



FINAL REPORT

VIETNAM 2011 SOCIAL ENTERPRISES MAPPING PROJECT

Duration: 1/2011 – 5/2011

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Supervisor: Center for Social Initiatives Promotion (CSIP)

Ha Noi, 2011

Acknowledgment

To accomplish this first-ever-in-Vietnam project, valuable supports from public and private organizations, donors, individuals and especially leaders and staff from Center for Social Initiatives Promotion play a key role. They, not us, should be best dedicated for any achievement of this survey.

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ABBREVIATION

CSIP:	Center for Support of Social Initiatives Promotion
BC:	British Council
SPARK:	SPARK initiative
DNXH:	Social entrepreneur
DNgXH:	Social enterprise
VCCI:	Vietnam Chamber of Commerce and Industry
VUSTA:	Vietnam Union of Scientific and Technological Associations
NGO:	Non-government organization
SPSS:	Statistic pack for scientific software
HTX:	Co-operative
USD:	US dollar
VND:	Vietnam Dong
SWOT:	An organizational assessment tool (Strength, Weakness, Opportunity, and Threat)

EXCHANGE RATE

1 USD ~ 20,000 VND

ABSTRACT

In Vietnam, forms of “social enterprise” have emerged quite early but they are small, their operation is spontaneous and isolated. The social entrepreneurship movement in Vietnam has been activated since the establishment of the Center for Support of Social Initiatives Promotion (CSIP). Through professional policy advocacy, awareness communication, and small grant provision for start-up social entrepreneurs etc. CSIP has promoted the establishment of new SEs as well as the restructure of existing organizations to SEs. However, social entrepreneurship movement in Vietnam will be more developed if old SEs are connected with new professionally established SEs. This is a base for carrying out the project “*Vietnam 2010 Social Enterprise Mapping Project*” managed by CSIP in co-operation with British Council, Spark Initiative, and the participation of international and local consultants to gather sufficient and reliable information about social enterprises which are operating in Vietnam at 31/12/2010 and prepare necessary data for the Vietnam 2011 Social Enterprises Database

The project has been carried out through 6 steps: (1) Collecting all databases of organizations in Vietnam; (2) Based on the definition and criteria of Vietnamese social enterprise to find out organizations having similar characteristics to social enterprise, (3) Contacting to interview these organization through telephone and using filter questionnaire to shortlist potential social enterprises, (4) Visiting and interviewing face-to-face with short-listed organizations to collect necessary information for the research; (5) Data processing; (6) Report writing and data preparation for the Vietnam Social Enterprises 2011

With more than 100,000 organization reviewed and 7,000 contacted through phone, about 2,000 organizations which have signs similar to social enterprise are listed. After studying each of these organizations, about 1,000 organizations are short-listed to make in-depth interview through telephone. This process has helped find out 503 potential SEs for visiting and interviewing on site. Finally, 167 SEs are identified from these potential SEs

These 167 SEs are located in 25 provinces/cities, existed in 5 main forms: *company, co-operative, center, association/club, other (fund/school/base)*, participating in 10 groups of activities, has helped 377,678 beneficiaries, created an economic value of 254,817,489,710 VND and a series of social and environment values. These SEs have a total registered capital of 204,268,592,101 VND, total asset of 816,221,747,079 VND, use 8,588 labors of which 2,962 are disadvantaged labors, has generated 68,544,082,868 VND profit in 2010 of which most are used for re-investing for further development

These SEs have identified strengths, weaknesses, opportunities, and threats for their development, formulated development objectives for 2011 and 2011 – 2015 as well as put forward propositions and recommendations to governmental bodies and development support organizations.

1. OVERVIEW

Background

Although some initial forms of “social enterprise” have emerged for age in many countries, the concept of “social enterprise” first described in Italia in the middle of 80’s and the definition of “social entrepreneurship” initiated by the United States in early 90’s¹ have been a milestone for the development of social enterprise as a new entity (sometimes called third model) which deals with social and environmental problems more sustainably than non-profit organization and less market failures than business sector.

Bearing that advantage, social enterprises have grown in many countries in various models which are modified to fit specific conditions and institutional environment in each country. In UK, many thousand organizations have been regarded as social enterprises. In Thailand, perception on social enterprise is even broader with hundreds of thousand organizations including NGO, government funded projects, semi-government organizations etc. are grouped into *social enterprises*.

In Vietnam, “social enterprises” have also appeared early, however, since Doi Moi (1986) a series of new development models including social enterprise have been established to serve the societies and communities. To date, there has been no official data about social enterprise in Vietnam but it is deemed that its quantity is small, its operation is spontaneous, its orientation and strategy is not well designed, and its connection with governmental bodies and supporting organizations is not established. In addition, keys issues such as “what is a Vietnamese social enterprise?”; “how to determine an organization a social enterprise?”; “what are similarities and differences between Vietnamese social enterprises and social enterprises in other countries?” are still not made clear yet.

In such a context, an importance milestone for social entrepreneurship movement in Vietnam is the establishment of the Center for Social Initiatives Promotion (CSIP) in 2008. This is the first ever organization focusing on supporting the development of social enterprise and social entrepreneurship in Vietnam. Policy advocacy and public communication activities professionally carried out by CSIP has not only raised awareness on the role of social enterprises but also sparked the entrepreneurship spirit in Vietnam by small grants for creative start-up ideas. This has contributed to promoting more people to set up new social enterprises and more existing organizations to re-structure toward social enterprise, operate in a professional way and be well connected with social enterprise community and supporting organizations.

A part from some social enterprises supported and connected by CSIP, in many provinces/cities in Vietnam there is a number of social enterprises which often are unknown. They are operating quietly with “many lacks”, lack of basic knowledge on social enterprise, lack of connection with supporting organizations, lack of resources for development etc. These organizations need to be located, and their current situation

¹ A UNDP’s Report: Social Enterprise: A New Model for Poverty Reduction and Employment Generation (2008)

including strengths, weaknesses, opportunities, and threats should be well understood in order to support their further development. The survey of social enterprises will also provide important and systematic inputs for the Vietnam 2011 Social Enterprises Directory.

Introduction

Objective

- To collect sufficient and reliable information about social enterprises operating in Vietnam by 31 December 2010
- To establish input data for the Vietnam 2011 Social Enterprises Directory

Methodology

A six-step research process has been designed and used in this project

- Step 1: Collecting all databases on organizations in Vietnam
- Step 2: Based on the definition and criteria of Vietnamese social enterprise to find out organizations having characteristics similar to social enterprise
- Step 3: Contact and interview these organizations through telephone and use filter questionnaire to shortlist potential social enterprises
- Step 4: Data collectors visit and interview face-to-face with short-listed organizations to collect necessary information for the research.

Instruments used for data collection are: (1) filter questionnaire; (2) organization profile; (3) Interviewer Guidebook

- Step 5: Data processing

Information collected from social enterprises is classified into three groups

- General information (name, address, email etc.) is inputted without coding
- Quantitative data (income, labors etc) are inputted directly
- Qualitative data (social or environmental values etc.) are categorized and coded (coding table is attached in the appendix)

Data is processed by SPSS software. Results are extracted to an Excel file for designing tables/charts. Processed data are attached in the appendix.

- Step 6: Report writing and data preparation for Vietnam Social Enterprises 2011

A report will be written and submitted to CSIP as well as database for the Vietnam 2011 Social Enterprise Directory

Project implementation process

- i) Defining Vietnamese social enterprise and its identification criteria

A workshop with the participation of various specialists, social activists, and social entrepreneurs has been conducted and a definition and identification criteria appropriate to Vietnam have been agreed upon for use in the survey. Based on this definition and criteria, a filter questionnaire has been developed and used for determining an organization to be candidate for a real social enterprise

ii) Identifying database of organizations in Vietnam

A desk research of all existing database containing information about companies and organizations in Vietnam have been carried out to find out potential social enterprises for on-site visit and interview. Following are used database

- Vietnam Business Database: Published by VCCI
- Vietnam Union of Scientific and Technological Associations (VUSTA)'s member database
- Vietnam Young Business Directory
- NGO & INGO Directory
- Business Registration Database
- Member database of large associations: Women Union, Farmers Union, Blind Association, Handicap Association etc.
- Foundations and development and humanitarian projects:
- Data supplied by CSIP

A total of approximately 100,000 organizations have been reviewed.

iii) Training of research team on digging database and locating potential social enterprises

5 interviewers of the 1st phase are carefully trained on SE definition and filtering criteria, information needed to collect, skills of explaining SE definition, and mobilizing suitable organizations to register for joining the Vietnam 2011 SE database.

iv) Establishing scenarios of interviewing and locating potential social enterprises through telephone

A scenario with questions is prepared for interviews to use when interviewing over telephone. An interview takes 7 - 10 minutes in which following contents are mentioned:

- Introducing name of interviewers;
- Briefing the project on identifying SEs to establish Vietnam SE Directory with the aim of networking, supporting, developing and multiplying SE in Vietnam;
- Describing the definition of Vietnamese SE and asking for interviewing to identify potential SEs.
- Recording suitable organizations, writing registration form and asking for permission to visit the organization in near future

v) Announcing the project in mass media

Information about the project have been announced on nationwide newspapers and e-newspapers from 31/12/2010 to 2/1/2011 including The Labors, Vietnam Economics News, Saigon Economics Time, Vietnam News, Tuổi Trẻ and Vietnamnet.vn.

vi) Setting up a call-center to receive and answer interested people

A telephone number has been used for answering interested people. More than 700 calls have been received and answered.

vii) Locating potential social enterprises

Since 30 December 2010 to 15 February 2011, a total of approximately 100,000 organizations were desk-reviewed, 7,000 organizations were contacted, and from that 2,000 organizations having some characteristics similar to social enterprise were found. After carefully considering each case, a thousand organizations was in-depth interview over phone to shortlist 503 potential social enterprises.

Geographically, potential social enterprises are found in 52/63 provinces/cities of which Ha Noi has 192 followed by Ho Chi Minh City with 75. In some province, only one potential social enterprise was found.

In term of organizational type, company accounts for 30%, association 19%, center (17%). Other forms take a small proportion.

viii) Surveying potential social enterprises

An information collection sheet (called Organization Profile) has been designed for collecting information from 500 potential social enterprises. Data collectors have visited each organization and interviewed responsible people. The number of data collectors used in each province/city depends on the quantity of potential social enterprises in the area.

Information collected from this visitation and interview have been used for remove organizations (1) wrong/duplicate name or address; (2) not willing to join the project; (3) not appropriate to the criteria of Vietnamese social enterprise.

