

# Better Incubation Policy Recommendations

by **LIAISE - Linking Incubation Actors for Inclusive  
and Social Entrepreneurship**

—  
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EU   BIC ASSOCIATE CYPRUS INSTITUTE .....	20
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## List of abbreviations

BEPT	Better Entrepreneurship Policy Tool (OECD)
BSO	Business Support Organisation
CoP	Community of Practice
EBN	European Business and Innovation Centre Network
EU	European Union
EVPA	European Venture Philanthropy Association
IHUB	Impact Hub
NEET	Not in Education, Employment, or Training
OECD	Organisation for Economic Co-operation and Development
PwD	People with Disabilities
URE	Under-represented Entrepreneurs
URG	Under-represented Groups



## Introduction

Better Incubation is a 2-year programme (2021 – 2022) funded by the European Union Programme for Employment and Social Innovation and is led by three network organisations: The European Business and Innovation Centre Network, Impact Hub and the European Venture Philanthropy Association. Better Incubation aims to foster inclusive and social entrepreneurship in Europe by mobilising and empowering Business Support Organisations (BSOs) with capacities to effectively help social enterprises and potential entrepreneurs from underrepresented groups (URGs) to grow their businesses.

The new European Action Plan “Building an economy that works for people: an action plan for the social economy” (2021-2030) launched by the European Commission recognises the importance that the mainstream BSOs have in the support of social economy entities (p.14):

*The Commission calls on Member States to encourage mainstream business incubators to extend their support to social economy entities, to improve business investment readiness support opportunities. The ‘Better Incubator’ pilot launched by the European Commission can serve as inspiration.*

**The final objective of Better Incubation is to kick-start an “eco-systemic” change by bringing incubation and business support services closer to society and contributing to societal needs through entrepreneurship and self-employment based on job creation, skills development, and provision of opportunities for unemployed and vulnerable people to fully participate in the society and economy.**

To achieve this goal, BSOs are called to act in synergy with the wider entrepreneurial ecosystem, as individual business incubators are not going to be able to change the culture and institutional practices around social and inclusive entrepreneurship alone.

Besides focusing on the internal capacities of BSOs, the Better Incubation project approach is also outward-looking to the wider ecosystem, considering broader cultural and institutional change needed to meet the objectives stated above.

This report presents the key findings resulting from the work carried out by the Better Incubation Consortium over the last 2 years and involving several European stakeholders in a series of learning, experimentation, and reflection activities on the role mainstream BSOs can play in better promoting and supporting social and inclusive entrepreneurship in Europe and beyond.

**FUN FACT |** The official name of the project is LIAISE – Linking Incubation Actors for Inclusive and Social Entrepreneurship. When the project started, partners decided to rename it “Better Incubation” to recall the Better Entrepreneurship Policy Tool, which has been used in several phases of the project as the general framework for the preparation of the final policy recommendations (by the CoPs and the regional workshops). LIAISE acronym says how we worked over the last 24 months; Better Incubation states our goal.

Women, Seniors, People with Disabilities (PwD), Migrants and Refugees, and Youth: these are the five vulnerable groups we worked with in the framework of the Better Incubation Communities of Practice (CoP),



researching, piloting, and reflecting on why and how mainstream BSOs can promote and support social and inclusive entrepreneurship in Europe.

Based on the insights from the preliminary research on existing inclusive incubation practices, the learnings from the 21 Better Incubation pilots, offering incubation services to more than 130 entrepreneurs/would-be entrepreneurs in 19 EaSI countries, and the existing recommendations in the Better Entrepreneurship Policy Tool and EU policies, CoPs elaborated policy recommendations.

By using the Better Entrepreneurship Policy Tool (BEPT) as the main framework, Better Incubation CoPs prioritised the existing recommendations proposed by the tool for the different URGs, integrated them with new ones when and where relevant (especially for seniors and PwD, which are not part of the BEPT and for which partners looked at other existing studies and reports), and selected the five most relevant ones for each target group.

Then, following a series of iterations, first analysing the findings by target group, then applying an intersectional approach looking at the learnings through the lens of experts, BSOs and entrepreneurs respectively, the following recommendations emerged as the most relevant across the five CoPs.

Better Incubation Policy Recommendations were validated and enriched during 15 regional policy workshops that involved more than 260 stakeholders in 14 European countries. These discussions resulted in **15 regional policy manifestos** highlighting regional priorities and steps needed to better promote and support social and inclusive entrepreneurship in those territories and ecosystems. These are available at the end of this document.

Following an in depth discussion with the Better Incubation Advisory Board members (ENSIE, Cooperatives Europe, Caritas Europa, EMES), a final validation was performed in Brussels on December 2<sup>nd</sup>, 2022, during the Better Incubation EU Policy Workshop, that saw the active participation of 22 stakeholders representing European policy makers, researchers, regional and national public authorities, investors, incubators, entrepreneurs, social actors, and non-governmental organisations contributing to the European social and inclusive entrepreneurship ecosystem. The following organisations participated in the workshop sharing ideas and suggestions on how to do “*even Better Incubation*”: DG EMPL, DG NEAR, OECD, Social Innovation Portugal, EU|BIC Associate ART-ER (Emilia Romagna), EUCLID Network, Eurocities, Università di Genova/ EMES, EPIM, a|cube by avanzi, Flora Rosenow Consulting, Impact Hub Lisbon, Impact Hub Budapest, EU|BIC Fundecyt-PCTEX, EBN, Impact Hub, EVPA.

Better Incubation Policy Recommendations have been also shared with Mrs Brigitte Fellahi-Brognaux, Head of Unit for Social and Inclusive Entrepreneurship, DG EMPL (European Commission).

**We are now glad to release the Better Incubation Policy Recommendations, a set of reflections and ideas aimed at providing some inspiration for BSOs and other stakeholders to work together towards a more inclusive and impact-driven entrepreneurship ecosystem across Europe.**

We recommend reading the Better Incubation key publications to get more details about these findings and the background information informing these final recommendations:

- [Better Incubation Best Practices](#)
- [Better Incubation Toolkit](#)
- [Better Incubation Insight Paper](#)
- [Better Incubation Roadmap](#)



## Better Incubation Policy Recommendations

### ISSUE #1 | Foster an inclusive and impact-driven entrepreneurial culture

To bolster the potential of social and underrepresented entrepreneurs (UREs) / would-be entrepreneurs, raising awareness on social and inclusive entrepreneurship remains a priority. This can be achieved through two paths:

- Promoting inclusion and impact-oriented culture among mainstream business ecosystems.
- Widely promoting social entrepreneurship and self-employment as an alternative to dependent employment and/or unemployment.

#### What needs to be done? Where policy can be instrumental?

- **Change the narrative around entrepreneurship** by showcasing and promoting a variety of business models and entrepreneurial paths to inspire and encourage more people to become entrepreneurs. This can also be achieved by using role models to diversify this narrative and open a broader imagination around entrepreneurship, as well as gaining awareness of the entrepreneurial ecosystem's biases both systemic and individual ones.
- **Listen to the voices of URGs** and include them in the design process at all stages.
- **Understand and overcome language barriers and cultural biases** that hinder the outreach capacity of mainstream BSOs to underrepresented and disadvantaged groups.
- **Invest in entrepreneurship education** from primary schools and embed it into long-life learning programmes.
- **Introduce social and inclusive entrepreneurship in business courses** and entrepreneurship curricula.

