platform specific to social enterprises (Buluşum) but some of the other crowdfunding platforms are also open to social enterprises.

needs from personal resources, family and friends. Grants (EU funds), donations and monetary awards (entrepreneurship competitions of universities, public institutions, banks) are also used as funding sources.

3.2.5. Access to Markets

According to the online survey results, 71% of the participants think that there are no mechanisms that support social enterprises' ability to sell products and services to the market.

There are a limited number of platforms that social enterprises can use to sell.²² Social media is an essential tool for social enterprises, and it was observed that social entrepreneurs strive to use it effectively. Social enterprises utilize social media channels to reach their target audience and access national/international markets.

²² Ministry of commerce's e-sales portal for cooperatives, Good4Trust and Armut.

While 60% of the participants think that the actors in the field don't collaborate with social enterprises, 67% consider that social enterprises cannot benefit from support provided by the private sector.

During the face to face interviews, social entrepreneurs underlined the importance of networks for the development of collaboration opportunities with the private sector.

The private sector supports social enterprises in corporate social responsibility activities and sponsorship. It was also mentioned that CSOs could benefit more from the support of the private sector.

The rate of those who think that relations with mentors/consultants are important is 87%, while the percentage of those who think that relations with other social enterprises are important is 83%.

In Table 4, it is observed that funding sources are very crucial for social enterprises to be successful and investors or funders play a key role in the ecosystem.

Table 3: Order of importance of relationships with ecosystem actors for success

Statements	Overall average	Average for female variable	Average of under-35 variable
Investors or other funders	3.58	3.62	3.59
Policymakers or public institutions	3.43	3.46	3.46
Accelerators/incubation programmes or support organizations	3.43	3.44	3.44
Mentors/consultants	3.28	3.28	3.33
Other social enterprises	3.13	3.24	3.16

Scale: 1- I strongly disagree, 4- I strongly agree

There is not a specific regulation in the procurement law for social enterprises to sell to the public. However some social entrepreneurs state that they make limited sales to the public and to chambers of commerce.

For social enterprises to be successful, the rate of those who find "investors or other funders" to be important is 92%, and the rate of those who see "relations with accelerators /

incubation programmes or support organizations" is 92%. In addition to this, 89% of the respondents think that relations with policymakers or public institutions are important.

90% of women and 74% of men think that relations with other social enterprises are more important for their success.

Interviewed social enterprise representatives stated that they started to be aware of each other

through various activities and that they support each other. It was observed that collaborations increased, especially in agriculture and food sectors via cooperatives.

According to the online survey results, 62% of the participants think that there is not enough infrastructure (telecommunication, electricity, office and building services, etc.) available for social entrepreneurs.

3.2.6. Skills and Business Development Support

According to the online survey results, 59.6% of the participants think that there is not sufficient and qualified workforce for the development of social enterprises. Apart from big cities, the lack of expert and qualified workforce is a problem mentioned in in-depth interviews.

59.6% of the participants think that there are no dedicated training programmes for social enterprises, and 65% think that social enterprises do not have access to mentoring and coaching supports. Furthermore, 66% of the participants think that universities or academic circles do not actively operate in the field of social entrepreneurship.

It is believed that higher education institutions in Turkey can play an essential role for the development of social entrepreneurship. Conducting research and studies about social entrepreneurship, offering programmes, increasing the courses about this topic, organizing

seminars and award programmes and supporting student clubs that act in this field are main points on which universities can contribute to the development of social entrepreneurship. Also, according to the field visit findings, universities in big cities are more active than the ones in small cities. It is observed that in the universities located in small cities, there are no social entrepreneurship courses: students can become acquainted with the concept through social entrepreneurs who, as invitees, attend some student club activities. Some of the participants stated that they receive support from TÜBİTAK (National Research and Science Council of Turkey) in the academic field.

3.2.7. Managing, Measuring and Reporting Impact

According to the online survey results, 64% of the participants think that social enterprises cannot access methods to measure or report their impact.

However, according to the online

survey results again, 60% of the participants think that there are organizations working to raise awareness about social impact measurement and reporting; and 50% think that that social impact measurement, reporting, monitoring-evaluation and similar activities have gained importance in the public eye.

According to the results of the field research, social entrepreneurs are aware of the importance and necessity of measuring social impact. Still, the number of entrepreneurs measuring their social impact is small.

THE TOP REASONS AS TO WHY IT WAS NOT POSSIBLE TO CONDUCT A SOCIAL IMPACT EVALUATION HAVE BEEN NOTED AS (1) NOT KNOWING WHAT TO EVALUATE (2) NOT BEING ABLE TO FULLY COMPREHEND IMPACT EVALUATION METHODS (3) ISSUES FACED DURING DATA COLLECTION AND (4) LACK OF HUMAN RESOURCES.

There are social entrepreneurs who collect and compare data at the beginning, middle and end of their activities to measure their social impact; however, during in-depth interviews, they stated that they were not sure of the methods they used and the results they achieved.

3.2.8. Opportunities and Barriers

Elements that the online survey participants considered as opportunities for the development of social entrepreneurship in Turkey can be categorized as follows:

- Increasing awareness about social entrepreneurship, as well as increasing awareness of civil society about social entrepreneurship,
- Increasing number of good and successful examples of social enterprises, growing visibility opportunities,
- Although negative in other respects, deepening problems such as the economic crisis, unemployment and refugee issues, might increase the possibility of resorting to social entrepreneurship,

- The fact that Turkey has a young population,
- The entrepreneurial spirit's gaining strength in general,
- People's eagerness to produce social benefits while doing their work,
- Easier access to information with the proliferation of technology and mobile applications.

Elements²³ that online survey participants considered as barriers for the development of social entrepreneurship in Turkey can be categorized as follows:

- The absence of a legal basis for social entrepreneurship, there are no government policies regarding this issue,
- The low level of knowledge of public institutions and organizations on social enterprise, the lack of support in this regard,

- The lack of sufficient knowledge on the subject in society, weak awareness about the concept of social entrepreneurship,
- Limited funds and investment resources for social entrepreneurs, and difficulties to access these funds and financial support,
- Lack of knowledge, experience and human resources on social entrepreneurship,
- Limited studies on social entrepreneurship apart from big cities,
- Difficulty in following up the activities of social enterprises; insufficient information about accessible platforms where information on the work of social enterprises will take place.

²³ Please see Annex-2, question nr. 13.

The background is a solid purple color with several overlapping, semi-transparent circular shapes of varying shades of purple, creating a layered effect. The text is centered in the lower half of the image.

4. FINDINGS AND RECOMMENDATIONS

The holistic evaluation of all the findings of the research showed that the capacity building activities should accelerate for all ecosystem actors with different functions.

The evaluations and suggestions expressed by the participants at different stages of the research overlapping with the survey findings are grouped under five titles. However, before the evaluations and suggestions, it is essential to mention two critical points that require the sensitivity of actors who will realize these.

First of all, every tool and mechanism to be developed must be designed and employed in a flexible manner. The social entrepreneurship ecosystem in Turkey is in the early stages of formation and is in a constant state of change/development.²⁴ In the next five years, it is expected that more actors and

centres of gravity will appear; support mechanisms and the number and the function of resources will change, and new agendas will occur. As for the legal framework, countries with dynamic and flexible regulations are more suitable for the existence and development of actors that adopt hybrid models such as social enterprises.

Second of all, one should keep in mind that social entrepreneurship is not limited to certain themes, and that the studies to be developed for social entrepreneurship should be horizontal that encompass many thematic areas. Social enterprises are active in numerous different fields such as agriculture, health, technology, education, food and fashion.²⁵

4.1. Developing Communication and Interaction Between Ecosystem Actors

Online survey participants were asked which ecosystem actors they had difficulty in connecting with. In reply, 66% of the participants stated investors, 64% stated funders and 51% stated public institutions. It is seen that male participants have more difficulty than female participants in connecting with these people and institutions.

While 62% of women have difficulty in establishing connections with investors, this rate is 71% for male participants. While 46% of women have difficulty in establishing connections with public institutions, this rate is 62% for male participants.

²⁴ British Council Turkey, 2019, The State of Social Enterprise in Turkey, <https://www.britishcouncil.org.tr/programmes/education/social-enterprise-research>

²⁵ British Council Turkey, 2019, The State of Social Enterprise in Turkey, <https://www.britishcouncil.org.tr/programmes/education/social-enterprise-research>

Participants under the age of 35 stated that they have more difficulty in connecting, compared to other participants. While 72% of the participants in this group have difficulties in connecting with investors, this rate decreases to 60% for participants over the age of 35.

The participants stated that they had less problem in connecting with other social entrepreneurs (34%), lawyers (34%), mentors (30%) and CSOs (17%).

When the findings are analysed the following results are obtained: There is a need for active platforms and networks that provide continuous communication and interaction opportunities, in a way to eliminate the isolation between the sectors and actors working or potentially working in the field of social entrepreneurship, and a necessity of supporting these networks is well present.

Along with the need of networks/ platforms that bring social enterprises together with public institutions and civil society; the participants stated

also stated the lack of pluralistic and broadly participatory networks and structures that are not exclusive to large institutions.

Another need mentioned under this topic was the promotion of the pre-existing networks and platforms for more recognition.

4.2. Raising Awareness and Increasing the Knowledge About Social Entrepreneurship

Existing needs like increasing knowledge about social entrepreneurship, raising awareness of the society and the public on this issue, and offering clearer definitions of social entrepreneurship were frequently mentioned by the online survey participants.