This process has helped to identify 167 organizations matching definition and criteria of Vietnamese social enterprise. Information of these 167 organizations is analyzed in part 2

Limitation and difficulty

There have been some limitations and difficulties occurred during the project implementation

- This is the first survey on social enterprises in Vietnam while knowledge on SEs and tools for SE research are still limited
- The project has been carried out in the time when a number of Vietnamese important holidays take place such as Lunar New Year Holiday, Vietnam Ancestor's Day, Victory Day, Labor Day etc. This has caused difficulties in arranging interview with organization's leaders and consumed more time than planned.

Defining Vietnamese social enterprise and its identification criteria

A workshop with the participation of various specialists, social activists, and social entrepreneurs has been conducted and a definition and identification criteria appropriate to Vietnam have been agreed upon for use in the survey

Table 1: Characteristics and identification criteria of Vietnamese SEs

No	CHARACTERISTICS	IDENTIFICATION CRITERIA
1	<u>Type:</u> Being organization (possibly in different forms such as company, center, co-operative, foundation, association, club etc.)	<ul style="list-style-type: none"> • Has written charter • Has decision of establishment by governmental bodies or umbrella organizations
2	<u>Mission and objective:</u> Resolving specific social and environmental problems which are not dealt with or dealt with ineffectively.	<ul style="list-style-type: none"> • The objective of solving social and environmental problems is indicated in the charter.
3	<u>Field of activities:</u> Appropriate to and oriented by social and environmental mission of the organization	<ul style="list-style-type: none"> • Fields of activities are indicated in the charter or management documents. • Field of activities are in conformity with the organization's orientation and objective
4	<u>Decision making process:</u> Led by social and environment objective rather than profit maximization (profit optimization but maximization)	<ul style="list-style-type: none"> • Solving social and environmental problems is given highest priority in the organization's decision making process
5	<u>Income:</u> Mainly from providing goods/services (already achieved or planned to achieved)	<ul style="list-style-type: none"> • Has planned to generate sustainable income from providing goods/services
6	<u>Use of profit:</u> A majority of profit shall be re-	<ul style="list-style-type: none"> • Has re-invested or planed to re-invest a majority of profit on social

	invested to resolve social and environment problems	environmental objectives
7	Participation of beneficiaries Beneficiaries are allowed and encouraged to participate in the organization's decision making process	<ul style="list-style-type: none"> • Has established a mechanism for beneficiary community to participate in decision making process.

Box 1

KOTO is a typical SE which is well-known on a vocational training program for street-wandering teenagers in Vietnam

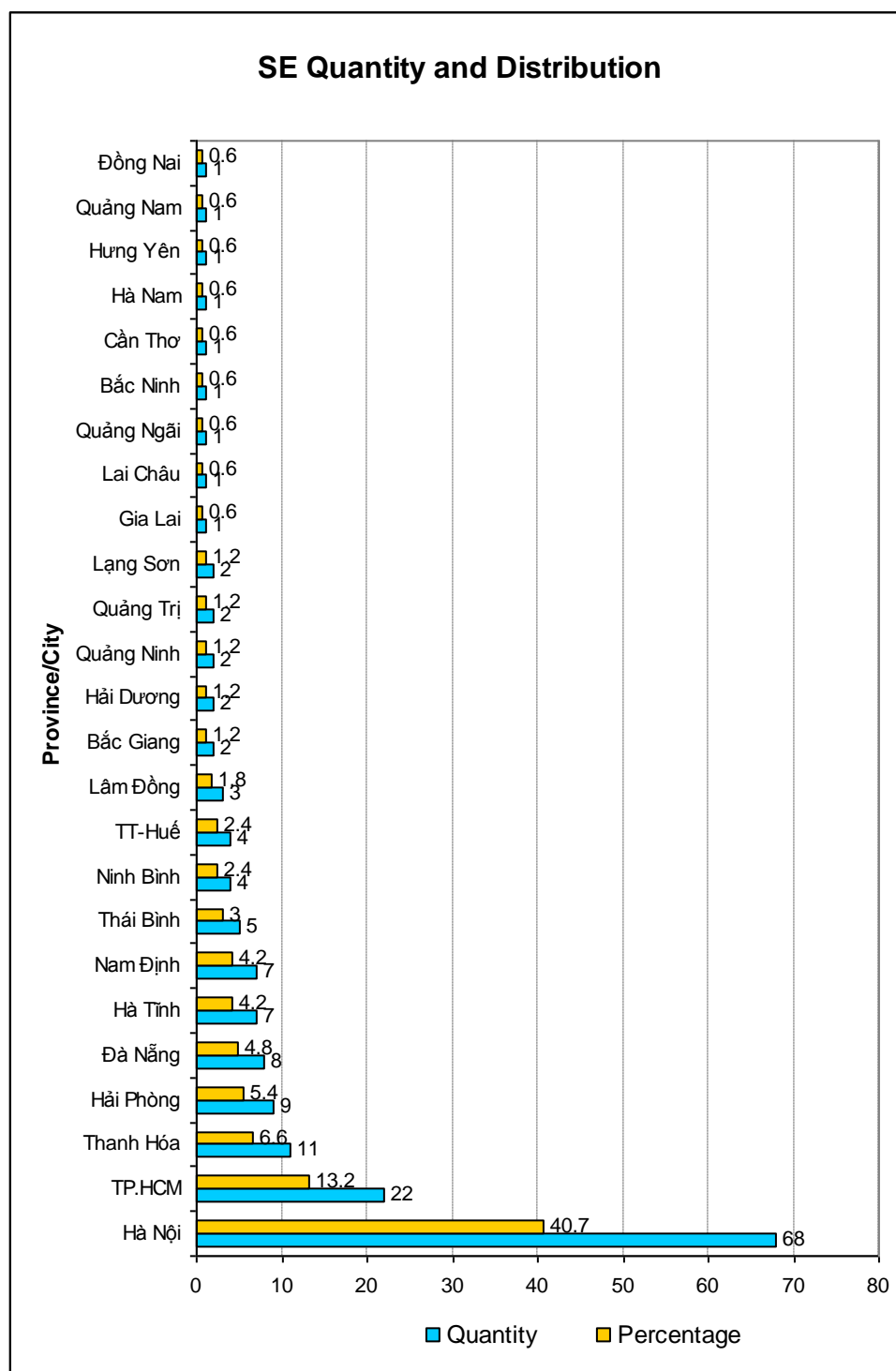
Disadvantaged teenagers have been trained on living skills, English and attain international vocational certificate. They all have earned jobs in domestic and foreign restaurants and hotels.

KOTO has indeed worked effectively for the society

2. FINDINGS

SE quantity, distribution, type, and operation time

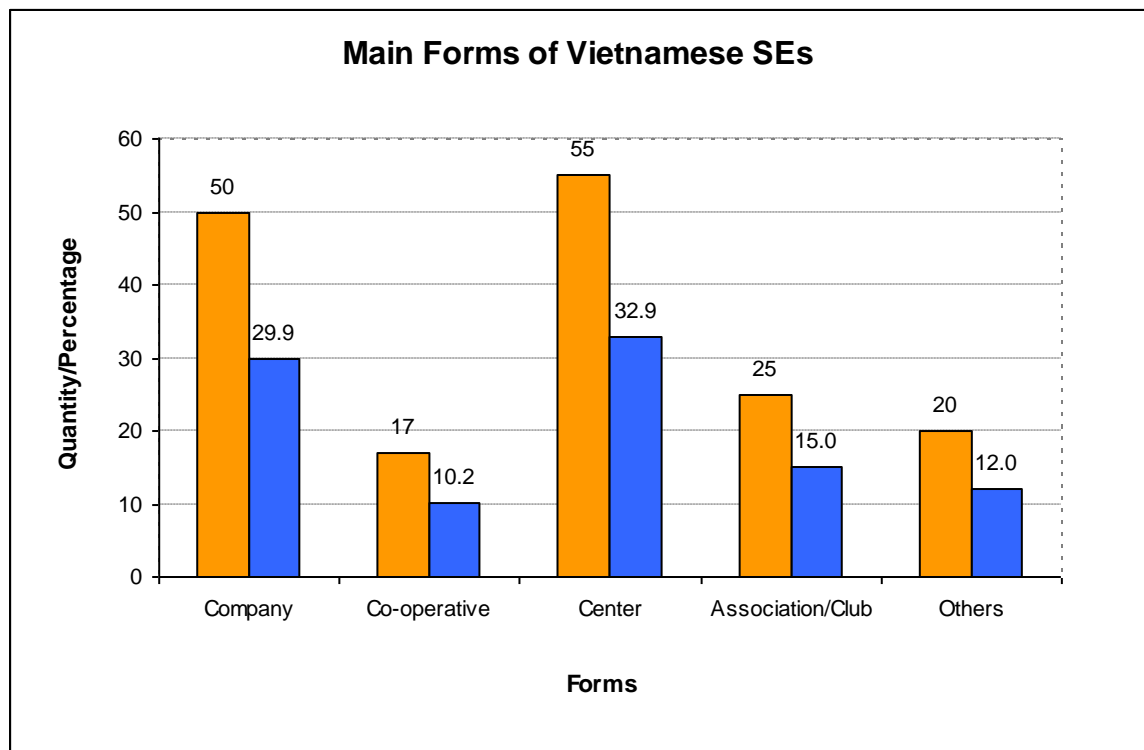
Chart 1: SE quantity and distribution



The survey has found a total of 167 social enterprises operating in 25 out of 63 provinces/cities in the country. This shows that the number of social enterprises in Vietnam is still small and disproportional to the importance and role of social enterprises in resolving social and environmental problems in Vietnam as a developing country. It should be noticed that there are still 38 provinces/cities in the country with no clue of operating social enterprise possibly due to low awareness on social enterprise and lack of support from development support organizations in these areas

Geographically, Ha Noi has 68 SEs accounting for 40.7%, triple more than Ho Chi Minh City with 22 (13.2%). The possible reason is that most of local and international development organizations are based in Hanoi, hence, more awareness and financial support programs have been provided for Ha Noi social entrepreneurs

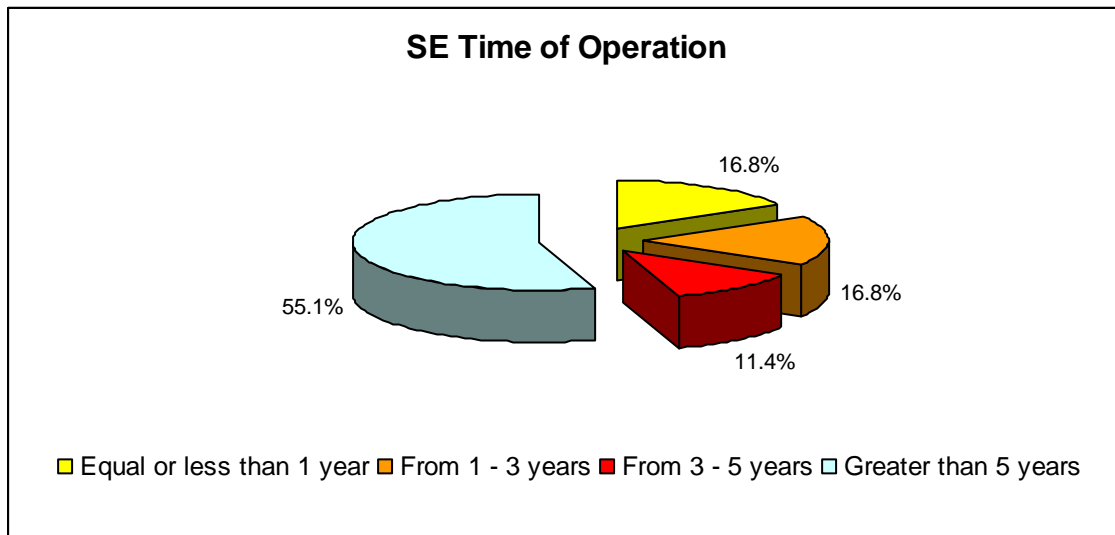
Chart 2: Main forms of Vietnamese SEs



The chart shows that *center* is chosen by 55 SEs accounting for 32.9%, followed by *company* (50 SEs, 29.9%). Other forms such as *co-operative*, *association/club* etc. are selected by less SEs.