#### How can BSOs contribute to this effort?

- **BSOs represent a catalyst for the entrepreneurial ecosystem they act in and can act as change agents.** Through dedicated capacity-building and networking activities, BSOs can develop and adopt the right strategies, language, tools, channels, skills, and networks. This provides the capacity to reach out to underrepresented and vulnerable groups, the social actors that support them and the policymakers that design and propose territorial economic and cohesion policies and funding instruments.
- **Technology incubators can become an entry point for technology-based firms with growth potential established by women, youth, migrants, and other marginalised groups** or encourage business models which use technology to deliver solutions to social or environmental problems.
- **BSOs are well positioned to train social actors, education stakeholders and policymakers** promoting and stimulating social and innovative entrepreneurship in society.



## ISSUE #2 | Entrepreneurship skills and support

To offer UREs more chances to succeed with their entrepreneurial ideas and ventures, access funding opportunities and scale their business, access to business support services and programmes needs to be encouraged and facilitated. When working with UREs particular attention needs to be paid to soft and digital skills, and “unconventional” support infrastructures need to be integrated in the support programmes.

### What needs to be done? Where policy can be instrumental?

- Tailor business skills development according to the venture stage, as each venture stage comes with a particular set of challenges, from prototyping an idea and developing a product, to refining the business model and getting investment ready and more.
- **Carefully assess the way this support is provided to UREs.** To do so, it is crucial to design this support with the final beneficiaries and complement it with a series of tools, techniques and partnerships that allow meeting the specific needs of the target groups.
- **Understand the needs of the identified target group and implement dedicated solutions** in order to address UREs’ barriers. Intersectionality must be considered to avoid simplification and standardisation of the offer, and to achieve impact with targeted incubation programmes.
- **Allocate dedicated budget** to ensure accessibility when designing entrepreneurship support programmes for vulnerable groups.

### How can BSOs contribute to this effort?

Mainstream BSOs can integrate inclusive approaches into their service portfolio and in the broader organisational structure by adjusting existing tools and programmes to, and /or developing new ones for the specific needs of the target group. In their unique position, BSOs:

- **Train incubation programme managers and staff** to understand the needs and challenges of under-represented groups;
- **Design with representatives of the target group's pre-incubation programmes** aimed at offering basic entrepreneurial skills and boosting confidence in the beneficiaries;
- **Opt for flexible and agile approaches**, easing the participation of UREs throughout the whole incubation programme;
- **Offer “safe and comfortable spaces” for would-be entrepreneurs** to test their ideas, take risks and gain awareness of the next steps;
- **Offer mentoring and tutoring services for UREs**, by leveraging their formal and informal networks;
- **Encourage peer support among participants of incubation programmes** and offer cross-fertilisation opportunities (across sectors, generations, etc.);
- **Enrich programmes with a focus on soft and digital skills for URG.**
- **Integrate their business support services with tailored measures and initiatives aimed at meeting the specific needs of the target beneficiaries:** such as emotional counselling, babysitting services, sign-language, and digital access to services – just to mention some examples.





## ISSUE #3 | Access to finance

Access to finance is a key challenge for all entrepreneurs and the cultural barriers in finance make it even harder for URE entrepreneurs to access finance.

Addressing biases in investment decisions and increasing financial literacy, financial independence, and financial management UREs can be areas of interest and intervention for policymakers in the entrepreneurship space and in general.

### What needs to be done? Where policy can be instrumental?

- **Use and showcase a variety of financial instruments to support UREs:** loan guarantees, micro-finance, risk capital, crowdfunding, and peer-to-peer lending platforms. Particular attention should be paid to helping UREs understand digital solutions such as crowdfunding – this being particularly relevant for seniors.
- **Train investors** to consider the needs and the potential of specific target groups and to address potential biases in lending and investing decisions.
- **Increase the representation of URGs in investment governance structures** to foster more inclusive investment approaches.

**Encourage collaboration between mainstream BSOs and investors for impact** to understand expectations and fully leverage financial opportunities for social and underrepresented entrepreneurs.

### How can BSOs contribute to this effort?

- **BSOs can offer dedicated services to improve the financial skills of UREs** - early-stage entrepreneurs can benefit from a general education on access to finance, prerequisites, and funding instruments available. Later-stage entrepreneurs can benefit from investment readiness training and access to a network of investors and funding opportunities.
- **BSOs need to reduce cultural bias in networking events and demo days that bring entrepreneurs and potential funders and partners together** and organise them to be more inclusive of UREs.
- **BSOs need to increase their knowledge of how venture philanthropy organisations select their investments to better prepare the social and inclusive entrepreneurs** that they support and maximise their chances to close investment deals that will support their mission in the long term.
- **BSOs can establish partnerships with investors to offer tailored non-financial support for UREs** that leads to more financial support opportunities and better use of finance. Collaboration between mainstream BSOs and investors for impact can lead to more innovative entrepreneurial solutions with strong environmental and social impact.



## ISSUE #4 | Impact

Track impact at all levels (entrepreneurial, programmatic, organisational and policy levels) is paramount to building a strong and convincing argument for social and inclusive entrepreneurship.

### What needs to be done? Where policy can be instrumental?

- **Invest in adequate disaggregated data collection and analysis** to support and enhance a more inclusive and impact-driven entrepreneurial culture and allow for targeted public policymaking.
- **Harmonise data collection on social and inclusive entrepreneurship in Europe** in order to increase the comparability of data and to produce international benchmarks and build a stronger narrative and case for it.
- **Further support BSOs in better understanding the value of Impact Management and Measurement frameworks** for them and their clients and offer guidance on how to set them up.

### How can BSOs contribute to this effort?

- **BSOs need to conduct a systematic collection and tracking of relevant data** – quantitative and qualitative- to monitor their performances and social impact and demonstrate the benefits of the policy and funding support they receive and the added value they provide for end-users (entrepreneurs) and the community.
- **BSOs' impact assessment of programmes dedicated to UREs, must be defined in a dialogic manner with key stakeholders**, adapted to UREs' specificities (dedicated theory of change for each target group) and adopted by BSOs to improve their programmes, their processes, and strategies.
- **BSOs can help social entrepreneurs and impact-driven entrepreneurs define simple and clear IMM to meet investors' impact expectations.**
- **BSOs can set up an open feedback loop with policymakers and the other relevant stakeholders** (such as investors, NGOs, education and research organisations, and CSOs) to communicate findings/results and allow them to shape inclusive policies and programmes accordingly.



## ISSUE #5 | Accessibility

Inclusion is about making information, infrastructures, and services truly accessible to all.

### What needs to be done? Where policy can be instrumental?

- **Access to information.** Facilitate access to consistent and updated information about entrepreneurship (regulatory frameworks, legal forms, related policies, funding instruments, business support services), through online platforms and repositories, helpdesk services and tutoring.
- **Legal and regulatory framework.** Address legal issues through policies to allow for URGs to participate in entrepreneurship - that goes from reducing bureaucratic hurdles around starting a business, to simplifying and shortening procedures to open basic business accounts, to researching more effective visa systems for migrants and refugees, to easing of regulations around pensions and other subsidies.
- **Strategies.** Destinate appropriate resources to ensure accessibility of incubation infrastructures and services – beyond architectural barriers.
- **Strategies.** Define more detailed guidelines to support people with different types of disabilities on their entrepreneurial journey (not as an employee only).