The research results reveal that all kinds of ecosystem actors need a boost for awareness and knowledge levels. Translations of important references into Turkish in order to ensure the accumulation of knowledge of civil society experts,

It was highlighted that giving more place to social entrepreneurship success stories in traditional media, and bringing into view not only the social benefit but also the economic contribution, would be effective for raising awareness and increasing consciousness in the eyes of the society.

writing of case studies that reflect Turkey's realities and context, the information of investors on social entrepreneurship and their potential roles in the field, the awareness raising of social entrepreneurs about regulations and business types through videos and catalogue contents are amongst suggestions.

31 80% of online survey participants state that the lack of information about existing social enterprises, financial sources, funds and support platforms is a problem of the ecosystem. Therefore, there is a need for social enterprises to get information about the ecosystem's functioning and existing opportunities.

As for social entrepreneurship training programmes, the participants asserted that the number and the qualifications of trainers and information providers should increase, that the existing actors should get support, and that the awareness should increase with courses about social entrepreneurship in formal training, high school and university syllabi.

4.3. Increasing support and access to support

It is needed to develop financial and non-financial support programmes in the field of social entrepreneurship, and in addition to social enterprises, support programmes should also be designed for structures that support social enterprises. Policymakers put this need on the agenda and, within the scope of the 11th Development Plan²⁶, they included among the policies and measures, restructuring of the Social Support Programme in a way to promote social entrepreneurship and social responsibility activities.

According to the results of the online survey, the biggest problems after the lack of information are the lack of experience transfer between social enterprises (65%); the difficulty to access expert support in fields like

law, accountancy, investment (60%), and the lack of human resources (50%). While the problem of access to expert support is stated as a problem by 66% of the participants under the age of 35, this rate is 54% for other participants. In addition to this, 43% of the participants think that they have difficulty in accessing communities and networks. To eliminate these problems, it is essential to reinforce the intermediary structures which play a critical role in strengthening the entire ecosystem (e.g. incubation centers, acceleration programmes, co-working spaces, etc.) and support them for their operational activities.

As for creating financial support, it is vital to design funding programmes that motivate social entrepreneurship and that responds to the needs of social entrepreneurship. The funds that social entrepreneurs can currently benefit from are a) grant-based programmes that don't have operational flexibility, suitable for CSOs and b) programmes for entrepreneurship in general, not ideal for non-profit organizations.

²⁶ Presidency of Republic of Turkey, Presidency of Turkey, Presidency of Strategy and Budget, 11th Development Plan, 2019-2023, <http://www.sbb.gov.tr/wp-content/uploads/2019/07/OnbirinciKalkinmaPlani.pdf>

During the field visits, social entrepreneurs have frequently voiced some specific support demands. These demands are as follows:

- Cooperatives have specific demands of training and support for law, accountancy, human resources and marketing (as the number of agricultural cooperatives increased, supports that could be provided by the chamber of agriculture and forestry were also mentioned),
- Infrastructure, funding, digital marketing and strategic development support for online sales,
- Support to remove the barrier of language in case of international and foreign applications,
- Support for social impact measurement and management, increase the access to support (At in-depth interviews, it was stated that the main reasons for not being able to measure social impact were not knowing what to measure, not mastering impact measurement methods, difficulties in collecting data and lack of human resources.

The support and new resources to be created on this matter are essential. It is possible to maintain that the social impact management will facilitate the access to finance and that similarly the access to finance will encourage social impact management and measurement).

There are also requests to make existing supports more flexible. For instance, mostly young social entrepreneurs demanded that individual applications for funds and supports provided by organizations like development agencies, İŞGEM (Business Development Centers), KOSGEB (Small and Medium Industry Development Organization), etc. to be possible without a legal entity. Including social entrepreneurship to existing technology park supports; adding a social entrepreneurship module to technology transfer office programmes, KOSGEB training programmes, and apart from existing supports, conceiving supports specifically and directly for social enterprises were other demands of the participants.

It should be highlighted that during public site visits and meetings, it has been observed that some public institutions have taken action to increase support for social entrepreneurship.²⁷ Particularly, there are some initiatives to channel support on this field through development agencies.

4.4. Shortcomings In The Policy and Legal/Financial Regulations

The discussions in the consultation meetings held in the project cities showed that the social entrepreneurship ecosystem in Turkey is still at an early stage and that there are important steps to take at the policy level because it still requires a general reference framework.

²⁷ For example, in Samsun, Middle Black Sea Development Agency has been organizing seminars and training programmes. Nilüfer Innovation Centre in Bursa has been providing services to social enterprises and will soon materialize its "Centre for Social Entrepreneurship" project. Gaziantep Chamber of Commerce is planning to establish a social entrepreneurship centre in partnership with Gaziantep Metropolitan Municipality. On 9 September 2019, Ankara Development Agency, launched a call for a Financial Support Programme in this field.

In the matter of opportunities that would accelerate the development of social entrepreneurship, the participants of the online survey insisted on the need for facilitating legal arrangements. The demand for incentive regulations like exemption from tax or tax privileges was expressed both in the online survey and at in-depth interviews during field visits. Although relatively better developments exist on skill and business development supports, it is possible to say that there are essential lacks about the other ecosystem criteria. Coordination mechanisms in this field should be designed and relevant units working on the topic (CSOs, international organizations, private sector, experts from public institutions) should take concrete steps for policymaking.

It is also necessary to conduct research and studies that would provide data and information to support policymaking and that will offer the opportunity to see the complex and multi-layered benefits and barrier structures in the whole ecosystem.

In the legal and financial regulations section; the first of the two major obstacles raised by online survey respondents is that the business establishment processes were complex and bureaucratic, and the second is the fact that social enterprises are subject to the same taxes as private profit-making companies.

Under the Financial Policy title of the 11th Development Plan, announced in July 2019, it was stated that along with tax incentives and economic impact, social impact were to be evaluated and regulated; and under the Entrepreneurship and SMEs title, it was specified that arrangements were to be made for social entrepreneurship and that acceptable

practices based on social impact measurement were to get more support; and these show that crucial steps are to be taken to meet the needs.

Social entrepreneurs also mention some problems specific to the type of legal entity they opt for. For example, some of the social entrepreneurs who didn't prefer to establish a company stated that they were deprived of investments and support from some institutions (e.g. KOSGEB). On the other hand, some participants stated that social enterprises operating as associations or foundations, cannot get loans through their affiliated businesses.

The online survey participants highlighted the need to have facilitating legal arrangements as an accelerator to social entrepreneurship's development. Demands of incentive practices like tax exemption or tax privileges were expressed both in online surveys and at in-depth interviews during the field visits.

Social entrepreneurs who establish a company and operate through it criticised that small businesses are considered equal to large companies in regulations, for instance, a simple social enterprise is subject to the same rules and sanctions as a big factory. To identify such obstacles arising from the legal framework, it would be an appropriate strategy to work with the social entrepreneurs on the existing structures in the legislation and the related processes. Online survey participants also suggested developing incentives for the private sector to cooperate more with social enterprises. Opportunities should be created in Turkey to purchase goods and services from social enterprises and develop similar cooperation activities.

4.5. Reinforcement of Related Areas and Interventions in the System Level

It is also observed that social entrepreneurship is strengthening more rapidly and effectively in countries where innovation and entrepreneurship ecosystems and

civil society are healthy.²⁸ Therefore, the steps taken to develop these areas will indirectly contribute to the development of social entrepreneurship.

In Turkey, number of dedicated centers for social entrepreneurs, incubation and acceleration programmes are limited. On the other hand, many programmes and centres supporting commercial enterprises. So, making the necessary arrangements for the admission of social entrepreneurs to these programmes, and taking into account the social impact as well as the income model and resources, amongst the admission criteria for support programmes in technology parks; can create opportunities for social enterprises working in the field of technology. It also seems possible

to make simple arrangements for social entrepreneurs to benefit from the widely conducted KOSGEB training programs. Adding social entrepreneurship module to these training programs and enabling social enterprises to apply for the grant programmes at the end of these training programmes can be recommended. In the current situation, it is compulsory to have the status of SME to get KOSGEB support. Therefore CSOs' economic enterprises and cooperatives that do not have the entrepreneurship title in their charter cannot get support.

²⁸ The Economist Social Innovation Index 2016, Old problems, new solutions: Measuring the capacity for social innovation across the world, The Economist Intelligence Unit sponsored by The Nippon Foundation, <https://eiuperspectives.economist.com/technology-innovation/old-problemsnew-solutions-measuringcapacitysocial-innovation-across-world-0>

The background features a series of overlapping, semi-transparent green circles of varying shades, creating a layered, organic effect. The circles are positioned on the left side of the frame, with the largest and most opaque one being the outermost, and smaller, more transparent ones nested within it.

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ANNEX- 1: OECD SOCIAL ENTREPRENEURSHIP ECOSYSTEM QUESTIONS USED IN QUALITATIVE RESEARCH

SELF ASSESSMENT TOOL FOR THE SOCIAL ENTREPRENEURSHIP ECOSYSTEM²⁹ used in consultancy meetings

1. Social Entrepreneurship Culture

- 1.1. Active civil society and social economy organisations foster social entrepreneurship in your territory.
- 1.2. Awareness-raising activities are undertaken in your territory.
- 1.3. Education contributes to the development of positive attitudes towards social entrepreneurship.
- 1.4. Universities and/or the academia are active in the field of social entrepreneurship.
- 1.5. Statistical data are collected on social enterprises.

2. Institutional Framework

- 2.1. Institutional bodies support and engage with social enterprises.
- 2.2. Effective coordination mechanisms build synergies among government agencies and across government levels.
- 2.3. The process for developing policies to support social enterprise development is inclusive.
- 2.4. A formally endorsed strategy for social enterprise development exists.
- 2.5. The implementation of the strategy for social enterprise development is well-planned.

3. Legal & Regulatory Framework

- 3.1. Social enterprises are legally recognised.
- 3.2. Legislation on social enterprises is pertinent and has been developed together with relevant stakeholders.
- 3.3. Administrative procedures specific to social enterprises are accessible and clear.