The possible reason why *center* is preferred by SEs is that *center* has some advantages from Vietnam's legislative procedures on establishment, taxation and accession to donors etc. In addition, some "*center*" SEs have been transformed from NGO projects.

Chart 3: SE operation time



It is observed that 45% of established social enterprises have been in business for less than five years, with 16.8% still in their first year. This indicates that social enterprise has recently grown in Vietnam and is a relatively young movement. However, the number of SEs established in 2009 and 2010 accounting for 34% total SEs shows that social entrepreneurship movement in Vietnam is growing fast.

Box 2

Humanity Production Co-operative established in 1973 has a long tradition in creating jobs for many disadvantaged people of which most are blind.

The co-operative's main activities are massage and acupressure service, toothpick and broom production

As its name, the co-operative does not only help stabilize life for disadvantaged people but also contribute to solving social problems for the community

Values created by SEs

Beneficiaries of SEs

The operation of SEs has brought various values for their beneficiaries including people whose awareness are improved, and/or earning jobs, and/or receiving financial aids etc. The number of beneficiaries is described in the following table

Table 2: Beneficiaries of SEs

No	Forms	SE quantity	Beneficiaries quantity	Average beneficiary number per SE
1	Company	50	143,273	2,865
2	Co-operative	17	2,409	142
3	Center	55	89,337	1,624
4	Association/Club	25	58,586	2,343
5	Others	20	84,073	4,204
	Total	167	377,678	2,262

The table shows that 167 SEs has supported 377,678 people with an average of 2,262 people per SE.

SEs in *company* form have supported as many as 143,273 people followed by SEs in *others* form. However, the average beneficiary number per SE of *others* SEs is as high as 4,204 people while that of *co-operative* SEs is just only 142 people

Economic value generated by SEs

Economic value generated by SEs is total revenue gained from the provision of goods/services and financial supports from related agencies.

Table 3: Economic value generated by SEs

No	Forms	SE quantity	Value generated	Average generated value per SE
1	Company	50	77,806,193,240	1,556,123,865
2	Co-operative	17	23,985,493,550	1,410,911,385
3	Center	55	48,774,489,000	886,808,891
4	Association/Club	25	32,545,700,000	1,301,828,000
5	Others	20	71,705,613,920	3,585,280,696
	Total	167	254,817,489,710	1,525,853,232

Total economic value generated by 167 SEs is 254,817,489,710 VND with an average of 1,525,853,232 VND per SE.

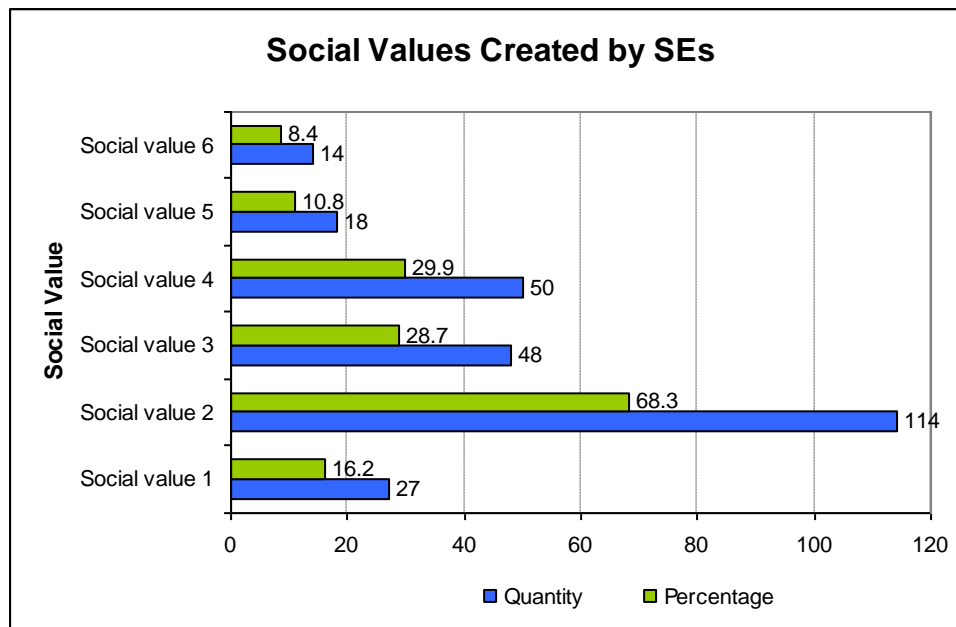
SEs in company form have generated highest economic value (77,806,193,240 VND), followed by SEs in *others* form. However, average generated value per SE of *others* SEs is much higher than that of other SE forms.

Social value brought by SEs

SE's social value is all social improvements generated from SE's activities for the community. There are many types of social values created by SEs and they are summarized into following groups

- Social Value 1: Nurturing and/or providing material aids to disadvantaged people through charity programs.
- Social Value 2: Contributing to hunger and poverty reduction, life stabilization, and income improvement through education, vocational training, knowledge equipment, skill improvement.
- Social Value 3: Improving public awareness on social, environment, education, health problems...for targeted communities.
- Social Value 4: Caring health and spirit through activities such as health care, networking, community integration, capability enhancement...
- Social Value 5: Creating opportunities to acquire lawful rights and benefits for beneficiary groups.
- Social Value 6: Others: the remaining ones including: creating good staff for community development, contribution to building and implementing State orientation and policies

Chart 4: Social values brought by SEs



The chart shows that Social Value 2 is generated by nearly 70% of SEs, followed by Social Value 3 and 4. This reflects the current priority of Vietnam SEs is *“hunger and poverty reduction, life stabilization, and income improvement”* for their beneficiaries.

Box 3

Bao Lam Fertilizer Company is located in Duong Lieu commune, Hoai Duc district, Ha Noi. This is a veticelli production village where pollution is a serious problem. The company has collected waste to produce bio-fertilizers that is not only reducing pollution but also giving jobs for local jobless youths thereby keeping them out of social evils

Environment value generated by SEs

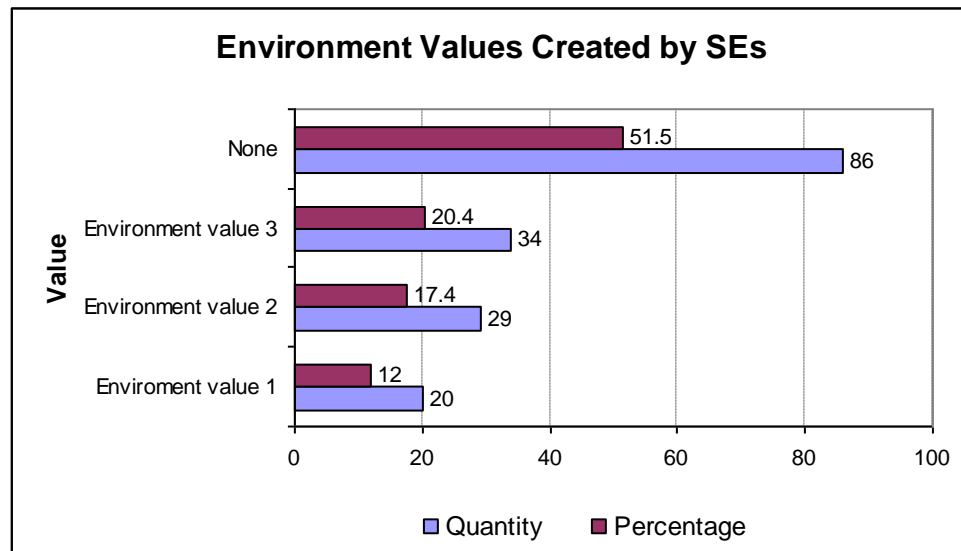
SE's environment value is all environmental improvements generated from SE's activities. Environmental values brought by 167 surveyed SEs have been summarized into following main groups

- Environment Value 1: Creating environment-friendly goods/services/solutions.
- Environment Value 2: Using environment-friendly goods/services/solutions, deploying environment-friendly projects, contributing to environment protection programs, developing positive attitudes about environment.

Environment Value 3: Improving awareness about environment for the community: organizing programs such as bike-riding, rubbish collection, subscription for the environment...

None: No environment values created so far

Chart 5: Environmental values brought by SEs



The fact that 86 SEs (accounting for 51,5%) have not yet brought environmental values means there is still a small number of SEs chosen to operate in the fields related to environment

However, a half of SEs having brought environment values is a good start for Vietnamese SEs involved in environment sectors.

