

# Social Enterprise Ecosystem Diagnostic Toolkit

## Guidance notes for users



Developed for the World Bank Group by


**Deloitte.**


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**Social Enterprise Diagnostic Toolkit**  


[Home page](#)
[Introduction](#)
[Contact details](#)

The purpose of this toolkit is to provide World Bank consistent, efficient and effective methods to assess the social enterprise ecosystem in a given country and/or sector.

**Instructions:**


To navigate between tabs, click on the corner of each sheet or use the home page form. To navigate to interview questionnaires or a specific actor, click on the relevant tab.


The home page form is displayed at the open of the toolkit. To navigate to a specific actor, click on the "Home page button" on any worksheet, or click on the relevant tab.

Please refer to the Social Enterprise Ecosystem Toolkit instructions on using this excel tool and excel worksheets.

**Overview of tabs:**

- 0 Contact details
- 1 Summary results
- 2 National indicators
- 3 Sector indicators
- 4A Government indicators
- 4B Social enterprise indicators
- 4C Beneficiaries indicators
- 4D Intermediaries indicators
- 5 Interview list (including information on actors)
- 5 Results of interview questionnaires
- 6A Government actor survey questions
- 6B Social enterprise actor survey questions
- 6C Beneficiaries actor survey questions
- 6D Intermediaries actor survey questions


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**Social Enterprise Diagnostic Toolkit**  


World Bank - Social Enterprise Diagnostic Toolkit

What would you like to do?

- Directly access a section of the toolkit
- Add a new actor of the social enterprise ecosystem (identified / interviewed)
- Access specific actor of the social enterprise ecosystem (identified / interviewed)

Table of content

- Introduction
- Contact details
- Diagnostic summary results
- National indicators
- Sectorial indicators
- Government specific indicators
- Social enterprise specific indicators
- Intermediaries specific indicators
- Beneficiaries specific indicators
- Interview data table
- Interview answers (aggregated)
- Government specific survey
- Social enterprise specific survey
- Intermediaries specific survey
- Beneficiaries specific survey

New interview

Actor category	Organization	Contact / Interviewee(s)
0	-	-

Exit this form

Close this toolkit

version 1.2 - July19, 2016

## The social enterprise ecosystem toolkit: summary

This user guide complements the Social Enterprise Ecosystem Toolkit (“the Toolkit”) developed by Deloitte LLP on behalf of the World Bank Group. The Toolkit is an excel-based application designed to facilitate structured and comparable data collection and research on social enterprise ecosystems. The Toolkit enables the comparison and analysis of social enterprise ecosystems across countries by the standardizing both the way that practitioners conduct their research and the type of information that is collected.

This User Guide provides information for those using the Toolkit. Where applicable, recommendations are offered on the basis of the field trials of the Toolkit, which were conducted at the national level in four countries – Benin, Ethiopia, Tunisia, and Vietnam – in May 2016. The User Guide is structured as follows:

- **Section 1: Social Enterprise Ecosystem Methodology** describes the underlying methodology and approach that was involved in developing the ‘architecture’ behind the Toolkit.
- **Section 2: Toolkit Layout** details the structure, functionality, and limitations of the Toolkit.
- **Section 3: Applying the Toolkit** provides a recommended work plan (approach and time lines) for using the Toolkit in the context of a national-level social enterprise ecosystem diagnostic.
- **Section 4: Instructions for Completing Tabs** provides a detailed overview the data-input tabs and forms on the toolkit, guiding the user through the process to collect and input the relevant data across the Toolkit.
  - **Summary tab:** Section 4 concludes with an overview of the Summary tab, guiding the user through the process of interpreting the key analytical outputs of the toolkit.

**Note:** The most recent release version of the Toolkit is version 1.2. The Toolkit was designed and tested using Windows-based PCs, employing Microsoft Office (Excel) Professional Plus 2013. It is expected that the Toolkit should operate on most recent (post-2013) versions of MS Excel, on either PC or Apple-based operating systems. Advanced users intending to edit the underlying code in the Toolkit may experience difficulty on older versions of MS Excel, or on Apple OS.

# 1. Social Enterprise Ecosystem Methodology

In March 2016, the World Bank Group -Social Enterprise Innovations (SEI) program engaged Deloitte LLP to develop a methodology and accompanying diagnostic toolkit that will enable a structured approach to the analysis of social enterprise ecosystems. Before providing user guidance on the Toolkit itself, Section 1 of this Guide provides a background to the social enterprise ecosystem methodology that was developed.