### How can BSOs contribute to this effort?

BSOs are well-positioned to provide access to information, and expertise needed by URGs to start their ventures. As such,

- **BSOs need to rethink and simplify the language** used in promotional materials, and the entrepreneurship jargon and business terminology, in general, to ensure it is accessible to diverse audiences.
- **Staff and incubation managers need to be trained on the specific needs of the different target groups** and in particular of PwD – acknowledging the diversity this term implies.
- **BSOs need to hire staff/business coaches** that come from diverse backgrounds/cultures to stimulate UREs to feel represented and look up to coaches as role models.
- **BSOs need to choose appropriate channels** to reach out to URGs and keep them engaged throughout the support programme.
- **BSOs can mobilise the entrepreneurial ecosystem to connect UREs with peers, mentors, experts, investors, and other relevant stakeholders.**



## ISSUE # 6 | Networks

Encouraging formal and informal networks for entrepreneurs, BSOs and other stakeholders in the ecosystem is critical to unlock and supporting the entrepreneurial potential of URGs.

### What needs to be done? Where policy can be instrumental?

- **Build networks and communities that go beyond “usual partnerships”** to explore the entrepreneurial potential in all segments of society.
- **Promote public networking activities** to build connections between UREs with different profiles, entrepreneurs and mainstream business networks.
- **Promote entrepreneurial opportunities through informal networks.**
- **Create new and/or improve existing online platforms to develop new connections** – across sectors, regions and countries.

### How can BSOs contribute to this effort?

As the physical node in the centre of the interconnected (national, regional, urban) innovation ecosystem, BSOs are well-positioned/ and need to:

- **Stimulate new partnerships within their territories and with other territories** (national and international level) to scout, engage and support social and underrepresented entrepreneurs.
- **Set up wide referral networks** with social actors and organisations that are constantly supporting target groups to source potential entrepreneurs from disadvantaged groups and to better understand the barriers and the needs of that specific group.
- **Encourage informal networks** allowing UREs to build trust and confidence by connecting with peers – this offering tangible role models and allowing them to learn from their direct experiences in starting a business.
- **Offer UREs tailored support packages** meeting their specific challenges while facilitating and enabling interactions with the other entrepreneurs in the incubator.

### A network of networks

**Pan-European and international networks like EBN, IHUB and EVPA need to stimulate mainstream BSOs to broaden their scope to social and inclusive entrepreneurship support by fostering collaboration among their members, sharing lessons learned and best practices to fine-tune support, and valorising networks’ complementarities.**



## Final remarks on the need to re-strategise the European incubation ecosystem(s)

### Why mainstream Business Support Organisations should expand their outreach to social and inclusive entrepreneurship?

Two years of intense activity under the Better Incubation project makes it clear: **BSOs are able to, need to, and fortunately already do expand their scope and increase their role towards inclusive and impactful entrepreneurship.**

Besides the imperative moral reasons, leading consulting and institutional studies have widely set out the business case. Listed among the top reasons to release the untapped potential of social and inclusive entrepreneurship are a) to attract and retain the best talent; b) to better serve consumer markets, including those in which UREs are the main customers; c) to enhance diversity and improve overall performance in the workplace and economy, and d) to address future demographic change.

*All Europeans who want to set up their own business, whatever their profile, should receive active support. This is in essence the message underpinning the Better Incubation project funded by the European Commission.*

- Brigitte Fellahi-Brognaux, Head of Unit, European Commission DG EMPL

Transforming progressively the dominant mind-set of incubation is certainly a positive step in unleashing the entrepreneurial potential of URGs and social economy initiatives. Indeed, businesses that receive tailored support from incubators have higher survival rates, create more jobs and generate more revenues.

The Better Incubation project clearly demonstrated that mainstream BSOs, such as the EU|BICs, are well positioned to act as change agents in their local/regional entrepreneurial ecosystems, as they do already act as catalysts and can broaden their scope to mobilise a wider range of resources and stakeholders to generate greater social impact through entrepreneurship.

Of course, some adjustments need to be taken and implemented to ensure the renewed incubation services do meet the specific needs of the targeted groups, and new, unusual partnerships must be established to reach out and retain vulnerable people in the incubation programmes. The work done with the 21 incubation pilots shows that the real revolution is in the way services are delivered, programmes designed, and opportunities communicated. It is not *the what*, but *the how* that must be carefully assessed by incubation managers. Looking at the how, these are the top three insights from the Better Incubation programme.

**1| The human-centric approach.** Working with UREs showed how BSOs must be ready to go beyond the usual entrepreneurial needs. When accompanying a would-be entrepreneur/entrepreneur from a vulnerable group, you also accompany his/her personal story and growth, and you can't disregard it when working on their entrepreneurial ideas. Many times, offering incubation services to these groups means offering an opportunity to boost self-confidence, a safe space where to try out new ideas and test personal skills and capacities.



**2 | The orchestra.** Inclusive incubation is a lot about managing and supporting complexity. Complex cultural and social backgrounds, complex regulations, complex financial settings that require different expertise, knowledge, and networks that need to work in synergy to maximise the impact of the offered support.

**3 | The journey.** A journey is made of a thousand steps, but it has to start somewhere. Choose your first step, look at your local context, understand the needs, the opportunities, and design together with your stakeholders the first/next steps. Define a simple impact assessment framework and use it as a compass to steer the direction, look at the work already done and improve it. Try to move from a programmatic approach to a more systemic one, this leading to a wider and long-lasting impact within your organisation and for the wider ecosystem.



## Better Incubation highlights

### **5 Communities of Practice** (CoPs) with 37 members from 19 countries

- 5 underrepresented groups (Women, Youth, People with disabilities, Migrants and Refugees, Seniors)
- 11 calls per CoP, amounting to over 80h of online calls
- 15+ guests invited to the calls
- 103 good practices, programs, tools and resources, collected and processed
- 27 empathy interviews, collected and processed
- **21 incubation pilot programs** by EUJBICs and Impact Hubs in 14 countries
- **133 supported entrepreneurs / would-be entrepreneurs**

### **3 impact-driven ventures** supported through the Better Incubation Scaling Programme

#### **3 online training courses**

- Social Entrepreneurship (2021)
- Social Impact Management and Measurement (2021)
- Inclusive Entrepreneurship (2022)

### **15 regional policy workshops** in 14 countries and **1 EU policy workshop**

### **8 Investors for Impact** presented over 6 Switch Pitches

### **4 international events**

### **10 inspirational videos** on inclusive incubation programmes

#### **4 publications**

- Better Incubation Best Practices
- Better Incubation Toolkit
- Better Incubation Insight Paper
- Better Incubation Roadmap

## Get in touch!

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## Annex 1. Regional policy manifestos

### Impact Hub Ankara

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Establishment of a platform that brings together all the tools, support mechanisms, incentives as well as definitions and spreading this platform throughout all the related institutions including Ministry of National Education and Higher Education Authority to let them involve the issue within primary and college curricula.	Public administration	National
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
2. Co-designing support mechanisms.	Public, private, civic and social economy actors	Regional
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
3. Forming a legal definition of an inclusive enterprise and authorization of suitable public institutions to devise incentives, audit etc functions accordingly.	Public administration	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
4. Lobbying for inclusive entrepreneurship among financial mediaries.	National and international social economy actors	EU
<b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b>		
5. Establishment of an umbrella organisation of inclusive enterprises.	Business support organisations	EU
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Introducing capacity development activities for local actors to increase their awareness.	Public administration	Local
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
7. Developing a legislation of social entrepreneurship.	Public administration	National
<b>Social entrepreneurship   Access to finance</b>		
8. Increasing the number and inclusiveness of financial tools.	Financial actors /	National





	investment networks	
<b>Social entrepreneurship   Skills and business development support</b>		
<b>9.</b> Forming and spreading mechanisms/networks of peer learning and communication.	Business support organisations	National
<b>10.</b> Improving the business skills of social enterprises and support organisations.	Business support organisations	National