4. Access to Finance

- 4.1. The financing market has been mapped.
- 4.2. Social enterprises have access to the appropriate type of financing for their stage of development.
- 4.3. Social enterprises are supported in their financial development by a number of specialized services providers.

²⁹ This evaluation tool is the Turkish version of the "Better Entrepreneurship Toolkit" designed by the European Commission and the OECD.
<https://www.betterentrepreneurship.eu/en/node/add/social-quiz>

- 4.4. A sufficient number of specialized private funders actively target social enterprises.
- 4.5. Policymakers actively reach out to mainstream funders to raise awareness about social enterprises.
- 4.6. Public funds are leveraged to fund both social enterprises directly and through intermediaries.

5. Access to Markets

- 5.1. Social enterprises use the opportunities of new technologies to access to the markets.
- 5.2. Social enterprises have access to public markets.
- 5.3. Public authorities are supported in using social clauses in their procurement.
- 5.4. Social enterprises have access to support for responding to calls for tender.

- 5.5. Social enterprises use the opportunities that are offered in private markets.
- 5.6. Measures that support social enterprises' access to private markets exist.

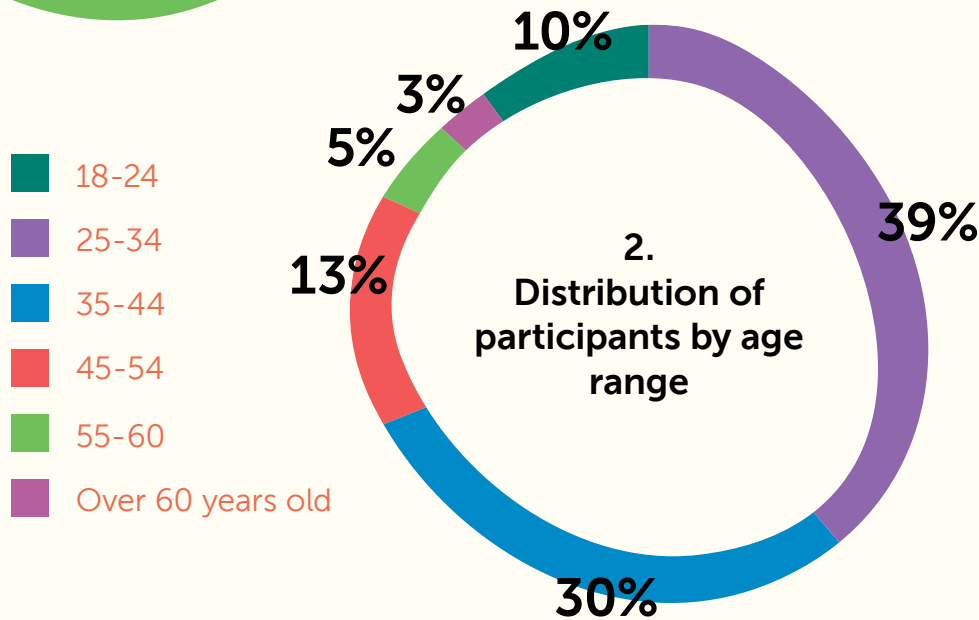
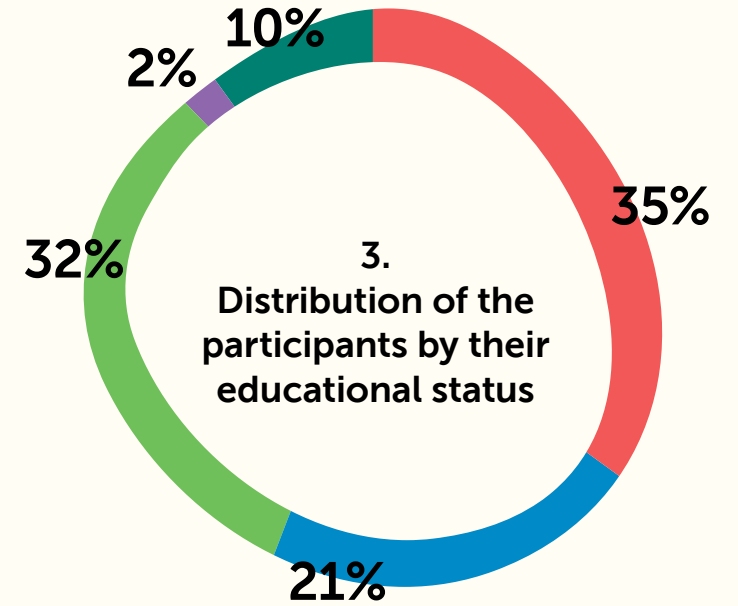
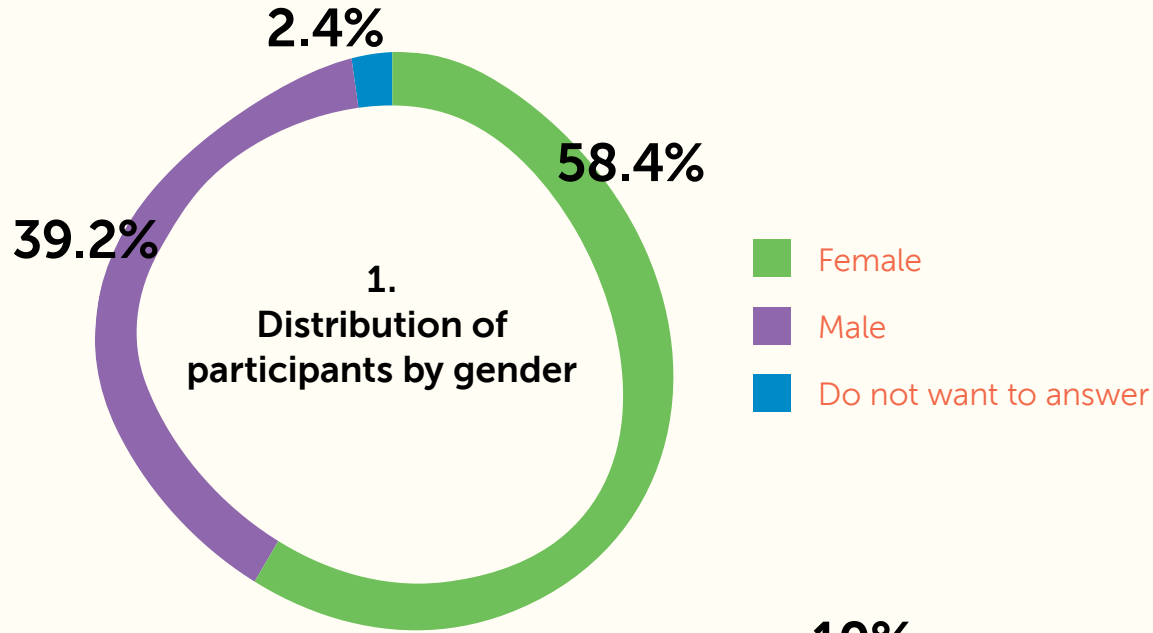
6. Skills & Business Development Support

- 6.1. Dedicated training initiatives are available to social enterprises.
- 6.2. Social enterprises have access to coaching and mentoring programmes.
- 6.3. Business development support structures are available to social enterprises.
- 6.4. Networks support the development of social enterprises.

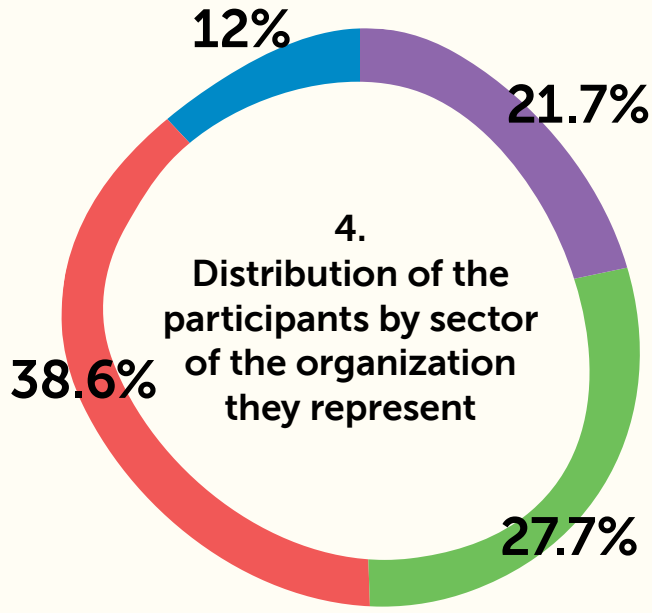
7. Managing, Measuring & Reporting Impact

- 7.1. Social enterprises have access to methods for measuring and/or reporting impact.
- 7.2. The impact metrics and reporting techniques are co-constructed with the social enterprise community.
- 7.3. Awareness raising initiatives on impact measurement and/or reporting exist.
- 7.4. Impact measurement and/or reporting features are discussed in the public debate and feed into policymaking.