While definitions for ‘Social Enterprise’ vary, there is a widely-held agreement around four conditions:

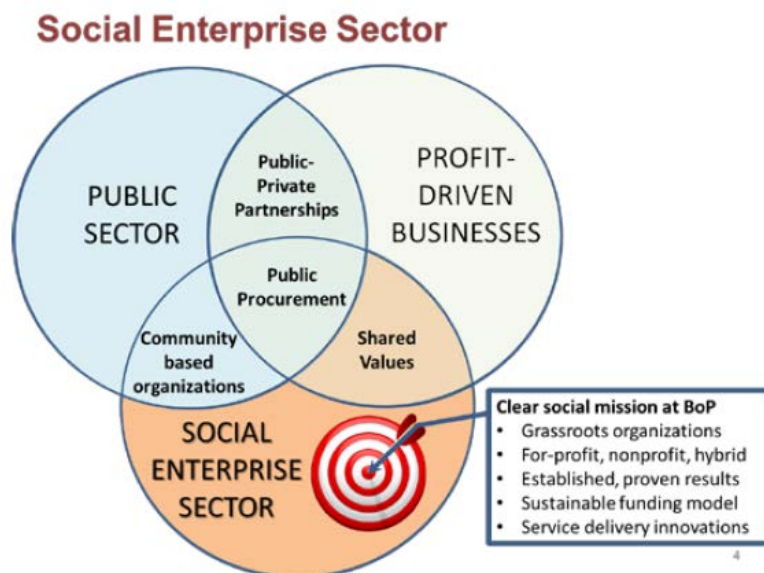
1. **Financial sustainability and profit structure:** A clear and sustainable funding model exists, which addresses the ability of the organization to generate revenue. This revenue may or may not fully fund operations.
2. **Social mission and priority:** There is a social (or environmental) mandate for the organization, and that mandate is prioritized roughly equivalent to financial objectives. The organization has an emphasis on social value creation.
3. **Target beneficiary and business model:** The organization provides life-changing products or services to the BoP, and someone is willing to pay.
4. **Self-identification and/or legal definition:** While legal definitions of social enterprises are applied inconsistently across national geographies, it is important that the organization have some measure of self-awareness of their unique organizational structure.

The World Bank’s understanding of the Social Enterprise sectors is reflected in Figure 1.

Understanding social enterprise ecosystems is essential to helping social enterprises grow and scale. Ecosystem concepts, when applied to economic markets, refer broadly to interdependent networks of individuals and organizations (actors) and the influencing external (or ‘environmental’) conditions that act upon those networks. This combination of actors, networks, and environmental conditions, together shape the ‘ecosystem.’ In some literature, the idea of the ‘ecosystem’ is represented by the ‘enabling environment,’ though the latter is a somewhat more constrained term.

In developing a cohesive ‘ecosystem’ methodology for social enterprises, Deloitte reviewed 14 ecosystem studies

and more than 40 of the leading social enterprise, inclusive business, and MSME (micro-, small- and medium-sized enterprise) development focused publications. Deloitte also engaged a panel

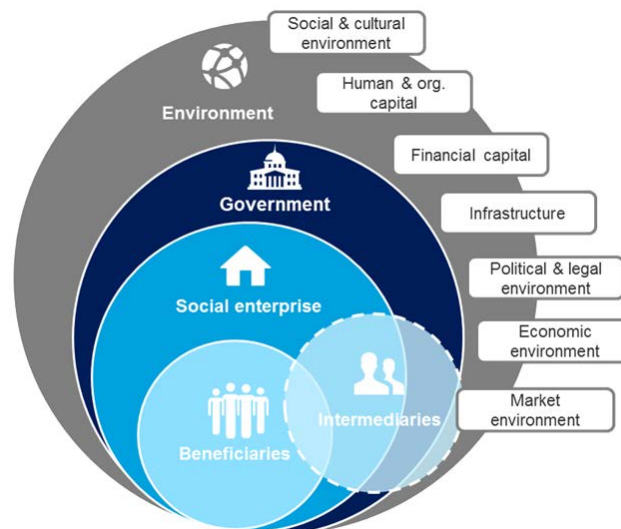


**Figure 1. The social enterprise sector.**  
(from World Bank – Social Enterprise Innovations program.)

of global experts from these domains, to further illuminate and validate the ecosystem methodology.