### List of contributors

Joon  
İstasyon TEDU  
Zincirapp  
Ekodoku Cooperative  
Needs Map  
İstasyon TEDU  
Ministry of Labor and Social Security  
Impact Hub Ankara  
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KAGİDER  
TÜBİTAK  
Ministry of Trade  
DG Development Agencies  
Ministry of Family and Social Services  
ICMPD-Enhancer  
UNDP Turkey  
Teyit Factory  
Üretkeniz Biz Coop



## Impact Hub Athens

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
1. Cultivate collaboration spaces through events and curated networking meetings between civil society organisations that offer support (psychological, legal, vocational training, etc) to marginalised groups, so that they have the sense of belonging to a specific ecosystem, interact, make concerted efforts, so that their actions can really bridge the gaps & create impact.	Community spaces that act as conveyers	Regional
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
2. Regulation for allowance of pausing repayments for example of loan (e.g. if a woman gives birth and has to change focus, or if a person with disabilities has to enter a treatment period).	Public administration	EU
3. Create state grants to create incentives for business support organisations and financial institutions to transition towards a more inclusive and accessible service.	Public administration	National
4. Organise accessible educational workshops on financing skills, financing opportunities, capacity building on using financial tools, introductions to financing mechanisms etc (with translation, audio description, in accessible spaces, online etc) in order to prepare UREs to claim financial support successfully.	Business support organisations & financial institutions	Local
5. Inform the selection process and the agreements of the loans/grants/investments, adapt the parameters, the measure of success and the framework depending on the entrepreneur's background: for example, not all of them can provide collaterals of similar value, not everyone can afford the same interest rates, define the balance between impact and money, growth rates and profit margins are cannot be compared with the conventional business); it's not about discriminating entrepreneurs from different communities against one another, but in creating a fitting framework for each case.	Public administration	EU
<b>Social entrepreneurship   Institutional framework</b>		
6. Create tax incentives for social enterprises, philanthropists, social investors.	Public administration	EU and National
<b>Social entrepreneurship   Access to finance</b>		
7. Mandatory condition for banks to invest a specific amount of money in social enterprises per year.	Public administration	EU
8. Create a registry of social impact/footprint of social funding for companies and investors to show social return of investments. E.g., each corporate/private CSR contribution needs to be accompanied	Business support organisations	National



with the corresponding results.		
<b>9.</b> EU definition of what social return of investment is. 1 euro "invested" in social enterprises brings x euros of social footprint. Benchmark analysis.	Public administration	EU
<b>Social entrepreneurship   Managing, measuring, and reporting impact</b>		
<b>10.</b> State / EU / Region dedicating financial resources to support the development of internal processes within small sized social enterprises to actively manage, measure and report on their impact.	Public administration	EU

### List of contributors

AFI  
The People's Trust  
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SynAllois  
ESG Pireaus Bank  
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Melissa  
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Me Alla Matia  
Women on Top



## Impact Hub Bucharest

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Education and cultural training focused on inclusive entrepreneurship by introducing extra-curricular programs and activities for students, starting from secondary school and up, fostering the development of an entrepreneurial culture from a young age (there might be grant schemes where any school can apply and use the money to develop entrepreneurship & inclusive entrepreneurship culture, for example).	Public administration (Ministry of Education)	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
2. Creating a Unique National Digital Register, kind of a “marketplace” of services accessible to accredited organisations, who can further upload new opportunities, and to disadvantaged/underrepresented groups. A register created with integrated databases, which shall include complete records of all vulnerable persons/from underrepresented groups, practical, useful & “open data” and should start from the need of vulnerable people in the target groups, not the other way around.	Public administration	National
3. Accessibility (including online) of all services, in both public and private places for all target groups. For example, accessibility for all means of transport (as people with disabilities can go to work without the need of a caretaker), assistive technology available for any type of disability, creating inclusive and custom types of jobs for people with disabilities.	Public administration	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
4. Financing programs and schemes adapted to social entrepreneurship (banking packages, loans, private grants), with a number of dedicated vacancies and/or bonus for all these vacancies (for example, X% of the funding line goes to inclusive entrepreneurship, pilot-financing or maybe a financing line for the entrepreneurs that come from vulnerable or underrepresented groups). Programs should be designed together with the target groups.	Public administration	National
5. Introduction of public reserved contracts in the Law regulations for social enterprises who are hiring people from disadvantaged categories (such contracts would bring advantages in sales and bring financial support for employees of social enterprises).	Public administration (Ministry of Labour and Social Protection)	National
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
6. Creating a Unique National Digital Register, kind of a “marketplace” of services accessible to accredited social organisations, who can	Public administration	National



<p>further upload new opportunities, and to disadvantaged/underrepresented groups. A register created with integrated databases, practical, useful &amp; “open data” and should start from the need of vulnerable people in the target groups, not the other way around.</p>		
<p><b>Social entrepreneurship   Access to finance</b></p>		
<p><b>7.</b> The existence of financing programs and schemes adapted to social entrepreneurship (banking packages, loans, private grants), with a number of dedicated vacancies and/or bonus for all these vacancies (for example, X% of the funding line goes to social entrepreneurship, 1-5% as incentive for social entrepreneurship etc). Programs should be designed together with the target groups.</p>	<p>Public administration</p>	<p>EU</p>
<p><b>8.</b> Introduction of public reserved contracts in the Law regulations for social enterprises (such contracts would bring advantages in sales and bring financial support for employees of social enterprises).</p>	<p>Public administration (Ministry of Labour and Social Protection)</p>	<p>National</p>
<p><b>Social entrepreneurship   Access to markets</b></p>		
<p><b>9.</b> Creating a B2B platform for all the products and services generated/sold/offered by social businesses, including certain packages at European level or where they can collaborate with other institutions that are already doing something similar.</p>	<p>Public administration (European Commission)</p>	<p>EU</p>
<p><b>Social entrepreneurship   Managing, measuring, and reporting impact</b></p>		
<p><b>10.</b> Monitoring, measuring and evaluating the impact by reducing the bureaucracy and offering incentives (5%, for example), so that those involved in social services will be encouraged to continue their activity. One solution might be increasing the co-financing after the project implementation period, in terms of impact and creating assessments and recognition of expenses by effectively performing activities in high-risk projects. The processes of achieving the objectives should start at the institutional level, not only in terms of deliverables.</p>	<p>Public administration</p>	<p>National</p>

**List of contributors**

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- Synerb Venture Catalyzer Association
- Help Autism
- Kaufland România & Moldova
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- Recicleta
- AMAIS
- Impact Hub Bucharest



National Institute of Statistics  
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Laboratorul de solidaritate/ RISE Romania