Fields of activities carried out by SEs

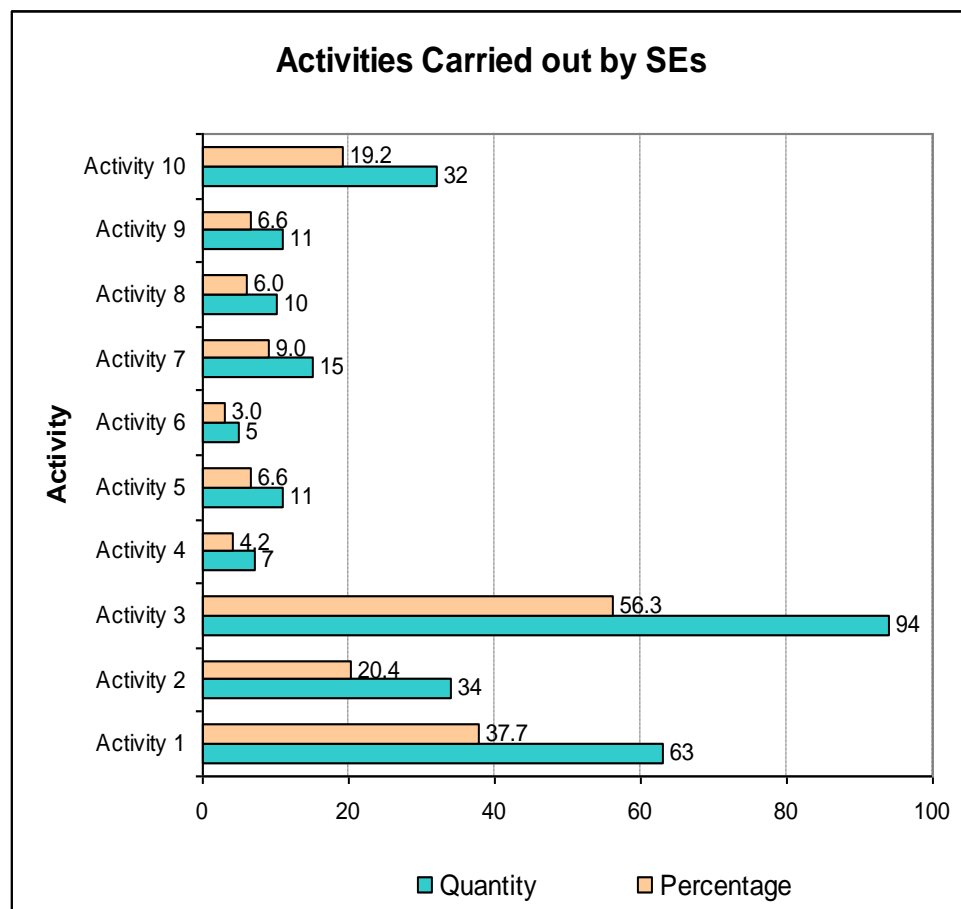
Social enterprises are involved in various activities and projects in according to specific conditions of each SE and each location (province/city). Information about SE activities have been gathered and summarized into 9 main categories as follows:

- Activity 1: Handicrafts and cottage industry
- Activity 2: Health care, pharmacy, physic therapy, aged people care
- Activity 3: Education, vocational training: knowledge equipment, skill development, job creation, community integration...
- Activity 4: Engineering, information and communication technology: e-commerce, software, hardware, repairs, maintenance...
- Activity 5: Environment protection: ecological system development, rare plants and animals preservation.

- Activity 6: Transportation, tourism.
 Activity 7: Community communications, social marketing: HIV/AIDS prevention propaganda, environment protection, anti-smoking
 Activity 8: Commercial marketing: event planning, advertising activities, showbiz.
 Activity 9: Agriculture, plantation, animal husbandry
 Activity 10: Others: The remaining ones including: construction, finance/banking, research/consultation, printing etc.

The following chart describes the involvement of SEs in different Activities.

Chart 6: Activities carried out by SEs



It shows that SEs Activity 3 are chosen by most SEs (56.3%), followed by Activity 1 (37.7%). Surprisingly, activity 4, 5, 6, 7, 8, 9 are selected by less than 10% of SEs

SWOT of Vietnamese SEs

167 SEs have been asked to assess their strengths, weaknesses, opportunities and threats for their development and following are the synthesis of their SWOT.

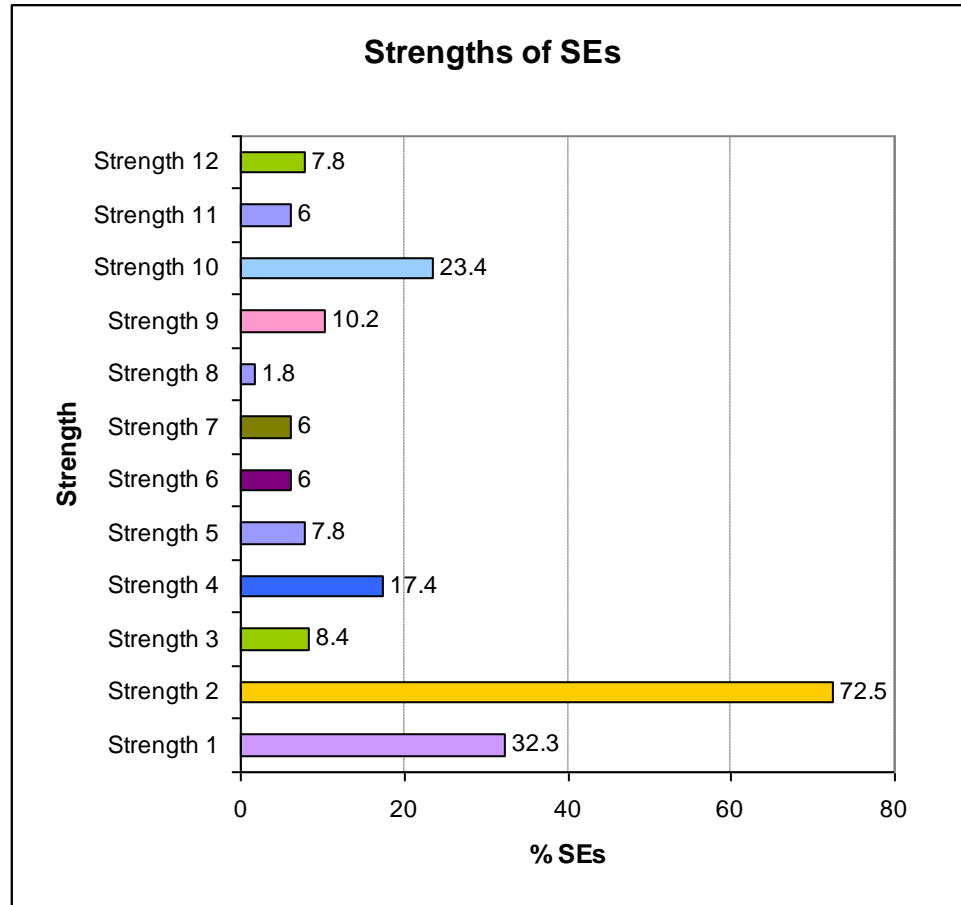
Strengths of SEs

All strengths of 167 surveyed SEs are summarized into following groups of strengths

- Strength 1: Having prestige, experience, high competitiveness, and widely known thanks to product/service quality or implemented projects.
- Strength 2: Advantages on human resources: plentiful, good skills, good spirit and discipline, dedicated leaders...
- Strength 3: Good material and technical bases.
- Strength 4: Effective organizational structure and management mechanism.
- Strength 5: Diverse goods/service and broad working area
- Strength 6: Good networking and business connection.
- Strength 7: Good enterprise culture
- Strength 8: Good communication and brand building activities.
- Strength 9: Having long-term and feasible development objectives/plans.
- Strength 10: Receiving assistance from the State, local authorities, stakeholders, and organizations, individuals inside and outside the country.
- Strength 11: Having effective partnership relations with other organizations.
- Strength 12: Others: The remaining ones including harnessing available advantages, labor capability suitable to handle business activities, self-financing capability, having creative business ideas, able to use disadvantaged labor forces

SE strength analysis results are described in the following chart

Chart 7: Strengths of SEs



Up to 72.5% SEs said they have Strength 2, followed by Strength 1 with 32.3% and Strength 10 with 23.4%. Other Strengths are identified by less SEs especially Strength 8 with only 1.8% SEs identified.

Weaknesses of SEs

All weaknesses of 167 surveyed SEs are summarized into following groups of weaknesses

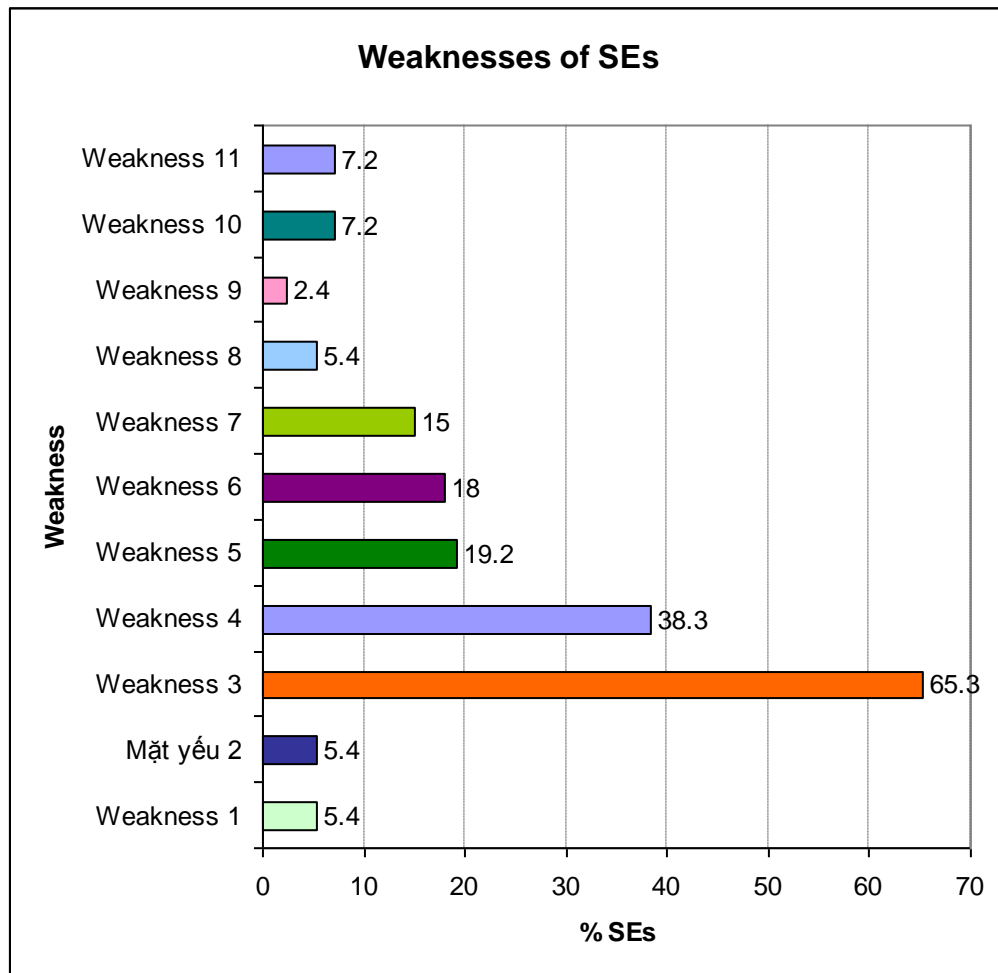
- Weakness 1: Quality of goods/services not yet met planned requirements.
- Weakness 2: Low competitiveness
- Weakness 3: Low financial capability
- Weakness 4: Poor material and technical bases: lack of modern equipments, obsolete technology, insufficient manufacturing area, low capabilities to carry out complicated projects and works...
- Weakness 5: Lack of business management skills and experiences.
- Weakness 6: Lack of high-quality human resource or a part of labor force has not met job requirements
- Weakness 7: Labor force has low awareness and poor health.
- Weakness 8: Labor's living conditions and income are still low.
- Weakness 9: Ineffective organizational structure and management mechanism

Weakness 10: Weak relations with State organizations, local authorities, partners, and others

Weakness 11: Others: newly established, small scale organization

SE weakness analysis results are described in the following chart

Chart 8: Weaknesses of Vietnamese SEs



The chart shows that Weakness 3 is identified in 65.3% of SEs, followed by Weakness 4, 5, 6, 7. Other weaknesses are identified in just a few SEs.