The outcome of this study was a first-of-its-kind methodology for characterizing and analysing the social enterprise ecosystem. This ecosystem consists of three main features, depicted in Figure 2.

Figure 2. The social enterprise ecosystem framework



1. **Environmental conditions:** The ecosystem environment is comprised of enabling or constraining conditions. These conditions influence and are influenced by actors. Examples include characteristics around *financial capital*, *infrastructure*, and the *political & legal environment*.
2. **Actors:** The ecosystem contains numerous organizations and institutions ('actors') which participate in the process of engaging with, enabling, and/or constraining social enterprise activity. The most salient actors of interest are: *social enterprises* themselves, *beneficiaries* of social enterprises, *government entities* and *intermediaries*.
3. **Interactive forces** (or, simply, 'forces'): Patterns of supply and demand form the functional basis of relationships between actors. These forces are often understood as the interactive elements between other ecosystem characteristics. While difficult to measure directly, these forces can often be characterized through proxy observations.

These three features of the ecosystem come together to broadly define the constraints and opportunities faced by social entrepreneurs and micro- and small-sized (MSE) social enterprises. Where constraints exist, it is important to address these issues to enable social enterprises to emerge, scale, and sustain their models, in order to continue realizing their positive impact on their beneficiary populations. Where opportunities (positive attributes of the ecosystem) are identified, it is equally compelling to consider supporting or reinforcing these features, to support the sustainability and scale of the social enterprise endeavour.

This methodology for the Social Enterprise Ecosystem was further detailed in an April, 2016 report by the Deloitte project team to the World Bank. This Methodology served as the architecture for the design of a data collection and analysis toolkit, described in the remainder of this User Guide.

## 2. Toolkit Layout

The following section provides a broad overview of the Social Enterprise Ecosystem Toolkit, in order to familiarize the user on the key components and overall structure of the Toolkit. The Toolkit was designed with simplicity in mind, to minimize the learning curve and maximize the ease of application for the largest number of users. To ensure that technological requirements (e.g. requiring operating platform and/or software licensing) did not prohibit potential users from applying the Toolkit, it was decided to employ Microsoft Excel and VBA-coding as the underlying architecture for the Toolkit. This also supports a straight-forward and intuitive user-interface (UI). This UI is described throughout the remainder of this section.

### Overview of toolkit design

The Toolkit is contained within a single Microsoft Excel-based file. By default, the file is titled “WBG – SE Ecosystem Diagnostic Toolkit.xlsm”. The user may modify the name of the file, if desired.

#### **Purpose**

The purpose of the Toolkit is to collect a variety of data, to structure it in a standardized manner corresponding to the social enterprise ecosystem methodology, and to receive initial guidance on the analysis and interpretation of that information. Generally, this would support practitioners who are:

- Looking to understand the critical constraints, or opportunities, faced by social enterprises and entrepreneurs in a given location;
- Seeking to identify where technical assistance, investment, policy design/support, and/or advocacy efforts could best be targeted to support social enterprises;
- Intending to compare between-countries or across-sectors, to understand how the salient features of the social enterprise ecosystem differ; and/or,
- Planning to document (e.g. in a national landscape study) the key features of the social enterprise ecosystem for other research purposes.

#### **Level of Analysis:**

While the Toolkit was designed with the primary use intended as being a national-level, sector-agnostic survey of the social enterprise ecosystem, the user may choose to go into greater specificity. It is possible to ignore any ‘national’ level terminology in the Toolkit, and to apply the tool instead at a sub- or supra-national level. The user simply needs to be conscious of the national/sub-national level of analysis when selecting and inputting data throughout the Toolkit.

Likewise, the user may choose to collect additional data, specific to a given thematic area or sector (e.g. the social enterprise ecosystem in the health, education, or infrastructure sectors). This customization may begin with additional data collection on the “Sector” tab, and thereafter with the user applying their scrutiny and focus during research collection to remain conscious of the sector of interest.



## Toolkit – User Interface:

The screenshot displays the Social Enterprise Diagnostic Toolkit interface, which is a web-based tool for assessing social enterprise ecosystems. The interface is divided into several key sections, each highlighted with a red circle and an arrow pointing to a descriptive label on the left.