## Impact Hub Budapest

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. What could we use instead of the term of inclusive entrepreneurship? Entrepreneurship for opportunity	Public administration	National
2. Mapping what the existing institutional system can do, what programmes are working.	Academia and research	National
3. Introduction of metrics, indicators	Academia and research	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
4. Offering a simple business form to entrepreneurs starting a business.	Public administration	National
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
5. More inclusive businesses and better functioning existing ones.	Business support organisations	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Networking, cooperation, meeting each other: helping each other, sharing knowledge and experience, brainstorming.	All the stakeholders in the community, but mainly the one who are organising the community	National
7. Integration of the topic of SEs into universities, educational institutions, programmes - volunteering opportunities for students and good work experience.	Academia and research	National
8. Communication, publicity, visibility: many (local) examples of good practice in cooperation between traditional enterprises and social enterprises	Business support organisations	National
<b>Social entrepreneurship   Access to markets</b>		
9. Sensitising companies to social entrepreneurship (Spar, Tesco). A special stand for social enterprise products.	Business support organisations	National
<b>Social entrepreneurship   Skills and business development support</b>		
10. Rational assessment of SEs, calculation and decision making (when thinking about what to do in the future - keep/sell it etc.).	Business support organisations	National



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Solo entrepreneur  
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Red Cross Hungary  
Fruit of Care





## Impact Hub Malaga

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
1. Access to Financing through the public administration and banks - establish clear investment criteria. Facilitate credits with grace period + 3 years.	Public administration	Regional
2. Tax benefits for social and inclusive entrepreneurs as well as other initiatives: for example, small and medium-sized companies have to create social projects (towards inclusive entrepreneurship) and the cost of the project can be deducted in the tax return.	Public administration	Regional
3. Create indicators of social and inclusive investment.	Other	Regional
<b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b>		
4. Create a network of Mentors from the public administration and civil society to support the sector and promote access to entrepreneurship for the disadvantaged population.	Business support organisations	Regional
5. Greater coordination, engage existing networks and groups (e.g., La Bolsa Familia and La Casa de Carlota).	Civil society organisations	Regional
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Recognition and visibility to the sector. Need for an active approach in raising citizen awareness.	Business support organisations	Regional
<b>Social entrepreneurship   Institutional framework</b>		
7. Simplification and coordination with respect to the entrepreneurial support service. Need for more cooperation and collaboration between entities. Integrated teams within the public entity - better collaboration, for example, between Promálaga and employment services and other City Council departments. Simplification and flexibility in programs and more focus on social entrepreneurship from the public administrations.	Public administration	Regional
<b>Social entrepreneurship   Access to finance</b>		
8. Improvement of the regulatory framework and access to public and private financing. For example, incorporate social clauses in hiring and public procurement.	Public administration	Regional
<b>Social entrepreneurship   Skills and business development support</b>		
9. Focus on entrepreneurship education from early age education and school (Primary, Secondary and Higher	Public administration	Regional



Education. Focus on social values and self-leadership. More focus on financial education.		
<b>10.</b> Advise and support social entrepreneurs throughout the entrepreneurial journey - until they form as a company and gain some level of maturity.	Business support organisations	Regional

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Comunicar en Senior



## Impact Hub Milan

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Adopt a new communication paradigm for women entrepreneurship. Women are often represented as people in need. This does not promote women's empowerment and the development of their capacities. They need more women role models to overcome leadership stereotypes coupled with successful businessmen.	Civil society organisations	National
2. In order to reduce the NEET group it is important to guarantee equal opportunities among young people, ensuring equal opportunity: the same infrastructure, services and knowledge by reducing the gap between regions in the country.	Public administration	National
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
3. Create strong professional connections between young and seniors with a view to reverse mentoring: young people could help seniors in developing digital skills and support in the use and access of digital tools, and seniors could transmit values and acquired experience: rigour, competencies, leadership, e role model.	Business support organisations	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
4. Assure more dedicated resources to URE's support to integration: Having integration mentors can help them in their resilience journey with respect to what are the most common obstacles to integration. For example, create mentoring programs for migrants who want to become entrepreneurs in our country. The programs should be designed to: <ul style="list-style-type: none"> <li>• Help migrants developing communication competences in work environments</li> <li>• Help migrants to deal with the paperwork</li> <li>• Help migrants to get foreign title recognition</li> <li>• Support migrants in recognizing their own soft skills</li> </ul>	Public administration	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
5. There is no high gender diversity in the financial sector, it is necessary to have more women among investors and within the board of investment funds. Promoting gender diversity within the investor class could naturally increase investments in startups with female leadership.	Investors	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Involving other no-profit actors and collaborating with for-profit	Public	National



companies is a necessary and worthwhile compromise to share knowledge and join forces in systematising a comprehensive vision that help companies on the one hand to become more sustainable and dynamic, and nonprofits on the other to acquire new strategic resources.	administration	
7. Promote partnerships between local entrepreneurs to enhance local resources and achieve better results in terms of impact on the local community. For example, when funders analyse projects, they should not focus exclusively on the financial aspect, but also on the potential positive impact of the business.	Business support organisations	National
<b>Social entrepreneurship   Skills and business development support</b>		
8. Develop a coherent strategy for public funding to promote education service to increase skills in the social economy and to improve business strategies according to SDGs.	Academia and research	National
9. Design incubation programs are able to promote technological innovation as a tool to achieve social goals, implement policies to facilitate digitization and the use of new technologies to ensure welfare services and to keep track of the impact generated.	Public administration	National
<b>Social entrepreneurship   Managing, measuring, and reporting impact</b>		
10. Encouraging the identification of appropriate metrics that are recognised at the European level is fundamental for measuring the social impact that is generated for the benefit of the community and for identifying how much welfare services manage to redistribute the common good.	Public administration	National

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- Hacking Talents
- Impact Hub Trentino
- Angels4Women



## Impact Hub Munich

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Portray different role models and realities of life more strongly in the media. However, care must be taken to ensure that, for example, women are not portrayed as exotic in the start-up scene, but are taken for granted.	Media	EU
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
2. The introduction of quotas of women, migrants, ... in BSOs.	Business support organisations	National
3. BSOs should try to make their application effort as low, transparent, and simple as possible, so that it is possible for everyone to apply (migrants, mothers with little time, ...).	Business support organisations	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
4. Provision of legal advice that addresses the process of setting up a company in a non-bureaucratic manner using simple language and in several languages. As well as the commitment of the institutions to respond to the citizens and to be personally available for them.	Public administration	National
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
5. Focus on financial literacy and entrepreneurship already in formal education and underpin the topic with diverse examples (women start up differently than men, different starting situations, ...).	Public administration	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Promote networking among public institutions to create a strong local network to provide improved assistance.	Public administration	Regional
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
7. Introducing business-friendly tax reform to make startups more convenient for everyone.	Public administration	EU
<b>Social entrepreneurship   Access to finance</b>		
8. Introduce a start-up grant/income for entrepreneurs that provides financial security for people with less capital and support companies whose primary goal is social impact rather than profits.	Public administration	EU
<b>Social entrepreneurship   Skills and business development support</b>		



<b>9.</b> Bring more diversity into decisive positions (donors, BA, VC, foundations) and guide them towards "unconventional" enterprises through incentives such as relief on investments in social enterprises (social return also as financial return).	Business support organisations	National
<b>10.</b> The aim is for BSOs to take greater account of the different realities of life, and to target their advertising more specifically at specific groups (for example: social Business from women).	Business support organisations	National