ANNEX- 2: ONLINE SURVEY QUESTIONS AND DETAILED ANSWERS

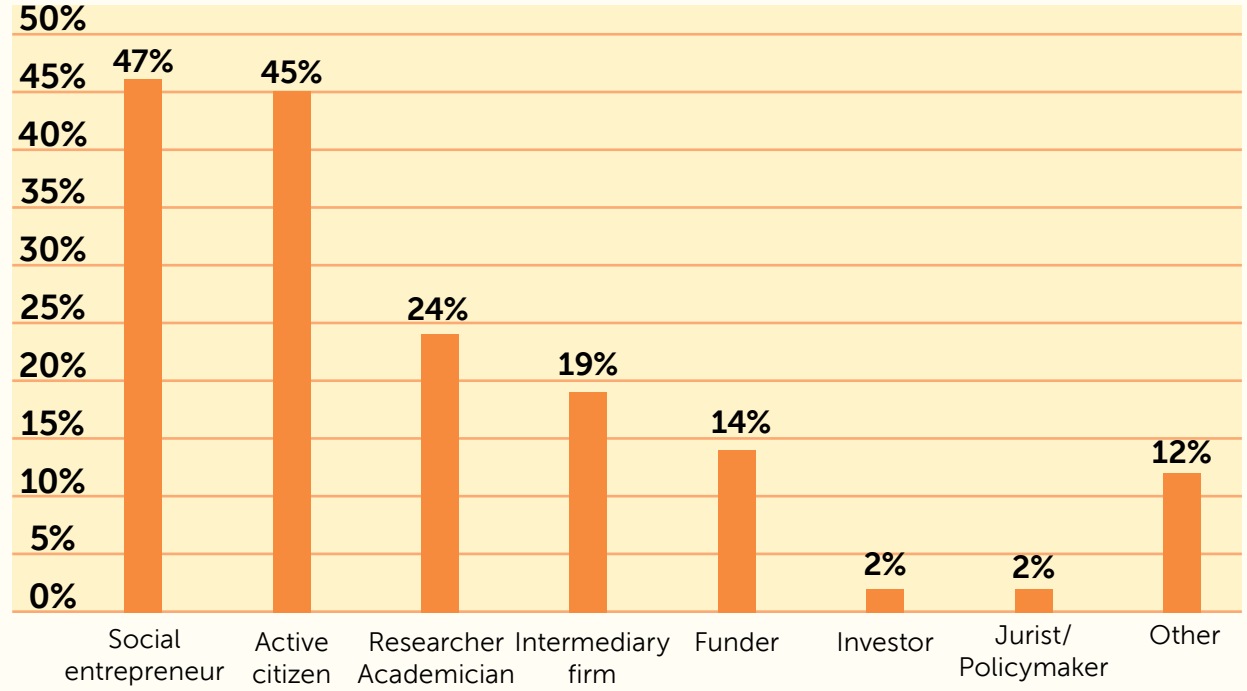


- Secondary school / High school graduate
- College/University student
- College/University graduate
- MS / PhD student
- MS / PhD graduate

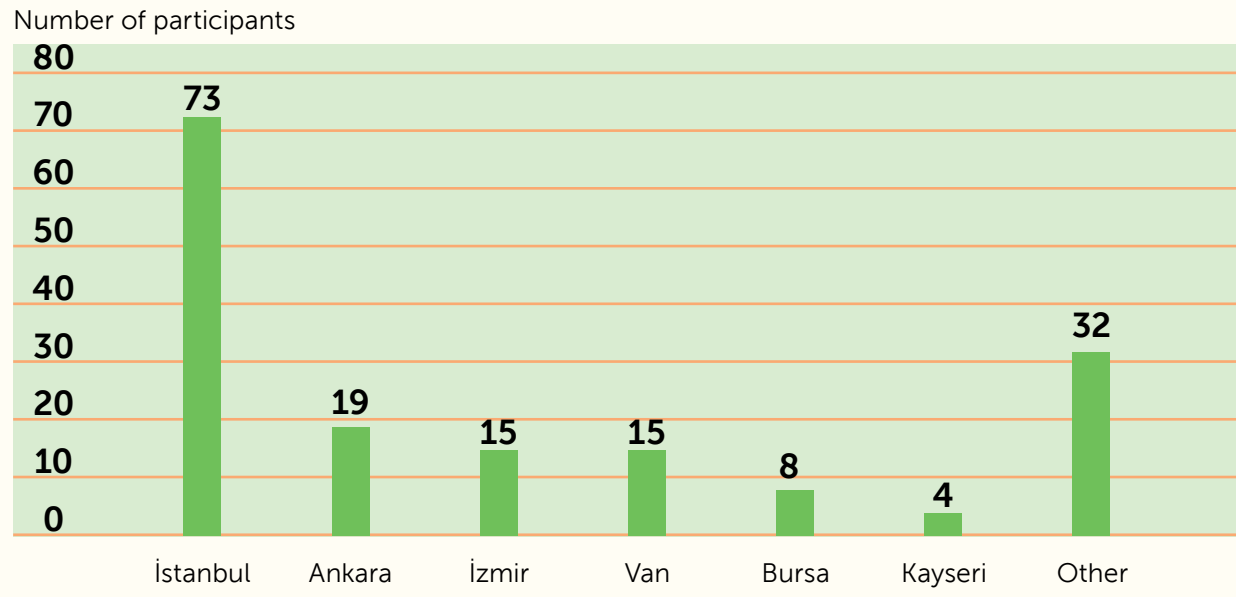


- Public sector
- Private sector
- Civil society/citizenship sector
- Other

5. Participants' roles within the social entrepreneurship ecosystem

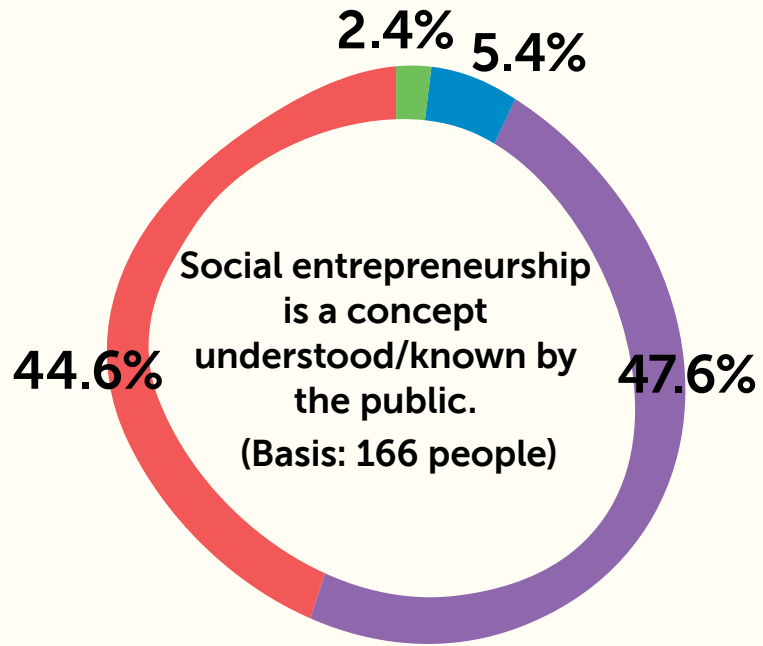


6. Participants' distribution by cities

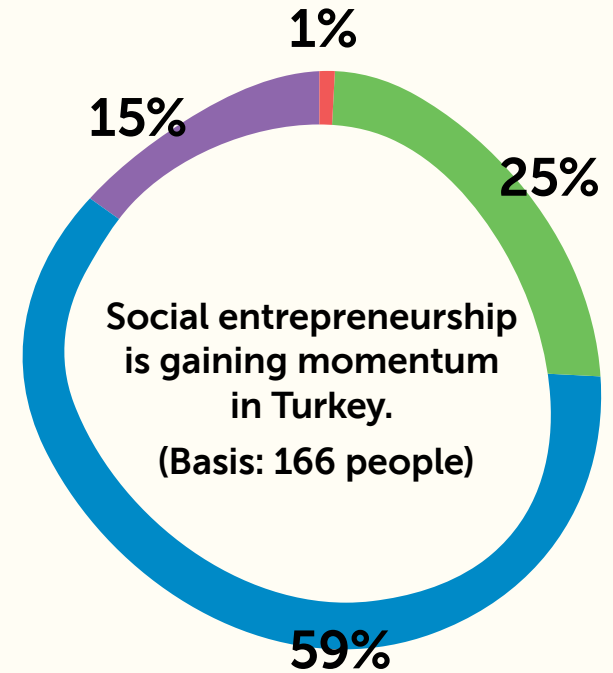


7.

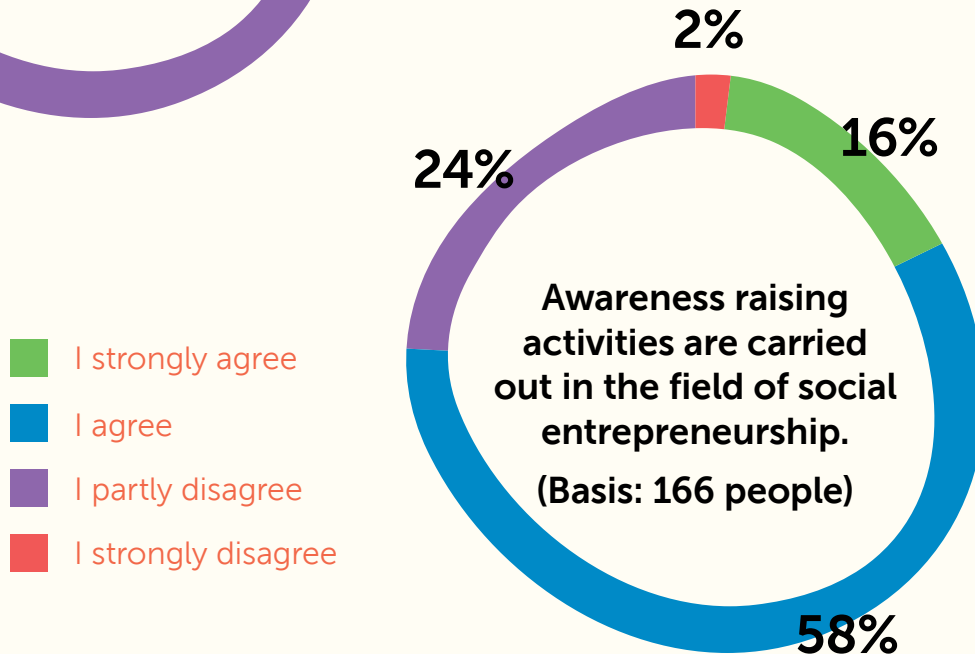
Consider the expressions below on the specified scale, taking into account the province and region you are in.