- Quick Navigation Bar:** A horizontal bar at the top containing buttons for Home page, Introduction, Contact details, Summary, National, Sector, Government, Social Enterprises, Beneficiaries, Intermediaries, Interview list (table), and Aggregated interviews.
- Home Page:** The main content area, featuring the World Bank and Deloitte logos, a title, and a brief description of the toolkit's purpose.
- Toolkit Page:** A section containing instructions for using the toolkit, including navigation tips and a reference to the Social Enterprise Ecosystem instructions.
- Interview Page (accessed by "New Interview" button):** A section for adding new actors to the ecosystem, featuring a "New interview" button and a table for actor details.
- Navigation Bar:** A vertical bar on the left side of the main content area, listing various tabs and sections for navigation, such as Contact details, Summary results, National indicators, Sector indicators, Government indicators, Social enterprise indicators, Beneficiaries indicators, Intermediaries indicators, Interview list, and various actor survey questions.

The main content area also includes a "Table of content" section with a list of topics like Introduction, Contact details, Diagnostic summary results, National indicators, Sectorial indicators, Government specific indicators, Social enterprise specific indicators, Intermediaries specific indicators, Beneficiaries specific indicators, Interview data table, Interview answers (aggregated), Government specific survey, Social enterprise specific survey, Intermediaries specific survey, and Beneficiaries specific survey. At the bottom, there are buttons for "Exit this form" and "Close this toolkit", and a version number "version 1.2 - July19, 2016".

## User Interface:

The Toolkit contains a total of 24 unique forms, and a total of 3 window ‘interfaces’ (refer to illustration on previous page).

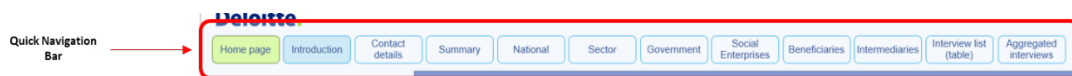
## Window interfaces:

1. “Home Page” – The default screen that appears when the user first opens the Toolkit, this window sits above the “Toolkit Page”. The *Home Page* window contains links to 14 unique forms in the Toolkit, represented as blue-coloured buttons on the left of the window. Importantly, the *Home Page* is also the means for accessing the **Interviews** window. The **Interviews** window is described later.

At any point, the user may return to the *Home page* by clicking the “Home Page” button on the *Toolkit Page*.



2. “Toolkit Page” – The Toolkit page is where the user will spend the majority of their time when using the Toolkit. It is represented as the full-screen page, first visible underneath the *Home Page* when the user first launches the tool. The *Toolkit Page* has a quick-navigation bar at the top, with 11 buttons: one to return to the *Home Page*, one to lead to the *Introduction* form (described later), and 9 to lead to the Toolkit’s *Data Tabs* (described later).



At any point, the user may turn to the *Toolkit Page* by clicking any of the first 10 buttons in the Table of Contents on the *Home Page*, or by clicking the red “X” in the top right corner of either the *Home Page* or *Interview Page*, or by clicking the “Exit this form” button on the *Home Page*.

It is important to save the Toolkit regularly, and to not always rely on ‘Auto-save.’ The user may save the Toolkit at any time by either: by using the keyboard command CTRL+S, or by clicking “Close this toolkit” from the *Home Page* and saving the file when prompted.

3. “Interview Page” – The Interview page is where the user will be able to insert, edit, and save the results of interviews with various actors / stakeholders. The Interview Page is accessed for the first time by entering a new interview, done by clicking “New Interview” on the *Home Page*.

Once interviews are entered and saved, they will appear in the list of interviewees, on the *Home Page*.

The *Interview Page* can be returned to by double-clicking on the details of any of the interviewees, or by once again selecting “New Interview.”

The screenshot shows the 'Stakeholder interview form' within the 'Social Enterprise Diagnostic Toolkit'. The form is divided into several sections:

- Stakeholder information:**
  - Organization: [Text field]
  - Year established: [Text field]
  - Stakeholder category:
    - ☐ Government
    - ☐ Social enterprise
    - ☐ Intermediary
    - ☐ Beneficiary
  - Sector: [Text field]
  - Organizational role: [Text field]
  - Contact(s) / Interviewee(s): [Text field]
  - Funding source: [Text field]
  - Annual revenue (USD): [Text field]
  - Number of employees: [Text field]
  - Operational focus: [Dropdown menu]
  - Phone: [Text field]
  - Email: [Text field]
  - Website: [Text field]
  - Address: [Text field]
  - Country: [Text field]
- Interview logistics:**
  - Date: [Dropdown menu showing 7/25/2016]
  - Hour: [Dropdown menu showing 10:10 AM]
  - Meeting address: [Text field]
  - Comments: [Large text area]

At the bottom left, there are three buttons: 'Save', 'Save and close interview', and 'Delete this interview'. The top left of the form features logos for 'THE WORLD BANK' and 'Deloitte'.