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Impact Hub  
Strascheg Center for Entrepreneurship  
Send  
Guide München  
Munich StartUp



## Impact Hub Vienna

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Social campaigns, promoting role model entrepreneurs from underserved communities. Targeted communication campaigns of opportunities to underserved communities / stakeholders.	Civil society organisations	Local
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
2. Design programs together with the underserved community you are targeting. Involve the target group in creating the messaging, the application process, the intensity of the support.	Business support organisations	Local
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
3. Entrepreneurship and inclusivity education. Teaching entrepreneurship, inclusivity topics, SDGs in school and leveraging alternative education initiatives.	Public administration	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
4. Inclusivity KPI should be included in funding frameworks.	Public administration	EU
<b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b>		
5. Providing an inclusive network to entrepreneurs starts with breaking up stereotypes. We need diversity inside investors' juries and mentors from different backgrounds and gender so that every project can be analysed from different perspectives. This also includes providing role models from exclusive business so that entrepreneurs can have guidelines during their journey and a strong community network to facilitate connection.	Business support organisations	Local
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
6. Reduce employment tax incentives for social enterprises.	Public administration	EU
<b>Social entrepreneurship   Access to finance</b>		
7. Decrease complexity of funding applications and ensure funding for all stages.	Public administration	EU
8. Create tax incentives for impact investment.	Public administration	EU
<b>Social entrepreneurship   Access to markets</b>		



9. Incentivise public purchasing of social enterprise products/services.	Public administration	EU
<b>Social entrepreneurship   Skills and business development support</b>		
10. Ensure easy and sufficient funding for entrepreneurship support organisations to scale their programs in order to support potential entrepreneurs in all regions.	Public administration	EU

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Accent Incubator  
Vollpension  
BOKU  
Arbeitplus  
zero project  
IV





## Impact Hub Zagreb

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Creation of new role models and visibility - through storytelling + introducing new categories of the existing prominent entrepreneurial awards for URGs.	Media, Business leaders	National
2. Educating the market & tracking customer behaviours + building the skills and mapping the values of inclusive entrepreneurs in the existing educational contexts.	Public administration	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
3. Introducing criteria for public procurement referring to indicators of measuring impact + mechanisms that would reduce the risks of green washing & addressing the challenge of capacities - planning the procurement in advance so there is enough time for inclusive entrepreneurs to prepare and/or extra points for subcontracting URGs.	Public administration	Local
4. Conversion of the existing entrepreneurs to the inclusive entrepreneurs /women, seniors/; especially those that transfer the businesses to the new generations.	Business support organisations	National
<b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b>		
5. Strengthening the concept of cooperatives through a creation of a support organisation for the cooperatives (on any level), supporting joint business ventures of people from the same URG through cooperatives.	Public administration	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Increasing the quality of the perception of SE through defining the general entrepreneurship through its purpose and value + changing criteria of any entrepreneurial grants to include social impact of any business venture.	Public administration	Local
7. Create 1-stop shop as part of the existing infrastructure providing information and support ALSO for SE as part of general business support activities.	Business support organisations	Local
<b>Social entrepreneurship   Access to markets</b>		
8. Organise an event to promote SE as any quality product existing in the market - has value because of its characteristics, not because it is an SE product!	Civil society organisations, Public administration	Local
9. Existing educational contexts - extracurricular activities done	Public	National



in collaboration with SE.	administration	
<b>Social entrepreneurship   Managing, measuring and reporting impact</b>		
<b>10.</b> Existing Open call on a local level for grants for SE - educating evaluators for assessing the applications and measuring the social impact + networking of experts.	Civil society organisations, Public administration	National

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## EU | BIC Associate Cyprus Institute

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
<p><b>1.</b> More support to women, that allows for them the time to balance family commitments and an enterprise. This support must provide more/other benefits than the ones already existing (financial aid, maternity leave). Such would be the establishment of a day care in several neighbourhoods that accepts infants and kids (6 months old-6 years old) from 6 am until 6 pm and offers special prices to women entrepreneurs. These spaces will be subsidised by the government and promoted along with a series of other actions aiming to support women entrepreneurs.</p>	Public administration	National
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
<p><b>2.</b> Create an Integration Plan or an Induction Programme which will be compulsory for migrants or asylum seekers and would offer language classes and a social-cultural context. Classes on the entrepreneurial ecosystem in Cyprus, relevant legislation and referrals for further guidance should be available. The involvement of locals with various backgrounds is essential so that the migrants and asylum seekers feel welcomed and have opportunities to meet and work with locals.</p>	Public administration	National
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
<p><b>3.</b> The regulatory framework must be reformed in order to include migrants and asylum seekers to be eligible to start an enterprise. Currently, people from those groups can be issued a work permit that includes domestic employment, employment at a foreign company and general employment. Working as self-employed must fall under one of four categories that is restrictive and being an entrepreneur requires a start-up capital of EUR20,000 and an innovative concept with at least 10% of the operating costs being spent in R&amp;D. These conditions exclude people with various backgrounds and skills to start an enterprise.</p>	Public administration	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
<p><b>4.</b> Create incentives for financial institutions to provide loans with low-interest rates, while supporting inclusivity as part of the conditions. These incentives can come from the Financial Institutions at a European level. Local banks currently are offering very limited opportunities to entrepreneurs from an under-represented group. Following the financial crisis in Cyprus, the passports scandal, and the current global rising inflation, the available loans are not attractive to the majority of the people, let alone people considered under-represented.</p>	Leading financial institutions (e.g. European Central Bank)	EU



Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship		
<p><b>5.</b> Creation of HUBs in various neighbourhoods hosting people from under-represented groups. The HUBs will act as open spaces that allow coworking and networking. In addition, various events, trainings to develop skills and capacities, and other projects relevant to promoting inclusivity could be hosted in these spaces. The HUBs must be supported by the local authorities, the community and have synergies with NGOs, social actors and social enterprises, in order to be sustained. A HUB that is targeting people with disabilities should take into account their needs, and reflect on the layout, involve relevant trainers and adjust the trainings to their special requirements.</p>	<p>Civil society organisations</p>	<p>Local</p>
Social entrepreneurship   Social entrepreneurship culture		
<p><b>6.</b> Launching a digital campaign that aims to create a better understanding of Social Entrepreneurship, its purpose and its impact. It will be aimed toward the public, the authorities, and the industry. By publicly promoting success stories, role models and successful social entrepreneurs, people become more aware. Simultaneously, this helps policymakers, the authorities and the public to recognise the impact of social entrepreneurship and be more receptive.</p>	<p>Business support organisations</p>	<p>Regional &amp; National</p>
Social entrepreneurship   Institutional framework		
<p><b>7.</b> Improvement of Public Services via the digitalisation of the current bureaucratic system. In this way, social enterprises will have easier access to relevant services offered by the government. Simultaneously, capacity building of public officers must be aimed, in order to be capable of being of service in an informative way to the social entrepreneurs. The opportunity to contact an officer online via a Q&amp;A pop-up is also beneficial. The web page must be easy to navigate, to be usable.</p>	<p>Public administration</p>	<p>National</p>
Social entrepreneurship   Access to finance		
<p><b>8.</b> Provide financial incentives by reducing the taxes that social enterprises must pay. The tax percentage can be lowered in a way that allows for the social enterprises to keep more of the profits for further re-investments.</p>	<p>Public administration</p>	<p>National</p>
Social entrepreneurship   Skills and business development support		
<p><b>9.</b> Establishing a network in the form of an association that will be independent and provide support to launch and run a sustainable social enterprise. Provided services could include funding opportunities, consultancy, mentoring, administrative guidance on establishing a social enterprise, etc. People in this network should act as 'mentors' and new members will be welcomed to join as "mentees". The longevity of such association is essential. People should feel like they belong in the association, and they are surrounded by supporters. Social events that promote networking are essential.</p>	<p>Civil society organisations</p>	<p>Local</p>