Opportunities of SEs

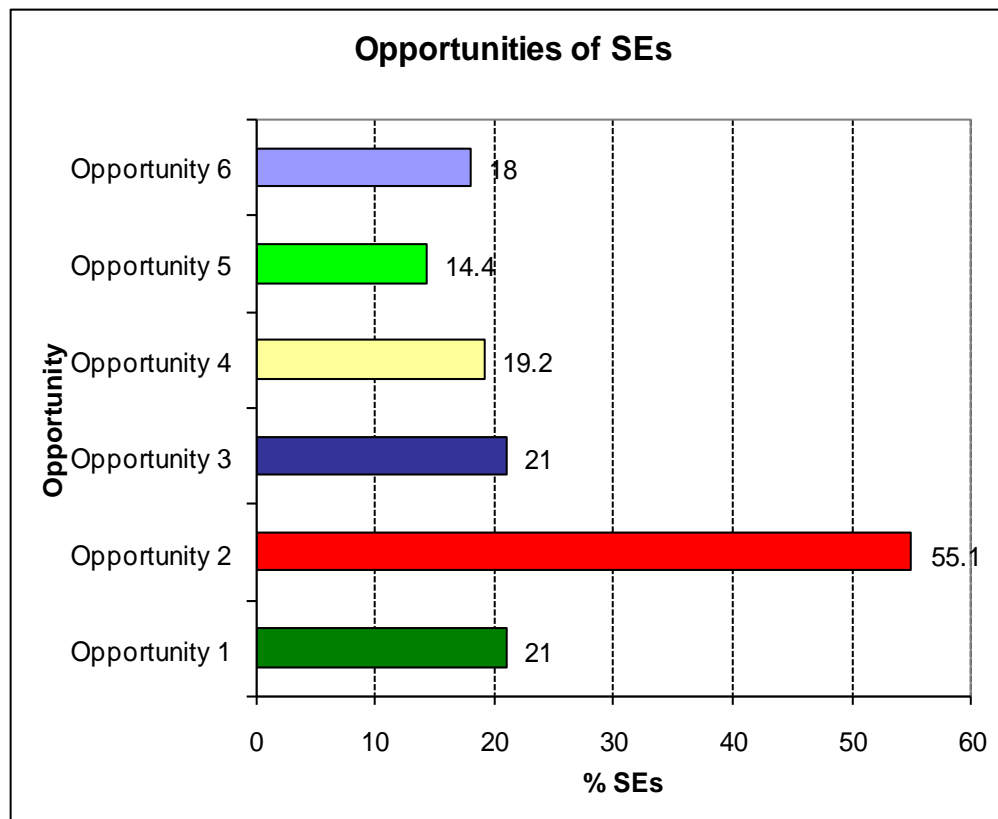
Development opportunities identified by 117 surveyed SEs are summarized into following groups of opportunity

Opportunity 1: Good opportunities to expand market (domestic or foreign markets); have more customers, establish business network...

- Opportunity 2: Favorable conditions existed for development and exploitation of assistances thanks to the government policies and public attention
- Opportunity 3: High market potential: market/ society have high and stable demands on the organization's products/services.
- Opportunity 4: Good opportunities to develop due to high economic growth, or the development of the business model pursued by the organization.
- Opportunity 5: Good opportunities to collaborate with other organizations to expand the business.
- Opportunity 6: Others: The field of organization's business is new so various opportunities existed

SE opportunities analysis results are described in the following chart

Chart 9: Opportunities of Vietnamese SEs



Opportunity 2 is identified by nearly 55.1% of SEs. Other opportunities are identified by about 20% except Opportunity 5 with 14.4% SEs identified.

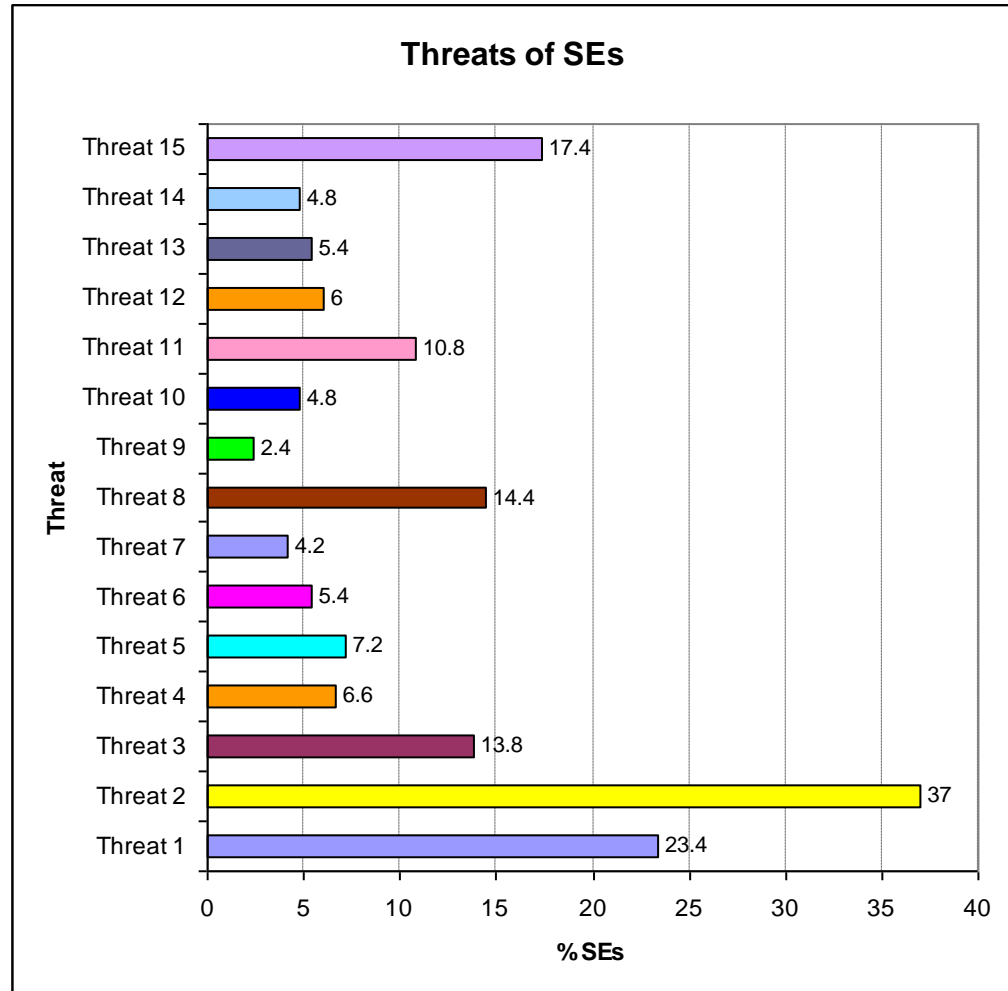
Threats of SEs

All threats for development identified by 167 surveyed SEs are also gathered and summarized into following groups of threats

- Threat 1: Fierce competition
- Threat 2: Lack of capital and capital accessibility to invest and develop
- Threat 3: Unstable labor force: difficult to recruit and sustain labors, labor's prejudice about the job...
- Threat 4: Limited accessibility to high technology
- Threat 5: Difficult to sell goods/services: market limited, goods soon outdated due to fast technology development...
- Threat 6: Customer requirement is increasing
- Threat 7: Lack of information
- Threat 8: Adverse impacts of macro-economic environment: economic crisis, inflation, high interest rate, high price of inputs, impact of market mechanism...
- Threat 9: Adverse impacts of nature and environment: climate change, disasters, floods, epidemics...
- Threat 10: Assistance sources is decreasing
- Threat 11: Lack of collaboration and assistance from the State, local authorities, relevant organizations, individuals...
- Threat 12: Low public awareness on the organization activities
- Threat 13: Legal system is still not transparent enough
- Threat 14: To solve the weaknesses mentioned in the item 25.
- Threat 15: Others.

SE threats analysis results are described in the following chart

Chart 10: Threats of Vietnamese SEs



Threat 2 is identified by 37% of SEs, followed by Threat 1 (about 30%). Other threats are identified by fewer SEs.

Development objectives of SEs for 2011 and 2011 – 2015 period

Each SE has its own objectives for 2011 and period 2011 – 2015. All objectives of SEs are summarized into following groups

- Objective 1: To educate, train, create jobs and improve income for labors and beneficiaries.
- Objective 2: To maintain and expand business to support beneficiaries or with the participation of beneficiaries.
- Objective 3: To improve the quality of human resources
- Objective 4: To improve goods/services, expand market, and develop distribution system
- Objective 5: To develop new goods/services/projects

- Objective 6: To improve public awareness on social and environmental issues for the sake of communities
- Objective 7: To upgrade production/business/operation processes; strengthen organizational capacity and operation mechanism...
- Objective 8: To upgrade, build and expand material and technical bases.
- Objective 9: To improve material and spirit life for labors and beneficiaries.
- Objective 10: To replicate organization's operation.
- Objective 11: To connect and corporate with other organizations.
- Objective 12: To become an accredited organization with high prestige and strong brand.
- Objective 13: To increase the number of supported beneficiaries.
- Objective 14: Others: including consulting government, preserving traditional villages, providing legal support, applying science and technological advancements, implementing effective spending and saving, harnessing domestic and foreign capitals, improving public awareness, joining interested association/club/network
- Objective None: No objectives established so far