Figure 3. Interview page.

## Unique Forms:

In addition to the three window interfaces, the Toolkit has 24 unique forms, where data and information is entered and/or analysed. These forms are accessed from the navigation menus on both the *Toolkit Page* and *Home Page*.

*Accessed from both the Home Page and Toolkit Page:*

1. **Introduction** – Overview of the SE Ecosystem Toolkit;
2. **Contact Details** – Baseline information for the User;
3. **Diagnostic Summary Results ("Summary")** – Results of data analysis;
4. **National** – Data tab: for general social environmental conditions at the national level;
5. **Sector** – Data tab: for private sector-related environmental conditions;
6. **Government** – Data tab: for actor-specific conditions related to Government;
7. **Social Enterprises** - Data tab: for actor-specific conditions related to Social Enterprises;
8. **Beneficiaries** – Data tab: for actor-specific conditions related to Beneficiaries of SEs;
9. **Intermediaries** – Data tab: for actor-specific conditions related to Intermediaries;
10. **Interview List (Table)** – Raw results of interviews entered on the *Interview Page* are stored here;
11. **Aggregated Interviews** – Provides a summary of information collected from all interviews.

*Accessed from the Home Page only:*

12. **Government Specific Survey:** Template for interviews with Government actors;
13. **Social Enterprise Specific Survey:** Template for interviews with Social Enterprises;
14. **Intermediaries Specific Survey:** Template for interviews with Intermediary actors;

**15. Beneficiaries Specific Survey:** Template for interviews with Beneficiaries;

*Accessed from the Interview Page only:*

**16. Stakeholder Identification:** Key information on Government / SE / Beneficiary / Intermediary stakeholder;

*Accessed from Interview Page – when the ‘Interview’ option is selected:*



Type of stakeholder interaction  
☒ Identification sheet ☐ Interview

**17. SE Ecosystem Maturity:** Data tab: for maturity-related ecosystem considerations;

**18. SE Ecosystem Maturity (2/2):** same as above;

**19. SE Challenges (1/3):** Data tab: for constraints within SE ecosystem;

**20. SE Challenges (2/3):** same as above;

**21. SE Challenges (3/3):** same as above;

**22. Interview Report (1/3):** User-entry for observations gained from stakeholder interview;

**23. Interview Report (2/3):** same as above;

**24. Interview Report (3/3):** same as above

Together, these 24 forms / screens provided the interface through which the user will determine, enter, store, and analyse data related to all aspects of the SE ecosystem methodology. These 24 forms are navigated through 3 windows, as previously described.

## Data in the toolkit

The Toolkit guides the user through the collection of both primary and secondary data. Primary data principally comes through semi-structured interviews with four categories of ecosystem actors:

- Social enterprises / entrepreneurs themselves;
- Beneficiaries of social enterprises;
- Government entities; and,
- Intermediaries.

Secondary data principally comes by way of information collected through desk research; the Toolkit was designed to rely predominantly on data available through open data portals (e.g. World Bank).

An information flow is outlined below (see **Figure 4**). The data flow visualizes how primary and secondary data are collected ('type of data'), entered and stored in data tabs (many of the 24 forms described above), and analysed (on the "Summary tab").

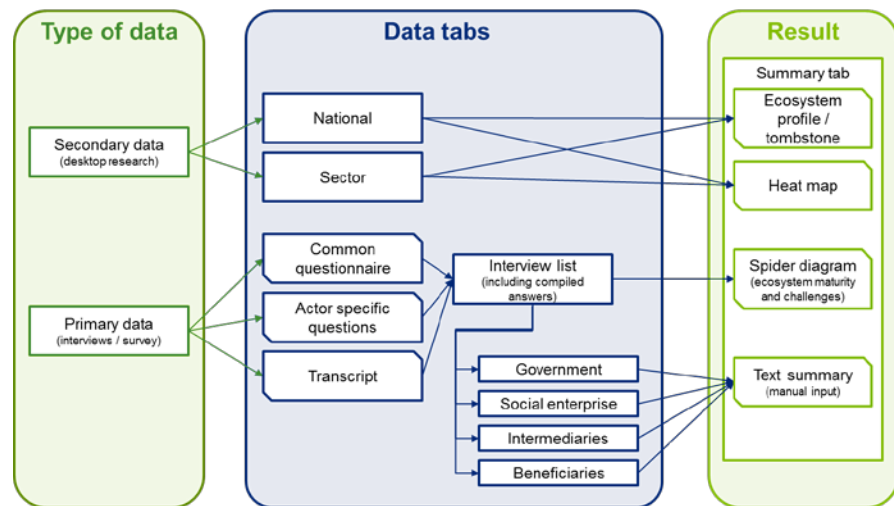


Figure 4. Overview of toolkit data flow.