Social entrepreneurship   Managing, measuring and reporting impact		
<p><b>10.</b> A certification or badge awarded to social enterprises that have a proven positive impact on a local, national, or global level. This should be an independent procedure that follows similarly to the ISO standards and will be audited and certified by an independent certification body. This will be a voluntary procedure that social enterprises will choose to follow for marketing purposes. Simultaneously it puts some productive pressure on companies to do more and better in order to sustain their certificate. Also, it provides some guidance on the internal management of a social enterprise, which is useful to grow in the market and the ecosystem.</p>	<p>A standardisation company</p>	<p>EU</p>

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- The Cyprus Institute
- Primetel PLC
- Maastricht University
- Ministry of Education
- Department for Social Inclusion of Persons with Disabilities
- MIEEK
- Ministry of Education



## EU | BIC DNA Cascais

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Promote a culture of education for entrepreneurship among young people, in a school environment, involving the entire school community (teachers, non-teaching staff, parents and school management), and capable of integrating local companies	Public administration	Local
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
2. Promote the inclusion of women entrepreneurs, namely unemployed and migrants; through the creation of a network and communication channels that encourage collaboration, information and the sharing of knowledge, among women, and between women and entrepreneurship support technicians.	Civil society organisations	National and Regional
3. Promote inclusive information and communication systems, enabling anyone who wants to create a business to have easy access to information (Braille, sign language, translation and subtitling of audiovisual content, ...)	Business support organisations	National
4. Create mentoring and business support programs, supported by multidisciplinary teams (from the social and business areas) capable of supporting entrepreneurs from underrepresented groups after the creation of their business.	Business support organisations	Regional
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
5. Create microfinance solutions for experimentation and income-generating micro-initiatives, aimed at underrepresented groups, who wish to start their entrepreneurial activity and who need a low investment value.	Public administration	National
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
6. Making application processes for programs and incentives less bureaucratic and more focused on impact results.	Public administration	National
<b>Social entrepreneurship   Access to finance</b>		
7. Create more favourable tax systems for private sector companies that choose to invest in social and solidarity economy organisations.	Public administration	National
<b>Social entrepreneurship   Skills and business development support</b>		
8. Empower social and solidarity economy organisations to measure the impact of their projects, initiatives and activities.	Academia and research	National and Regional



<b>9.</b> Create a support office for organisations in the social and solidarity economy, with its own training offer and with support and consultancy offices for organisations.	Public administration	National
<b>Social entrepreneurship   Managing, measuring and reporting impact</b>		
<b>10.</b> In public support systems for social and solidarity economy organisations, require that results and reports present the social impact of funded initiatives.	Public administration	Regional

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## EU | BIC FUNDECYT PCTX

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Strengthening the design and delivery of inclusive entrepreneurship support</b>		
1. Co-design programmes aimed at final beneficiaries.	Public administration	Regional
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
2. Accurately measure the impact of entrepreneurial activities in the territory.	Academia and research	Regional
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
3. Formal training programs that encourage the dissemination and training of skills in inclusive entrepreneurship that strengthen the culture and capabilities of promoting entities. Training professionals/incorporating management profiles in practical training (Programa de Innovación y Talento SOCIAL).	Academia and research	Regional
4. Connection between the business fabric and the entrepreneurial associative network of social action to improve collaboration and connect in the value chain, also working on entrepreneurship in the beneficiaries of the entities, training, technical support, market access and financial support (adapted entrepreneurship), not only until the creation, but also during a period of consolidation of the business project.	Business support organisations	Regional
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
5. Launching a digital campaign that aims to create a better understanding of Social Entrepreneurship, its purpose, and its impact. It will be aimed toward the public, the authorities, and the industry. By publicly promoting success stories, role models and successful social entrepreneurs, people become more aware. Simultaneously, this helps policymakers, the authorities, and the public to recognise the impact of social entrepreneurship and be more receptive.	Business support organisations	Regional
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Incorporate social enterprises into networks for improving competitiveness and innovation (especially technological).	Business support organisations	Regional
<b>Social entrepreneurship   Institutional framework</b>		
7. Publicise the existing tools to support social entrepreneurship (They are currently available, but people do not reach them and most of them do not even know they exist).	Public administration	Regional
<b>Social entrepreneurship   Access to finance</b>		





8. Disseminate, mainstream social entrepreneurship in the regional education system and business fabric.	Public administration	Regional
9. Generate a public-private investment fund with social impact and a network of mentors.	Public and private partnership	Regional
<b>Social entrepreneurship   Managing, measuring, and reporting impact</b>		
10. Generalize, disseminate and provide tools for social and environmental measurement and evaluation criteria (metrics, impact improvement, results, management) (triple bottom line, social return on investment).	Civil society organisations	Regional

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## EU | BIC Inkubator Sezana

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Reducing bureaucratic barriers that discourage stakeholders from joining the program.	Public administration	National
2. Changing the culture of all citizens; Inclusive entrepreneurship is not classic entrepreneurship (there is no profit, they work for the welfare of employees and the environment).	Civil society organisations	EU
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
3. Providing personal assistants to monitor and advise entrepreneurs of vulnerable groups.	Public administration	EU
4. Education and active inclusion of vulnerable groups; recognized by the local ecosystem (recognizes and identifies the actual needs of people).	Public administration	EU
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
5. Providing venture capital funds for inclusion companies and quality information on sources of financing at the local, national and international level.	Business support organisations	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Support environments in Slovenia adapt and accept impact as an equal goal to profit.	Business support organisations	National
<b>Social entrepreneurship   Legal and regulatory frameworks</b>		
7. Eliminate bureaucratic obstacles to the establishment of social entrepreneurship entities (institutions, cooperatives, etc.).	Public administration	National
<b>Social entrepreneurship   Access to finance</b>		
8. Providing sources of funding for training, education, awareness and supportive environments for social entrepreneurship and local, regional and national venture capital funds and guarantee schemes for all stages of growth.	Business support organisations	National
9. Easier access to investors by measuring standardised social effects. A unified model for measuring social effects, based on which social enterprises will be able to report on actual social effects in a standardised manner, and this will be the basis for attracting socially responsible investors, obtaining credits, funds, and projects for social enterprises.	Public administration	EU



Social entrepreneurship   Skills and business development support		
10. Empowerment of the BSO network - entrepreneurial support environments, financing of social enterprises.	Business support organisations	Regional

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## EU | BIC Laval Mayenne Technopole