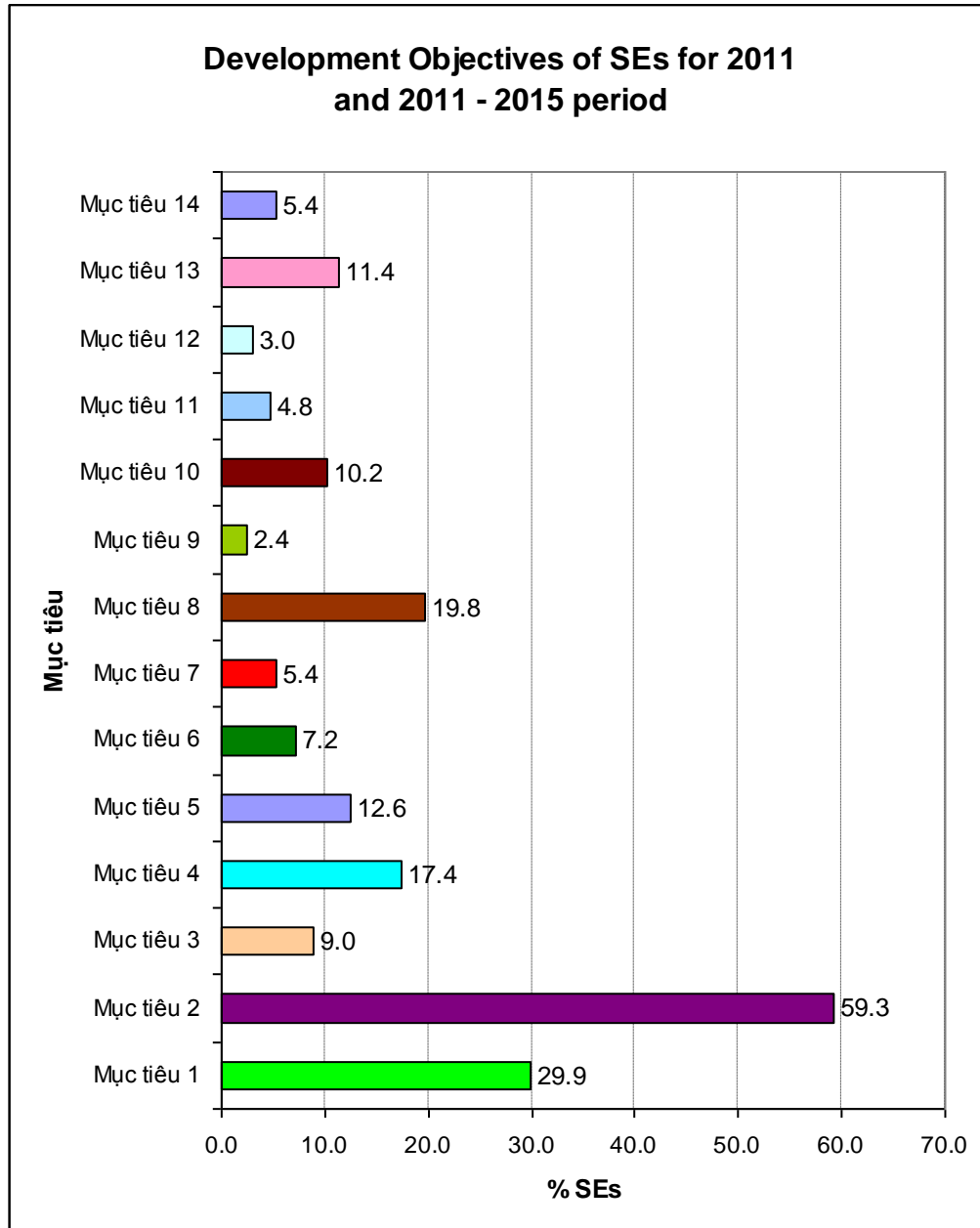
Summarizing results are described in the chart below

Chart 11: Development objectives of SEs for 2011

Regarding development objectives of SEs in 2011, the Objective 2 has chosen by nearly 60% of SEs and followed by Objective 1 (30%), Objective 8 (20%). Other objectives 7, 9, 11, 12 are taken by a few SEs (less than 5% of SEs chosen).

Similarly, development objectives set by SEs for period 2011 – 2015 are described in the chart below

Chart 12: Development objectives of SEs for 2011 - 2015



It is noticed that unlike development objective for 2011 set by all SEs, nearly 8% of SEs have not yet formulated their objective for period 2011 – 2015.

Although 53% of total SEs has selected Objective 2 for period 2011 – 2015, they tend to extend their priority to other Objectives depending on their own specific conditions

Capital, asset, labors, and profit of SEs

Registered capital

Vietnamese organizations are required to register legal capital when starting up. Registered capital of 167 SEs is described in the following table

Table 4: Registered capital of SEs

No	Forms	Number of SEs	Total registered capital (VND)	Average registered capital per SE (VND)
1	Company	50	79,426,000,000	1,588,520,000
2	Co-operative	17	5,425,170,000	319,127,647
3	Center	55	21,220,430,000	385,826,000
4	Association/Club	25	9,477,464,101	379,098,564
5	Others	20	88,719,528,000	4,435,976,400
	Total	167	204,268,592,101	1,223,165,222

The table shows that

- Total registered capital of 167 social enterprise is 204,268,592,101 VND (equivalent to 10 million USD)
- *Others* SEs have the highest registered capital (88,719,528,000 VND) and *co-operative* SEs have the lowest registered capital (5,425,170,000 VND).
- The average registered capital per SE is different among SE forms. It is high in *others* SEs and *company* SEs but relatively low in *co-operative*, *center* and *association/club* SEs.

SE total assets

SE's total asset is the sum of current and long-term assets owned by SE. Total asset of 167 SEs is described in the table below

Table 5: Total asset of SEs

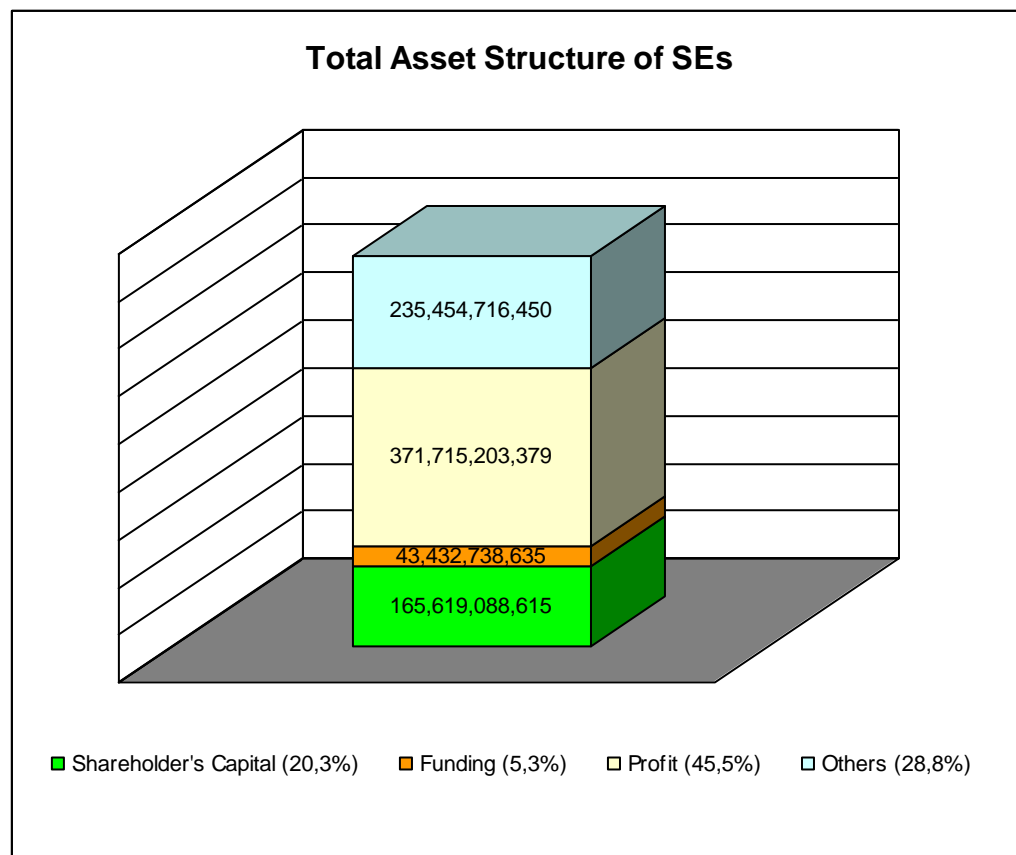
No	Forms	Number of SEs	Total asset (VND)	Average total asset per SE (VND)
1	Company	50	254,087,316,239	5,081,746,325
2	Co-operative	17	18,630,845,000	1,095,932,059
3	Center	55	86,781,778,100	1,577,850,511
4	Association/Club	25	38,963,761,104	1,558,550,444
5	Others	20	417,758,046,636	20,887,902,332
	Total	167	816,221,747,079	4,887,555,372

According to the table, 167 SEs are owning a total asset of 816,221,747,079 VND, four times higher than total registered capital. This shows that Vietnamese social enterprises has developed and raised its total assets and it is promising sign of the development potential of social enterprises in Vietnam

Among forms of SEs, *others* SEs has highest total assets (417,758,046,636 VND) and lowest is *co-operative* (18,630,845,000 VND).

Total asset structure of 167 SEs are described in following chart

Chart 13: Main Sources of SE Assets



The chart shows that shareholder's capital accounts for only 20,3% and nonrefundable funding takes just 5.3% of total asset while profit contributing as high as 45.5% of the total asset. This is a positive sign about the sustainability of Vietnamese SEs.

Labors used by Social enterprises

167 SEs are using both full-time and part-time labors of which volunteers and disadvantaged labors are included

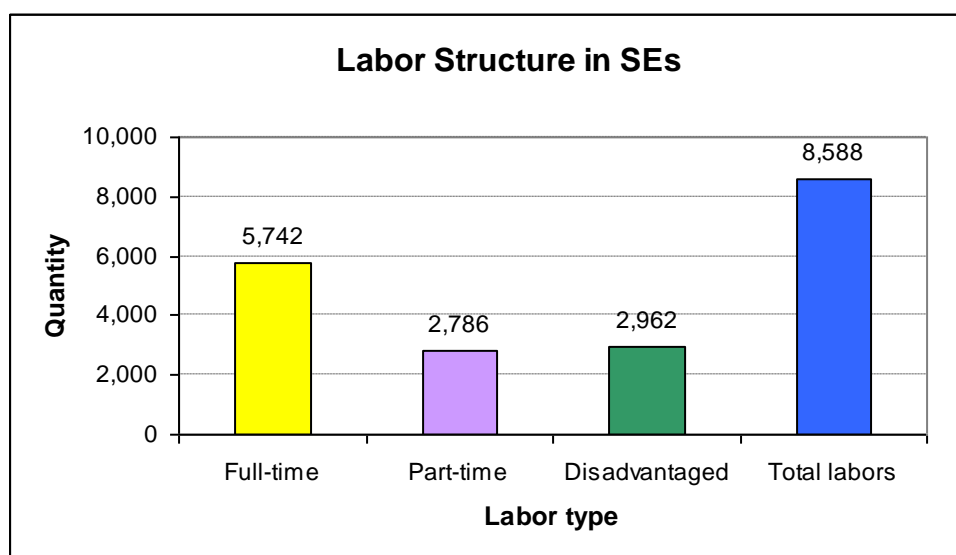
Table 6: Total labor force used by SEs

No	Forms	Number of SEs	Total labors used	Average labors used per SE
1	Company	50	2,542	50.8
2	Co-operative	17	1,119	65.8
3	Center	55	1,940	35.3
4	Association/Club	25	1,975	79.0
5	Others	20	1,012	50.6
	Total	167	8,580	51.4

The table shows that 167 SEs is employing 8,580 labors of which *Company* SEs use the most (2,542 labors). However, *association/club* SEs has the highest average labors used per SE, followed by *co-operative* SEs.