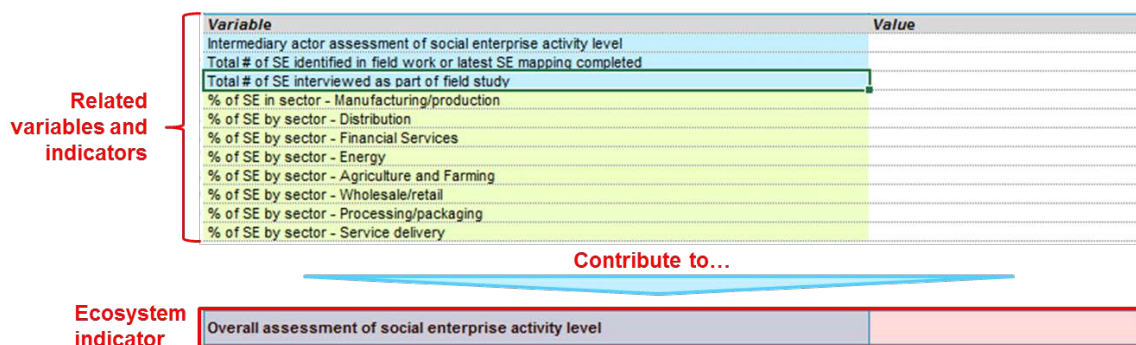
## Indicators

The primary mechanism of analysis in the Toolkit is by way of ‘Ecosystem Indicators.’ The various data forms are standardized in their format, to provide the user with a common look and feel across many parts of the Toolkit. The user will therefore observe that an Ecosystem Indicator (for example, “Overall assessment of the social enterprise activity level”) has many individual indicators affiliated with it (**Figure 5**).

The level of analysis in the Toolkit is at the Ecosystem Indicator level; these function as ‘Meta-indicators’ for multiple commonly-grouped variables. On the data tabs, the score will be shown (if auto-generated), or will be user-selected from a drop-down menu (if manually scored).

Some indicators are core to the analysis, and are highlighted light blue. Others are supplementary or operational, and shaded green in the toolkit (**Figure 5**).

Figure 5. Indicators and common ecosystem outcomes.



## Evaluation methodology

The Toolkit uses two levels of indicators. Multiple individual indicators are grouped together into coherent categories, underneath a higher-level meta ('ecosystem') indicator. For example, in Figure 5 below:

- **Meta-indicator:** Assessment of Government service delivery the poor
- **Individual indicators:**
  - Share of government consumption of GDP (proxy for amount of public sector activity in the economy)
  - Tax revenue (proxy for ability of government to mobilize sustainable resources for service delivery)
  - Government expenses (proxy for public sector spending on public goods & services)

For standardization and comparability purposes, the scoring is on a four-point system: very weak, weak, moderate, and strong. The purpose of the scoring is to explain the influence of the particular indicator on the overall social enterprise ecosystem.

Each individual indicator is scored on its own, to inform an aggregate meta-indicator score. It is this aggregate score that informs the analysis process in the Toolkit. In the illustrated example in **Figure 5**, the meta-indicator for 'Assessment of Government service delivery to the poor' is scored as 'Weak', due to the aggregate score of three low-performing indicators and two high-performing indicators.