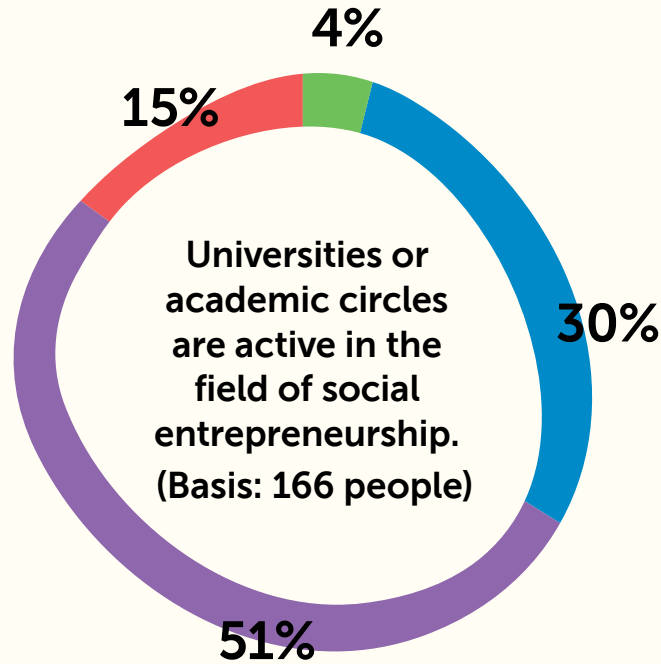
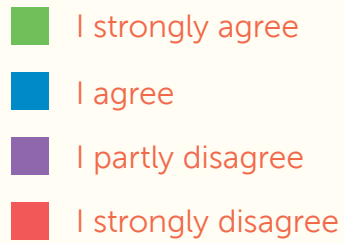
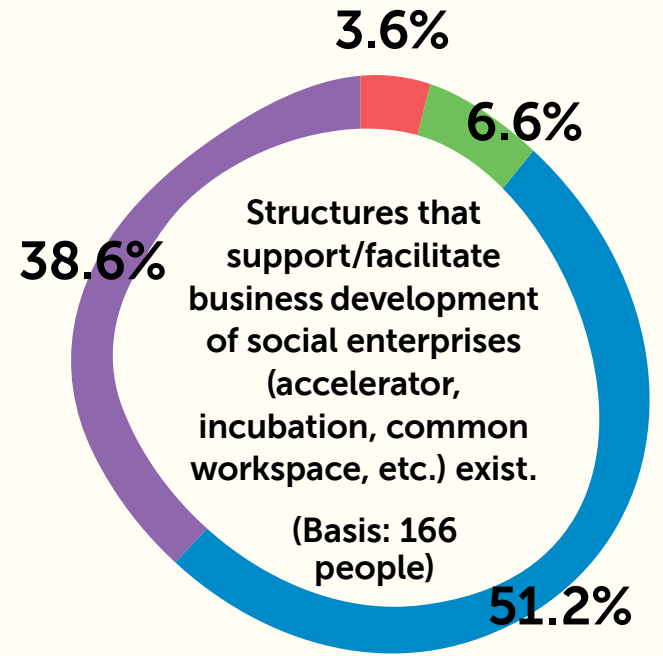
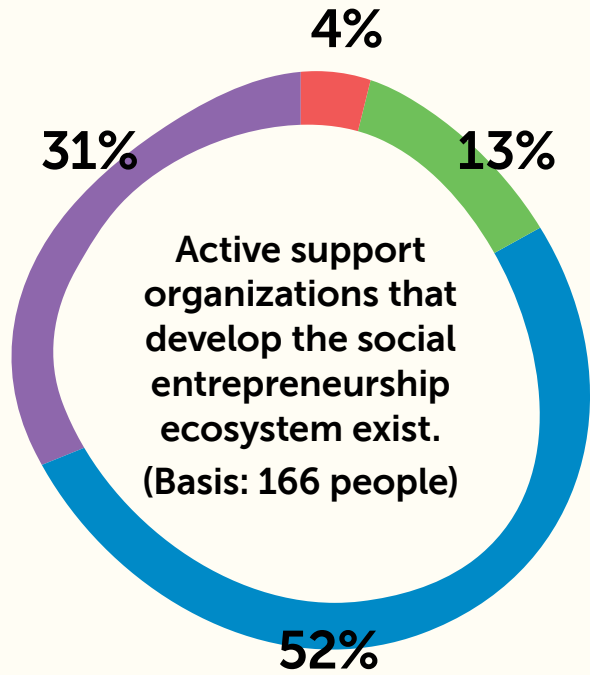
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