Analysis of labor force structure shows that

Chart14: Groups of labors used by SEs



It shows that SEs use a considerable number of part-time labors (accounting for a third of total labors forces). In addition, a third of SE labors are disadvantaged people (handicap, infected HIV/AIDS, orange agent victims, jobless people etc.). This means if supported, SEs would play an important role in creating jobs for disadvantaged people.

Profit generated by SEs in 2010

Table 7: Profits generated and used by SEs in 2010

No	Forms	Number of SEs	Profit (VND)	Average profit per SE (VND)
1	Company	50	21,976,749,927	439,534,999
2	Co-operative	17	5,464,341,000	321,431,824
3	Center	55	13,940,659,000	253,466,527
4	Association/Club	25	5,186,818,211	207,472,728
5	Others	20	21,975,514,730	1,098,775,737
	Total	167	68,544,082,868	410,443,610

In 2010, 167 surveyed SEs has generated a profit of 68,544,082,868 VND with an average of 410,443,610 VND per SE.

Company SEs and *Others* SEs has gained highest profits in 2010. *Co-operative* SEs has lowest profit

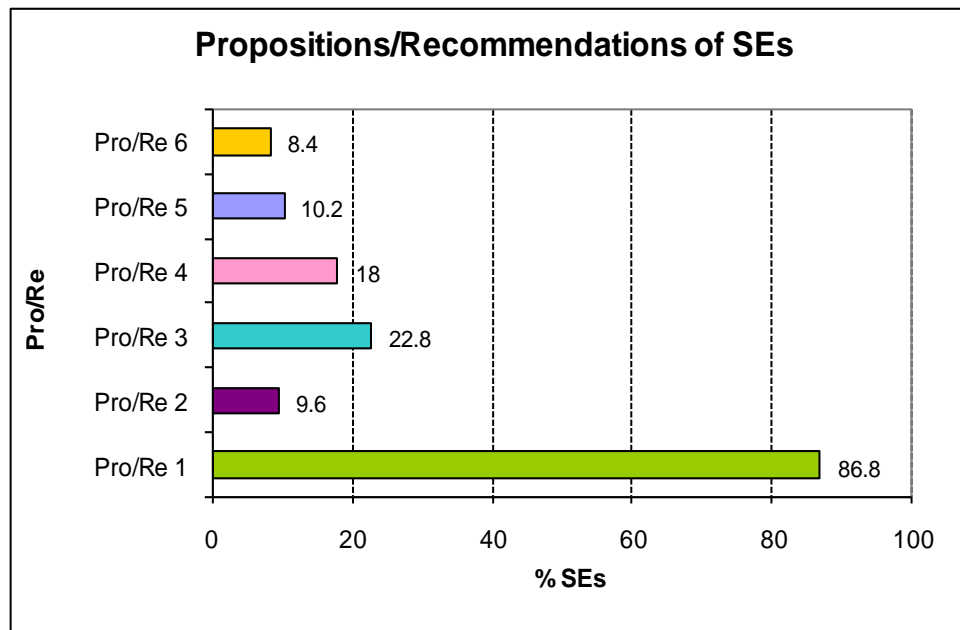
Propositions/Recommendations from SEs

Propositions and recommendations from SEs have also been collected and summarized into groups as follows:

- Pro/Re 1: High attention and supports from central, local government, relevant stakeholders, organizations need to be provided for social enterprises to develop (formulating appropriate policies and providing supports on finance, labor training, improvement of material and technical bases, technological transfer, appropriate welfare for labors, business information support etc.)
- Pro/Re 2: Clear legal framework on social enterprises should also be promulgated soon.
- Pro/Re 3: Opportunities for social enterprises to connect and collaborate with other organizations should be promoted
- Pro/Re 4: Opportunities for social enterprises to participate relevant events within their industry or fields of activities should be created
- Pro/Re 5: Communication campaigns to improve public awareness on social enterprises and change public attitudes towards social enterprise need to be done
- Pro/Re 6: Others: the remaining: trimming out administrative procedures

SE Pro/Re Analysis results are described in following table

Chart14: Propositions/Recommendations of Social Enterprises



The chart shows that 86.8% of SEs has raised Pro/Re 1, followed by Pro/Re 3 (22.8%). It should be noticed that other Pro/Re are raised by fewer SEs of which only 9.5% of SEs mentioned Pro/Re 2. The possible reason is that SEs is still less interested in this issue

Box 4

The micro-finance organization TYM – meaning ladders for poor women, is play a key role in improving life quality and uplifting social status for poor women and their family through providing financial and non-financial services for women in the community, helping women participate in economic and social activities

3. CONCLUSIONS AND RECOMMENDATIONS

1. Conclusion

- i) Social enterprises have emerged in Vietnam quite early, in 1973 with the case of Nhân Đạo (Humanity) Co-operative under the Hanoi Blind Association. So far, there have been 167 social enterprises operating in Vietnam in different forms such as *company, co-operative, center, association/club and others*. They are located in 25/63 provinces/cities all over the country of which Ha Noi and Ho Chi Minh City have 68 and 22 SEs respectively.
- ii) Vietnamese social enterprises have a total registered capital of 204,268,592,101 VND, total asset of 816,221,747,079 VND. In the structure of current total asset of Vietnamese SEs, capital subscribed by shareholders/founding members accounts for 20.8%, non-refundable funding 5.3%, profit from goods/services provision 45.5%, and the rest of 28.8% is from other sources. Vietnamese SEs are employing **8,588** labors of which **2962** are disadvantaged people (handicap, HIV/AIDS infected patients, orange agent victims etc.)
- iii) Vietnamese SEs are operating in various fields that are grouped into 10 main categories: (1) Handicrafts and cottage industry; (2) Health care, pharmacy, physic therapy, aged people care ,(3) Education, vocational training: knowledge equipment, skill development, job creation, community integration; (4) Engineering, information and communication technology: e-commerce, software, hardware, repairs, maintenance; (5) Environment protection: ecological system development, rare plants and animals preservation; (6) Transportation, tourism; (7) Community communications, social marketing: HIV/AIDS prevention propaganda, environment protection, anti-smoking; (8) Commercial marketing: event planning, advertising activities, showbiz; (9) Agriculture, plantation, animal husbandry; (10) Others: The remaining ones including: construction, finance/banking, research/consultation, printing etc. of which Category 1 and 3 are selected by most SEs.
- iv) During their operation, Vietnamese SEs have supported 377,678 people; generated an economic value of 254,817,489,710 VND; created many social values of which the most significant value is “Contributing to hunger and poverty reduction, life stabilization, and income improvement through education, vocational training, knowledge equipment, and skill improvement”; and contributed to creating some environmental values.
- v) In 2010, Vietnamese SEs has created a total profit of 68,544,082,868 VND. A majority part of gained profit is spent for re-investing to expand the organization’s activities.
- vi) Regarding development objectives for 2011 and the period 2011 – 2015, most of Vietnamese social enterprises selected Objective “To maintain and expand

business to support beneficiaries or with the participation of beneficiaries”. Other objectives are selected by a fewer SEs. This shows a typical entrepreneurship of Vietnamese SEs.

- vii) SWOT analysis shows that the main strength of Vietnamese SEs is “*Advantages on human resources: plentiful, good skills, good spirit and discipline, dedicated leaders*”; the main weakness is “*Low financial capability*”; the main opportunity is “*High market potential: market/ society has high and stable demands on the organization’s products/services*”; and the main threat is “*Unstable labor force: difficult to recruit and sustain labors, labor’s prejudice about the job*”
- viii) Vietnamese social enterprises put forwards various propositions and recommendations of which “*High attention and supports from central, local government, relevant stakeholders, organizations need to be provided for social enterprises to develop (formulating appropriate policies and providing supports on finance, labor training, improvement of material and technical bases, technological transfer, appropriate welfare for labors, business information support etc.*” is raised by more than 90% of SEs.

2. Recommendations

- i) Although Vietnamese social enterprises have achieved significant results, they are still operating with “many lacks”; those are lack of knowledge, lack of capability, lack of resources, lack of networking etc. Thus, a master program on strengthening their capability for advancing their development is of necessity
- ii) A part from existing SEs, it is of necessity to help establish and replicate social enterprises in schools, youth groups, difficult communities, NGOs. In addition, knowledge on SE should also be introduced and taught in universities
- iii) As an pioneer SE development support organization in Vietnam, CSIP should work with governmental bodies and support organizations to carry out policy advocacy and mobilize necessary supports for social enterprises to develop effectively and sustainably, especially in place where there are no or few SEs

4. APPENDIX

1. SE Filter Questionnaire

<p>1. Has your organization got following documents?</p> <p><input type="checkbox"/> Written charter <input type="checkbox"/> Decision/Certificate of establishment</p> <p>2. Does your charter indicate the mission of solving social and environmental matters?</p> <p><input type="checkbox"/> Yes (move to Q. 3) <input type="checkbox"/> No (Say thanks and stop interviewing)</p> <p>3. In what specific fields does your organization work to solve social and environmental matters?</p> <p>+ Education, please specify:.....</p> <p>+ Development, please specify:</p> <p>+ Environnement, please specify:</p> <p>+ Others, please specify:</p> <p>4. To what objectives does your organization give highest priority?</p> <p><input type="checkbox"/> Serving the community and the beneficiary <input type="checkbox"/> Generating profits</p> <p>5. Have your organization applied (or had plan to apply) entrepreneurship principles in providing goods/serves in order to generate income for sustaining the organization development?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>6. For what purposes are profits gained by the organization used?</p> <p><input type="checkbox"/> Re-invest to solve social and environmental matters for the sake of communities</p> <p><input type="checkbox"/> Divide profits for shareholders/founding members</p> <p><input type="checkbox"/> Both of above uses (please specify the proportion of each)</p> <p>7. Does your organization encourage and create mechanism for the beneficiaries to participate in decision making process?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>

2. SE Profile

I. GENERAL INFORMATION

1. Name
 - a) Vietnamese name:
 - b) English name (if any):
 - c) Abbreviated name (if any):
2. Address:
3. Telephone: Fax:
4. Email (if any):
5. Website (if any):
6. Year of establishment: Year of operation:
7. Year of running as social enterprise:
8. No of shareholders/founding members:
9. Chairman/Director:
10. Established by:
11. Membership of clubs/associations/networks:

II. CAPITAL, ASSET, LABORS

12. Registered capital:VND
13. Capital/Asset and breakdown
 - a) Total capital/assets of the organization:VND
 - d) Capital/assets contributed by shareholders/founding members:....VND
 - e) Capital/assets from funding:.....VND
 - f) Capital/assets from profits generated through providing goods/services
.....VND
14. Current number of labors
 - a) Full time labors:persons
 - b) Part-time labors:.....persons
 - c) Working age: fromto.....
 - d) Number of special labors (handicapped, HIV infected etc.): ...persons

III. ORGANIZATION'S ACTIVITIES

15. List of main activities currently carried out by the organization
.....
.....

IV. RESULTS ACHIEVED TILL 2010

16. Number of beneficiaries:.....persons

Listing all beneficiary groups

.....
.....