### Manifesto

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
1. Communicating about UREs: highlight their project/startup, show them that it is possible, expand their network, communicate to the general public.	Business support organisations	EU
<b>Inclusive entrepreneurship   Building a supportive regulatory environment</b>		
2. Financing train/bus travel for entrepreneurs whose businesses are less than 3 years old (to attend meetings with potential partners/clients, events, etc.) → Discount card, dedicated space in trains for entrepreneurs to network.	Public administration	National
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
3. Educating young people, entrepreneurs and people working in funding organisations and BSO Young people: learn culture of failure at school/university Entrepreneurs: learn self-confidence and leadership Funding and BSO: support without bias and filters	Public administration, academia and research	National
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
4. Training people in funding organisations to better understand UREs and their challenges → Change criterias, create new financial products accessible to UREs, hire people representing UREs.	Public administration, private banks, and business support organisations	EU
<b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b>		
5. Encouraging associations between UREs and standard entrepreneurs → Create a platform to connect UREs and standards founders, allocate financial bonus for "mixte" associates.	Public administration	National
<b>Social entrepreneurship   Social entrepreneurship culture</b>		
6. Organising internships, like Erasmus for Young Entrepreneurs in SE : remove limiting beliefs, learn new tools, skills.	Public administration	EU
<b>Social entrepreneurship   Institutional framework</b>		
7. Creating a one-stop and white label shop → The contact directs to the right organisation, office, etc.	Public administration	National
<b>Social entrepreneurship   Access to finance</b>		



<p><b>8.</b> Financing in a different way → Change criteria, change financial analysis framework, new analysis framework with impact measurement, create new ethical financing tools. Create the ""Razzie Awards"" of the less financed businesses (they succeed when no one wants to give financial support).</p>	<p>Public administration</p>	<p>National</p>
<p><b>Social entrepreneurship   Skills and business development support</b></p>		
<p><b>9.</b> Developing alternative business models tools and methodologies: co-designed by experts in SE, multilingual, digital, accessible.</p>	<p>Business support organisations, academia and civil society organisations</p>	<p>EU</p>
<p><b>10.</b> Creating synergies between social enterprises and standard enterprises → To help each other, to train standard business on SE values and challenges.</p>	<p>Business support organisations</p>	<p>National</p>

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## EU | BIC Ruse Chamber of Commerce and Industry

Action points	Who is responsible?	At which geographical level?
<b>Inclusive entrepreneurship   Fostering an inclusive entrepreneurial culture</b>		
<p><b>1.</b> There is a lack of awareness and information when it comes to inclusive entrepreneurship and its challenges and opportunities. Thus, there is a need for cultural shift and better visibility of both, by promoting available solutions, good practices and collaboration between the stakeholders. This can be achieved via better information exchange and better publicity of the BSOs supporting inclusive businesses. This collaboration between BSOs, business, social actors and academia can start by providing access and presence of the business in the universities. This will mean greater involvement of the key players in the education process as well as opportunity to network and exchange know-how.</p>	Academia and research	Local
<b>Inclusive entrepreneurship   Building entrepreneurship skills and capacities for inclusive entrepreneurship</b>		
<p><b>2.</b> Increasing number of entrepreneurship classes in secondary schools</p> <ul style="list-style-type: none"> <li>• To invite external speakers, practitioners in social entrepreneurship to share problems, successes, failures</li> <li>• To allow flexibility for teachers and incentives to teach entrepreneurship. The entrepreneurship education should be combined with internships and voluntary work in inclusive (social) enterprises. Financial literacy of students is another key element that needs to be addressed.</li> <li>• Changing the official curricula; Providing BSOs with opportunities to actively support early entrepreneurial education.</li> </ul>	Public administration	National
<p><b>3.</b> Building capacity for free consultations at the local level for inclusive business. There should be centres for inclusive entrepreneurship support which can provide business education to the vulnerable groups as well as free advice in other areas - for example, EU funding, public grants and others. Central administration and local administration need to be the initiators with the help of the business and the BSOs. Such practice/policy is beneficial for all stakeholders as public administration (especially) locally will receive through such units valuable feedback. Such centres need to use the expertise of the local NGOs as well as they have a lot of information regarding the needs for the different vulnerable groups (underrepresented entrepreneurs) This should be local initiative, local level, local structure.</p>	Public administration, business support organisations, and civil society organisations	Local
<b>Inclusive entrepreneurship   Facilitating access to business finance for inclusive entrepreneurship</b>		
<p><b>4.</b> The access to funds is a common and major obstacle to most</p>	Public	National



<p>underrepresented entrepreneurs. Thus, there should be proper institutional support that promotes easy access to available funds. The necessary information can be obtained from various sources involving different actors from the whole ecosystem actively involving BSOs. All information must be available in Bulgarian In addition to better access to information there should be a regulatory framework for tax benefits for such entrepreneurs. These benefits should be available for all during the first three years of the creation of the enterprise ( the start-up stage). This will provide timely financing, which later could be prolonged in accordance with clearly defined criteria for impact and inclusiveness.</p>	<p>administration</p>	
<p><b>Inclusive entrepreneurship   Expanding networks for inclusive entrepreneurship</b></p>		
<p><b>5.</b> BSOs to organize mixed working sessions between university students studying business and studying social activities thus naturally to boost youth and social entrepreneurship. Similar meetings and approaches should be implemented not only for youth, but for the rest of the underrepresented entrepreneurs/ potential entrepreneurs. Meeting peers and enabling peer learning is probably one of the most efficient approaches that both motivates and educates.</p>	<p>Business support organisations, academia and civil society organisations</p>	<p>Local</p>
<p><b>Social entrepreneurship   Social entrepreneurship culture</b></p>		
<p><b>6.</b> To encourage social entrepreneurship activity via career guidance and counselling. The social entrepreneur needs to be aware of what group he will work with - what people he will hire and how the staff will support those people; There is a need of upbringing the next generation of social entrepreneurs as early as possible. In secondary education students must be aware of the real challenges and value of social work so that when they choose the career path of social entrepreneur or social worker to be motivated, well-equipped and prepared for the harsh, but extremely rewarding reality of working with people with disabilities (for example).</p>	<p>Academia and research</p>	<p>National</p>
<p><b>Social entrepreneurship   Institutional framework</b></p>		
<p><b>7.</b> To formulate legislation at national level that promotes local solutions - empowering local structures to implement good practices that work at local level. Using the bottom-up approach to define specific social problems at the local level and create effective mechanisms for their communication from local to national level involving all relevant stakeholders - public, private, NGOs, BSOs, social service providers and citizens.</p>	<p>Public administration</p>	<p>National</p>
<p><b>Social entrepreneurship   Legal and regulatory frameworks</b></p>		
<p><b>8.</b> Ease of administrative burdens when registering in the Register of Social Enterprises in Bulgaria as well as providing more stimuli for social entrepreneurs to register officially, grow and scale their activities. The register should be used in promoting good examples of social entrepreneurship and this provides visibility and recognition for the positive impact of</p>	<p>Public administration</p>	<p>National</p>



social economy.		
<b>Social entrepreneurship   Access to markets</b>		
<p><b>9.</b> Social enterprises in Bulgaria are usually less competitive. To address this issue are needed policies for sustainable partnerships by field of work and dedicated business education. This education/ training should be accessible for the social enterprises / entrepreneurs and focus on topics like: Finding a niche market; To know what we produce, in what quantity and where we will sell it; Marketing; Presentation of products through catalogues, Internet, exhibitions, stores; What are the specifics of supported employment.</p>	Business support organisations	Regional
<b>Social entrepreneurship   Skills and business development support</b>		
<p><b>10.</b> Improving the educational environment, so that there is no separation of people with needs from others who do not have them. To allow NGOs and businesses to visit future staff at school, to help the educational environment</p>	Business support organisations	National

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