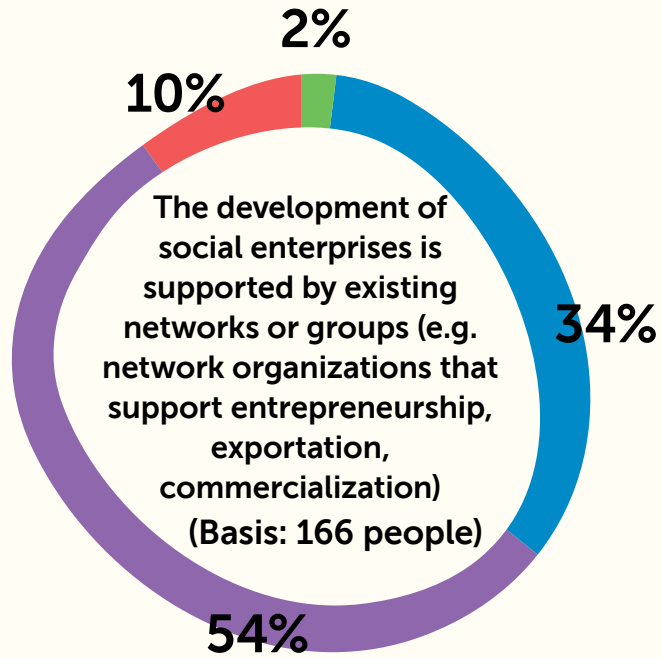


- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

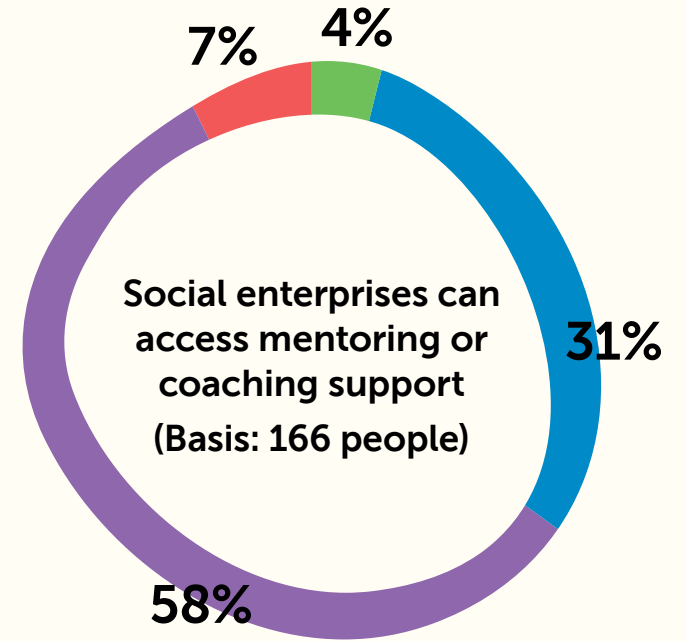


- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

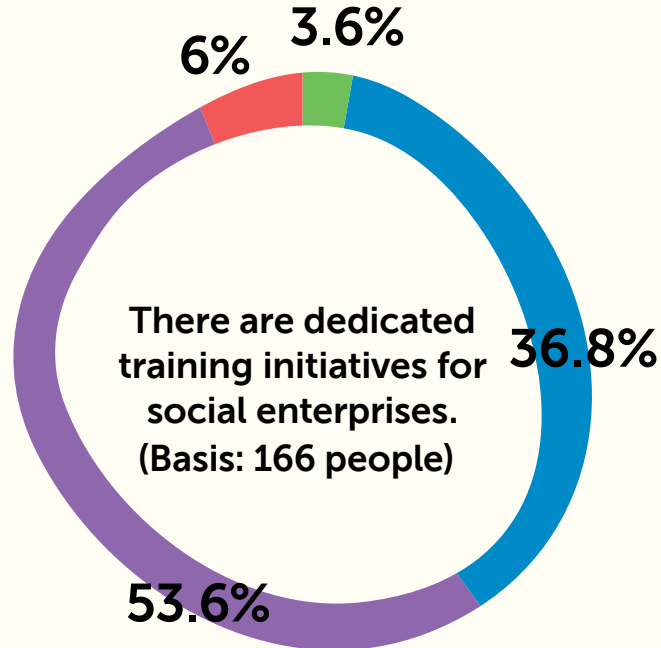




- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

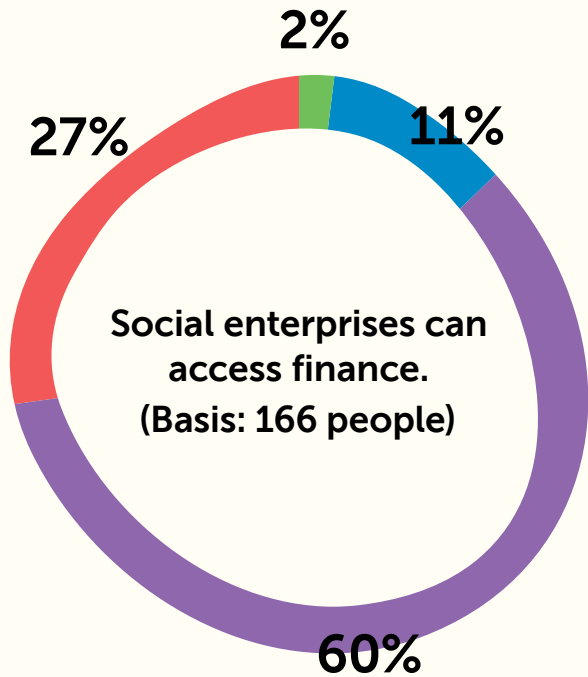
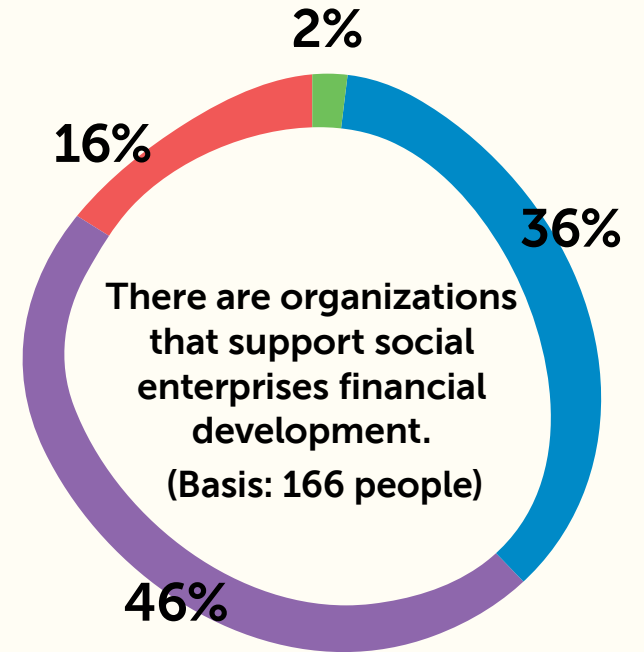
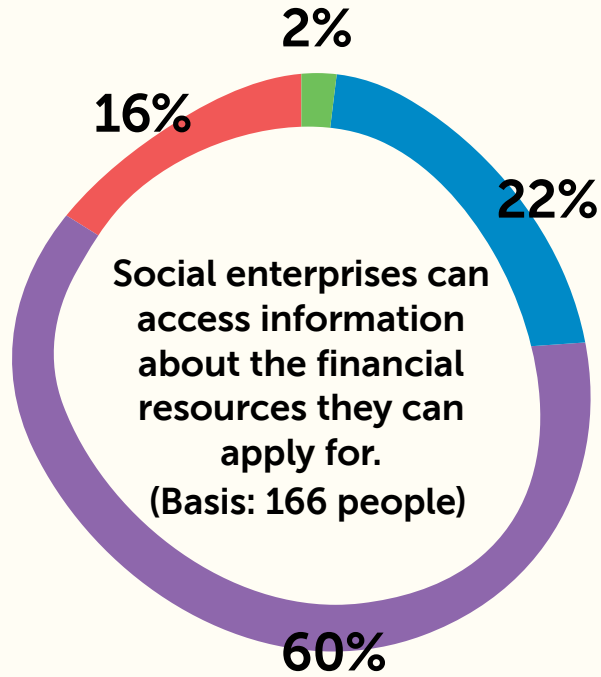


- I strongly agree
- I agree
- I partly disagree
- I strongly disagree



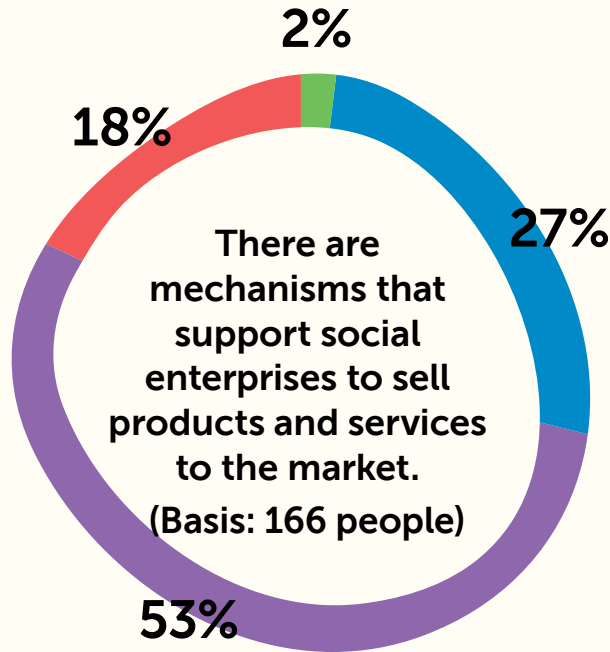
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

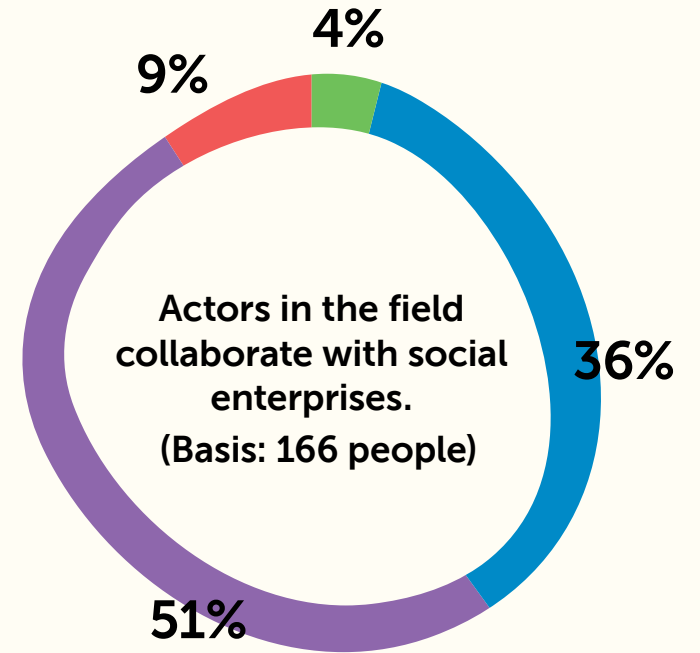


- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

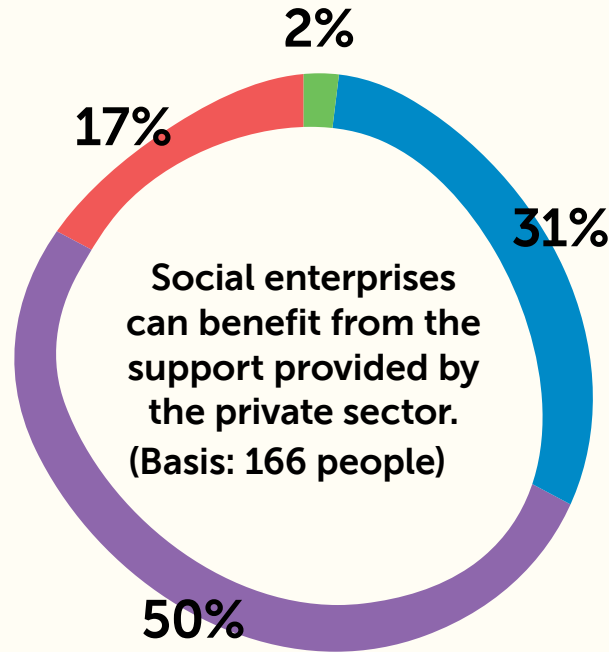
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree



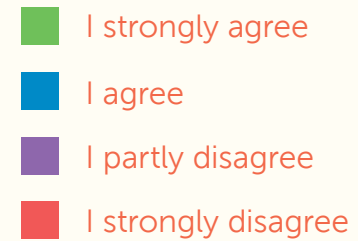
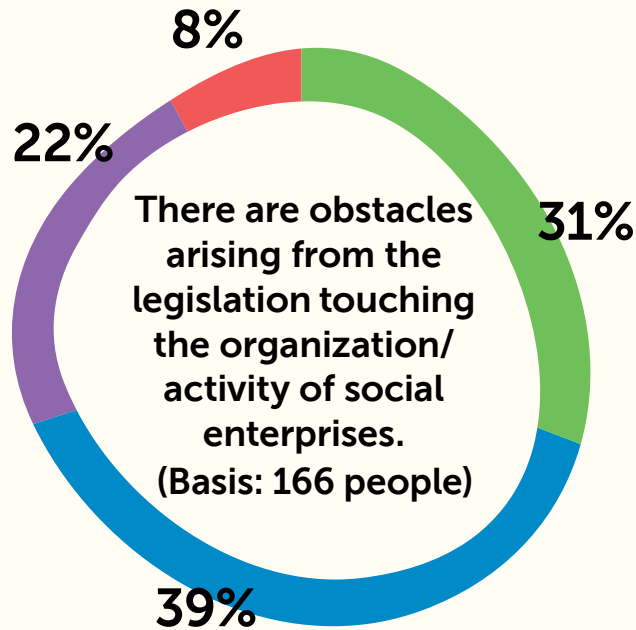
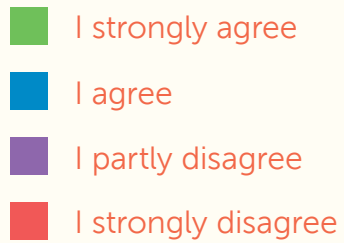
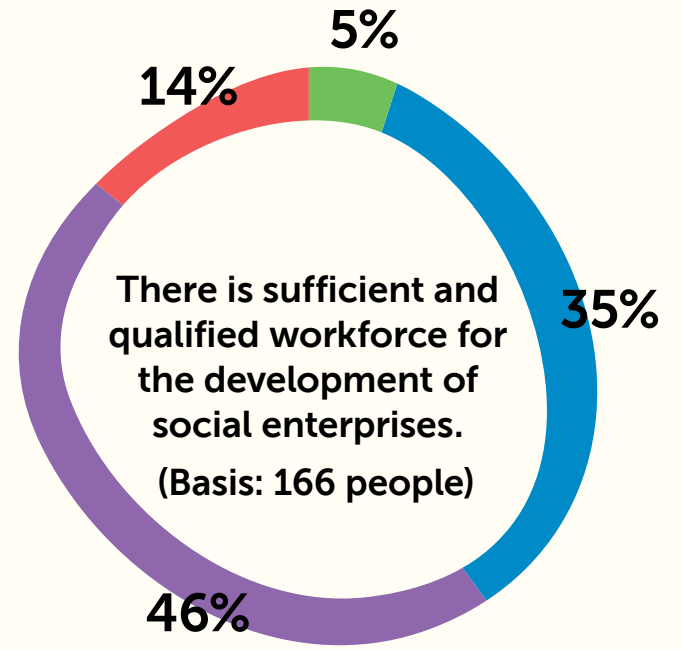
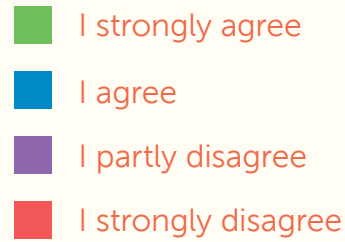
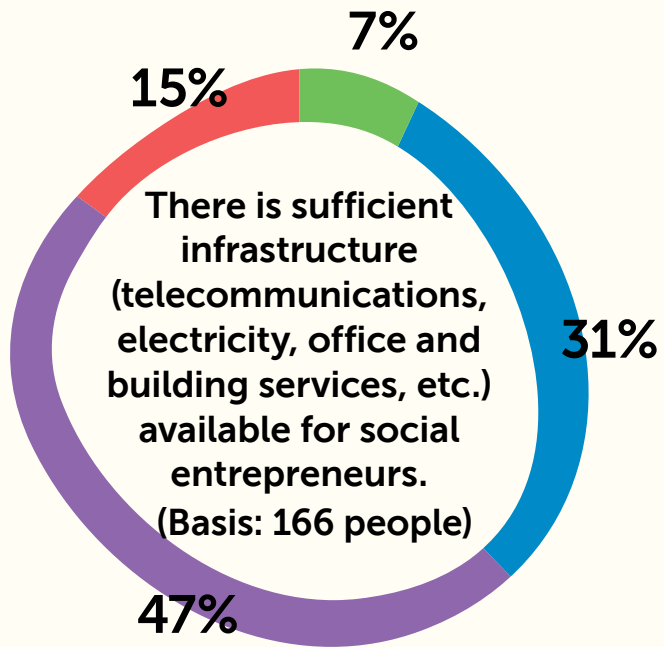
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

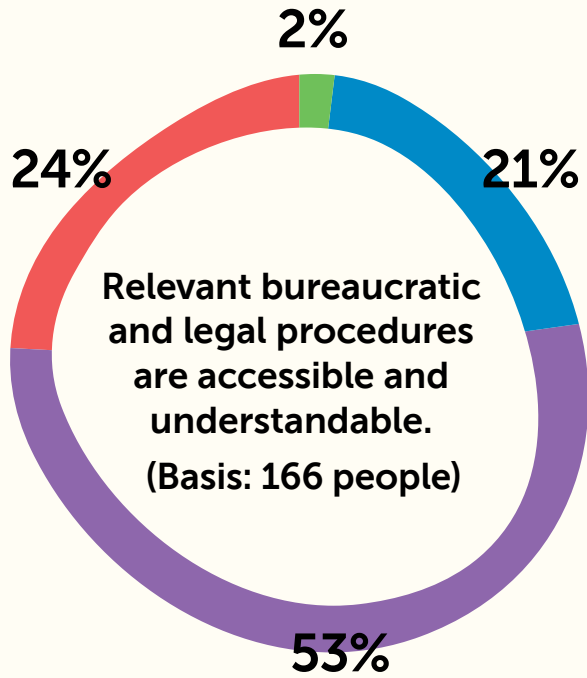


- I strongly agree
- I agree
- I partly disagree
- I strongly disagree



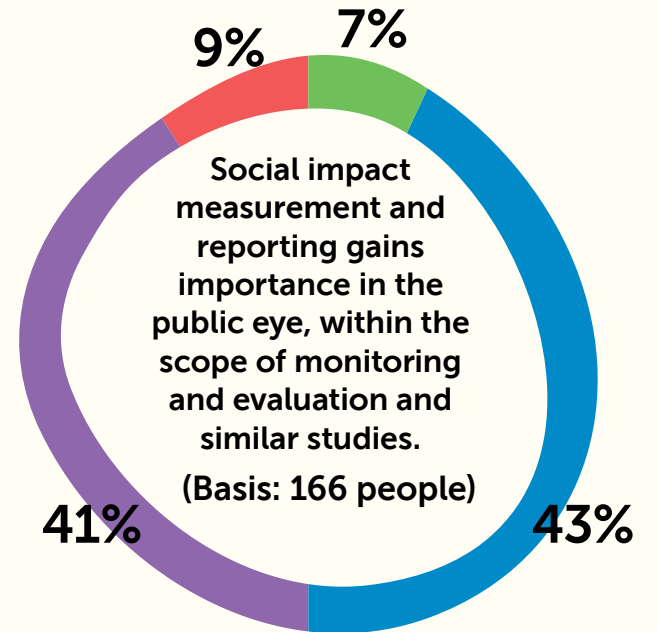
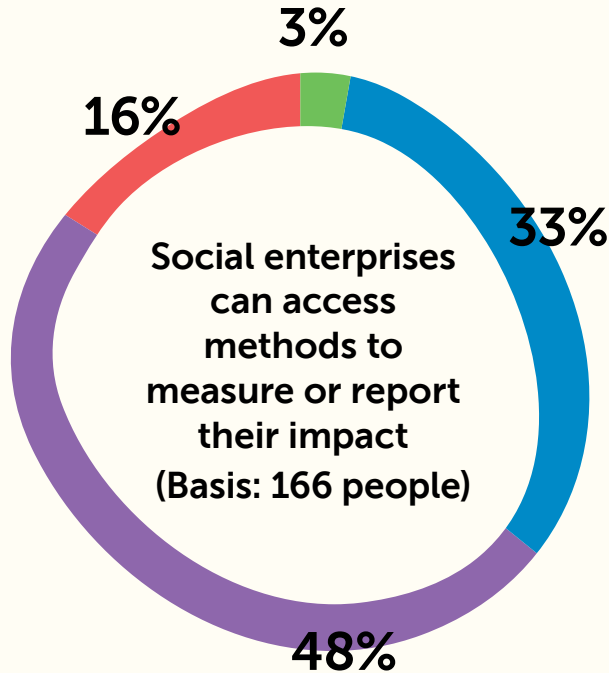
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree





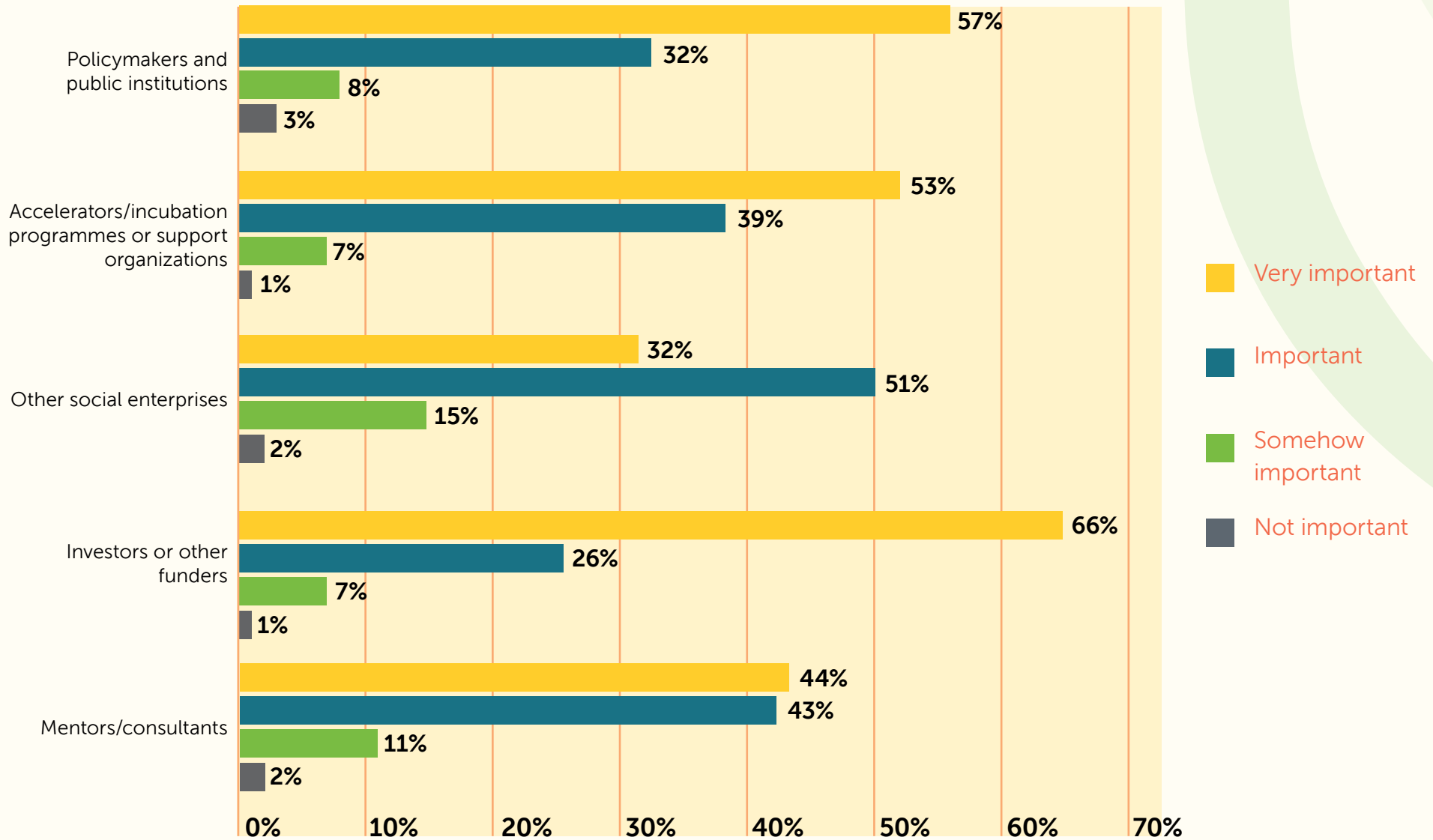
- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