17. Economic value createdVND

Listing all economic value sources

.....
.....

18. Social values created

Describing all social values created

.....
.....

19. Environmental values created:

Describing all environmental values created:

.....
.....

V. PROFITS GENERATED AND USAGE

20. Total profits generated in 2010:VND

21. Usage of generated profits

Describing the usage of generated profits (using for what activities, percentage etc.)

.....
.....

VI. DEVELOPMENT OBJECTIVES IN THE YEARS TO COME

22. Development objective for 2011

Listing organization's development objectives for 2010

.....
.....

23. Development objectives for period 2011 – 2015

Listing organization's development objectives for period 2011 - 2015

.....
.....

VII. STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS

24. Strengths

Listing all strengths of the organization

.....
.....

25. Weaknesses

Listing all weaknesses of the organization

.....
.....
.....

26. Opportunities

Listing all opportunities of the organization

.....
.....
.....

27. Threats

Listing all threats of the organization

.....
.....

VIII. RECOMMENDATIONS AND PROPOSITIONS

28. Listing all recommendations from the organization

.....
.....
.....
.....

29. Listing all propositions from the organization

.....
.....
.....

3. Coding system

SE classification:

1. Company
2. Cooperative
3. Center
4. Association/Federation/Club
5. Others

SE breakdown by year of establishment, year of operation, year of turning to SE:

1. Less than or equal to 1 year
2. Between 1-3 years.
3. Between 3-5 years.
4. Greater than 5 years.

Labor force breakdown by age:

1. Between 18-30 years old.
2. Between 30-60 years old.
3. Greater than 60 years old.

Provinces involved in the survey:

- | | |
|--------------------|---------------------|
| 1. An Giang. | 27. Lam Dong. |
| 2. Bac Giang. | 28. Lang Son. |
| 3. Bac Ninh. | 29. Long An. |
| 4. Ben Tre. | 30. Nam Dinh. |
| 5. Binh Dinh. | 31. Nghe An. |
| 6. Binh Duong. | 32. Ninh Binh. |
| 7. Binh Phuoc. | 33. Phu Tho. |
| 8. Binh Thuan. | 34. Phu Yen. |
| 9. Ca Mau. | 35. Quang Nam. |
| 10. Can Tho. | 36. Quang Ngai. |
| 11. Dac Lac. | 37. Quang Ninh. |
| 12. Da Nang. | 38. Quang Binh. |
| 13. Dong Nai. | 39. Soc Trang. |
| 14. Dien Bien Phu. | 40. Son La. |
| 15. Dong Thap. | 41. TP.HCM. |
| 16. Gia Lai. | 42. Thua Thien Hue. |
| 17. Ha Nam. | 43. Tay Bac. |
| 18. Ha Noi. | 44. Tay Ninh. |
| 19. Ha Tinh. | 45. Thai Binh. |
| 20. Hai Duong. | 46. Thai Nguyen. |
| 21. Hai Phong. | 47. Thanh Hoa. |

22. Hoa Binh.
23. Hau Giang.
24. Hung Yen.
25. Khanh Hoa.
26. Lai Chau.

48. Tien Giang.
49. Vinh.
50. Vinh Phuc.
51. Vung Tau.
52. Yen Bai.
53. Quang Tri.

SE's activity areas:

- a) Handicrafts and cottage industry.
- b) Health care, pharmacy, physic therapy, aged people care,
- c) Education, vocational training: knowledge equipment, skill development, job creation, community integration...
- d) Engineering, information and communication technology: e-commerce, software, hardware, repairs, maintenance...
- e) Environment protection: ecological system development, rare plants and animals preservation.
- f) Transportation, tourism.
- g) Community communications, social marketing: HIV/AIDS prevention propaganda, environment protection, anti-smoking campaign...
- h) Commercial marketing: event planning, advertising activities, showbiz.
- i) Agriculture, plantation, animal husbandry
- j) Others: The remaining ones including: construction, finance/banking, research/consultation, printing etc.

SE beneficiaries:

- a) People in difficult circumstances: wandering children, orphans, lonely elderly, autistic children, poor lonely women, people in the disaster areas, post-detox people
- b) Disabled people
- c) Patients with perilous diseases: HIV/AIDS, cancer...
- d) State welfare beneficiaries: war invalids and martyrs and their families, State dedicated people, war victims.
- e) Disadvantaged people: ethnic minorities, unemployment, rural poor farmers...
- f) Others: youths, pupils, students, intelligentsia, pupil parents, organizations, enterprises...

Source of economic values brought by SEs:

- a) Goods/services provision or project deployment...
- b) (Financial) aids from organizations, enterprises, individuals...
- c) Newly established, having not brought values yet.
- d) No answer or not yet summarized.

Social values brought by SEs:

- a) Nurturing and/or providing material aids to disadvantaged people through charity programs.
- b) Contributing to hunger and poverty reduction, life stabilization, and income improvement through education, vocational training, knowledge equipment, skill improvement.
- c) Improving public awareness on social, environment, education, health problems...for targeted communities.
- d) Caring health and spirit through activities such as health care, networking, community integration, capability enhancement...
- e) Creating opportunities to acquire lawful rights and benefits for beneficiary groups.
- f) Others: the remaining ones including: creating good staff for community development, contribution to building and implementing State orientation and policies

Environmental values brought by SEs:

- a) Creating environment-friendly goods/services/solutions.
- b) Using environment-friendly goods/services/solutions, deploying environment-friendly projects, contributing to environment protection programs, developing positive attitudes about environment.
- c) Improving awareness about environment for the community: organizing programs such as bike-riding, rubbish collection, subscription for the environment...
- d) None

Profit use by SEs

- a) Reinvesting to expand production, business or maintain operations: salary payment, equipment purchases or repairs, new business establishment...
- b) Contributing to solve social and environmental problems and support communities.
- c) Dividing profits to shareholders.

SE Development objectives in 2011 and to 2015:

- a) To educate, train, create jobs and improve income for labors and beneficiaries.
- b) To maintain and expand business to support beneficiaries or with the participation of beneficiaries.
- c) To improve the quality of human resources
- d) To improve goods/services, expand market, and develop distribution system
- e) To develop new goods/services/projects
- f) To improve public awareness on social and environmental issues for the sake of communities
- g) To upgrade production/business/operation processes; strengthen organizational capacity and operation mechanism...
- h) To upgrade, build and expand material and technical bases.

- i) To improve material and spirit life for labors and beneficiaries.
- j) To replicate organization's operation.
- k) To connect and corporate with other organizations.
- l) To become a accredited organization with high prestige and strong brand.
- m) To increase the number of supported beneficiaries.
- n) Others: including consulting government, preserving traditional villages, providing legal support, applying science and technological advancements, implementing effective spending and saving, harnessing domestic and foreign capitals, improving public awareness, joining interested association/club/network
- o) No objectives established so far

SE Strengths:

- a) Having prestige, experience, high competitiveness, and widely known thanks to product/service quality or implemented projects.
- b) Advantages on human resources: plentiful, good skills, good spirit and discipline, dedicated leaders...
- c) Good material and technical bases.
- d) Effective organizational structure and management mechanism.
- e) Diverse goods/service and broad working area
- f) Good networking and business connection.
- g) Good enterprise culture
- h) Good communication and brand building activities.
- i) Having long-term and feasible development objectives/plans.
- j) Receiving assistance from the State, local authorities, stakeholders, organizations, individuals inside and outside the country.
- k) Having effective partnership relations with other organizations.
- l) Others: The remaining ones including harnessing available advantages, labor capability suitable to handle business activities, self-financing capability, having creative business ideas, able to use disadvantaged labor forces

Weaknesses:

- a) Quality of goods/services not yet met planned requirements.
- b) Low competitiveness
- c) Low financial capability
- d) Poor material and technical bases: lack of modern equipments, obsolete technology, insufficient manufacturing area, low capabilities to carry out complicated projects and works...
- e) Lack of business management skills and experiences.
- f) Lack of high-quality human resource or a part of labor force has not met job requirements
- g) Labor force has low awareness and poor health.
- h) Labor's living conditions and income are still low.
- i) Ineffective organizational structure and management mechanism

- j) Weak relations with State organizations, local authorities, partners, and others
- k) Others: newly established, small scale organization

Opportunities:

- a) Good opportunities to expand market (domestic or foreign markets); have more customers establish business network...
- b) Favorable conditions existed for development and exploitation of assistances thanks to the government policies and public attention
- c) High market potential: market/ society has high and stable demands on the organization's products/services.
- d) Good opportunities to develop due to high economic growth, or the development of the business model pursued by the organization.
- e) Good opportunities to collaborate with other organizations to expand the business.
- f) Others: The field of organization's business is new so various opportunities existed

Threats

- a) Fierce competition.
- b) Lack of capital and capital accessibility to invest and develop
- c) Unstable labor force: difficult to recruit and sustain labors, labor's prejudice about the job...
- d) Poor accessibility to high technology.
- e) Difficult to sell goods/services: market limited, goods soon outdated due to fast technology development...
- f) Customer requirement is increasing
- g) Lack of information.
- h) Adverse impacts of macro-economic environment: economic crisis, inflation, high interest rate, high price of inputs, impact of market mechanism...
- i) Adverse impacts of nature and environment: climate change, disasters, floods, epidemics...
- j) Assistance sources is decreasing
- k) Lack of collaboration and assistance from the State, local authorities, relevant organizations, individuals...
- l) Low public awareness on the organization activities
- m) Legal system is still not transparent enough
- n) To solve the weaknesses mentioned in the item 25.
- o) Others.

Recommendations:

- a) High attention and supports from central, local government, relevant stakeholders, organizations need to be provided for social enterprises to develop (formulating appropriate policies and provide supports on finance,

labor training, improvement of material and technical bases, technological transfer, appropriate welfare for labors, business information support etc.)

- b) Clear legal framework on social enterprises should also be promulgated soon.
- c) Opportunities so social enterprises to connect and collaborate with other organizations should be promoted
- d) Opportunities for social enterprises to participate relevant events within their industry or fields of activities should be created
- e) Communication campaigns to improve public awareness on social enterprises and change public attitudes towards social enterprise need to be done
- f) Others: the remaining: trimming out administrative procedures