- I strongly agree
- I agree
- I partly disagree
- I strongly disagree

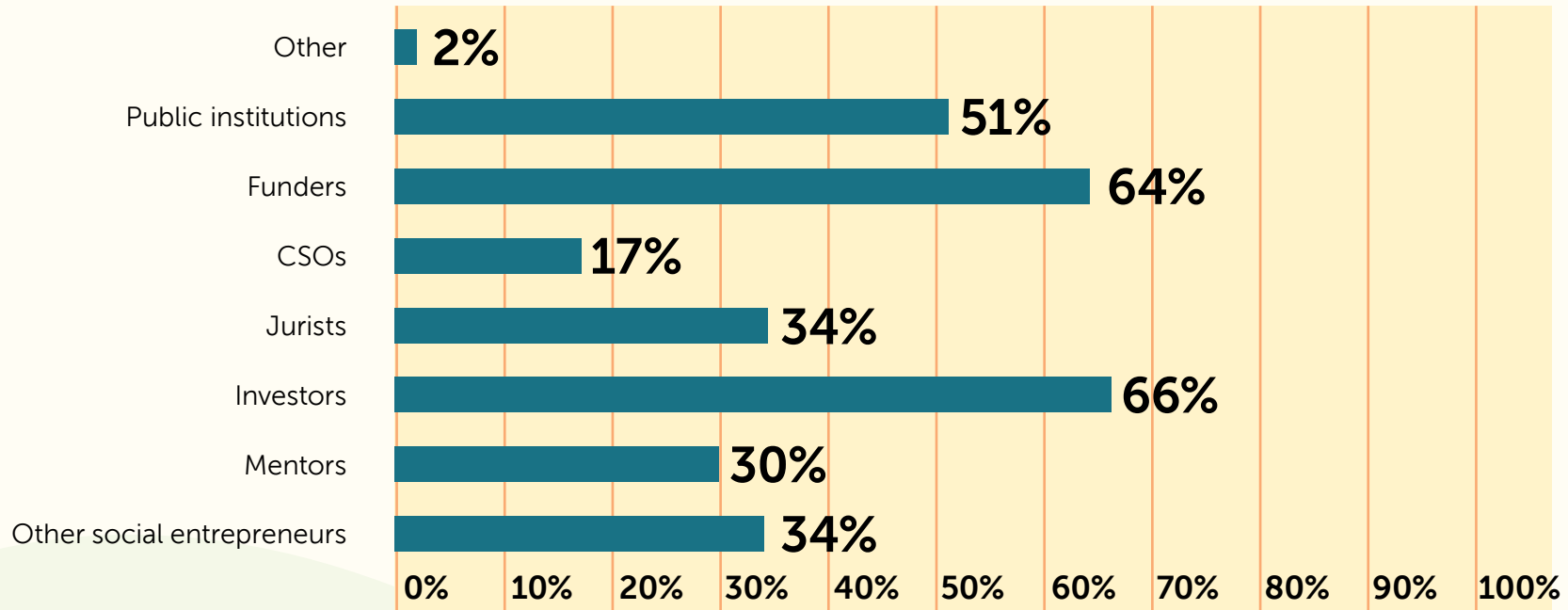


8.

In order for social enterprises to be successful, evaluate their relations with the following ecosystem actors or institutions according to their importance. (Basis: 166 people)

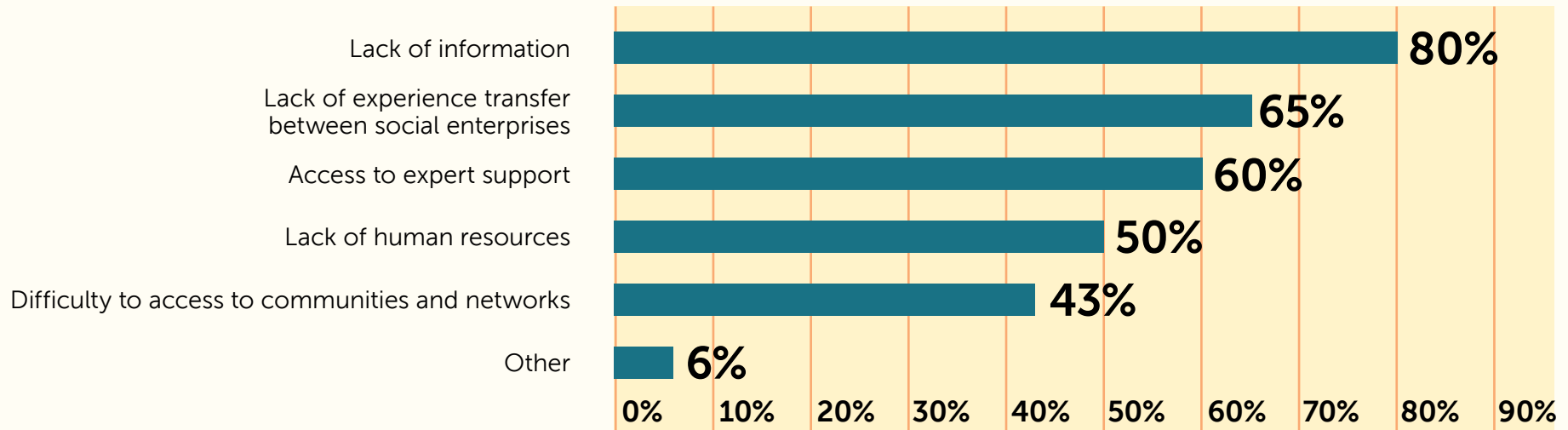


9.
Who do you have difficulty in meeting and connecting within the ecosystem?



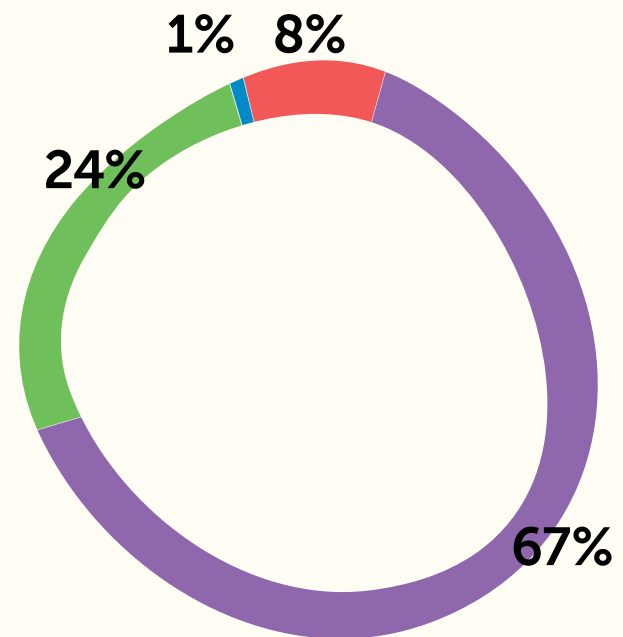
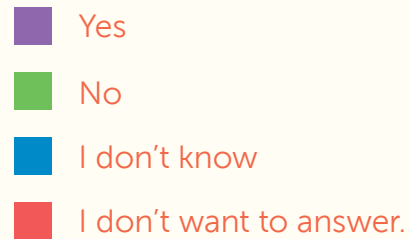
10.

In your opinion, what/which are the problems of the ecosystem?



11.

Are there any umbrella organizations, networks or platforms for social entrepreneurship that you subscribe to or follow? (local, national, international networks, other)
(Basis: 124 people)




12. Opportunities to trigger the development of social entrepreneurship

	Number of answers
Making legal arrangements and determining the status of social enterprises	19
Increasing recognition of social entrepreneurship and raising CSOs awareness on social entrepreneurship	11
Increasing awareness of public institutions and the commencement of incentive practices for social entrepreneurship	11
Defining social entrepreneurship and carrying out projects to raise awareness on the subject	9
Improving the communication and coordination of organizations working on this subject, designing national and regional social enterprise networks to ensure experience and knowledge sharing, creating cooperation and common sharing platforms	8
Increasing the number of successful social enterprises and sharing them as good examples	7
Organizing training and easy access to mentors about social entrepreneurship	6

13. Barriers to the development of social entrepreneurship

	Number of answers
Lack of legal infrastructure and state policy	27
Lack of recognition of social entrepreneurship in society	27
Lack of sustainable funds and difficulties to access to financial support	25
Public institutions' lack of knowledge about social entrepreneurship and their lack of support in this field	8
Lack of knowledge and experience	5

The background is a light orange color with several thick, curved, overlapping lines in a darker shade of orange. These lines are positioned on the left and right sides of the page, creating a modern, abstract design.

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