**Figure 6.** Illustration of indicator evaluation process.

<p><i>Example indicator:</i> Assessment of Government service delivery to the poor</p> <p><b>Weak</b></p>	<b>Variable</b>	<b>Value</b>
	Share of government consumption of GDP: amount of public sector activity	High #
	Tax revenue: ability of government to mobilize sustainable resources	Low #
	Expenses: public sector/government providing goods & services	High #
	Health expenditure: proxy for degree of public sector service delivery	Low #
	Education expenditure: proxy for degree of public sector service delivery	Low #
<p><i>Example indicator:</i> Assessment of Government service delivery to the poor</p> <p><b>Moderate</b></p>	<b>Variable</b>	<b>Value</b>
	Share of government consumption of GDP: amount of public sector activity	High #
	Tax revenue: ability of government to mobilize sustainable resources	Low #
	Expenses: public sector/government providing goods & services	High #
	Health expenditure: proxy for degree of public sector service delivery	Low #
	Education expenditure: proxy for degree of public sector service delivery	High #

**Figure 7.** Scoring methodology for ecosystem indicators.

Colour coding	Numerical score	Score	Description
	4	<b>Strong</b>	<ul style="list-style-type: none"> <li>• Especially effective</li> <li>• Little to no room for improvement, no issues or gaps present</li> </ul>
	3	<b>Moderate</b>	<ul style="list-style-type: none"> <li>• Fairly effective</li> <li>• Minor issues or gaps present in some areas</li> </ul>
	2	<b>Weak</b>	<ul style="list-style-type: none"> <li>• Somewhat ineffective</li> <li>• Minor issues in all areas</li> <li>• Major issues or gaps in some areas</li> </ul>
	1	<b>Very weak</b>	<ul style="list-style-type: none"> <li>• Completely ineffective</li> <li>• Major issues or gaps present in all areas</li> </ul>

**Connection to Summary tab.** The meta-indicators inform the Heat Map on the *Summary* tab. The illustrated example in Figure 5 would mean that the first heat-map box under *Actors*

*Assessment -> Government* ('Service delivery to the poor') would score as either Weak or Moderate, depending on the example.

**Automatic and manually scoring.** For those Indicators that rely on data predominantly drawn from secondary, quantitative sources, indicators are normally scored *automatically*.

For those indicators that draw on a blend of primary and secondary, and/or qualitative and quantitative data, the user will need to manually score the meta-indicators using professional judgement. To avoid significant subjectivity in scoring of ecosystem indicators, general guidelines for assigning evaluative scores is outlined in **Figure 6**.

## Navigation

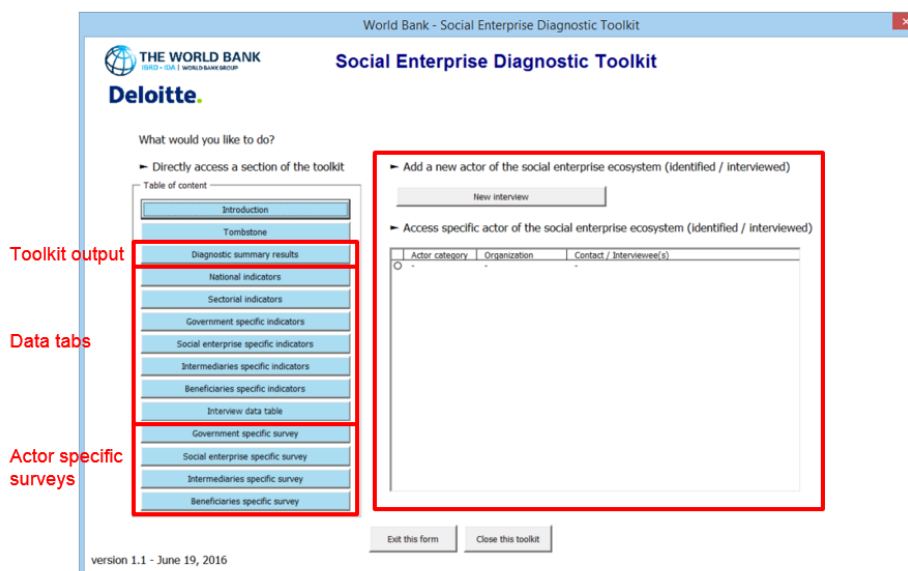
To navigate between tabs, click on the corresponding tab name in the navigation pane at the top of the *Toolkit Page* (see **Figure 7**.) or use the *Home Page* (see **Figure 8**).

To navigate to questionnaires or actor specific surveys/templates, the user must navigate from the *Home Page* (see **Figure 8**).

**Figure 8.** Toolkit Page: quick navigation bar



**Figure 9.** Home Page, with navigation buttons at left.



### Limitations of the toolkit

The toolkit is intended to aid in developing an evidence-based analysis of the ecosystem, providing the user with a structured ‘dashboard’ of information with which to inform assessments and further analysis of the ecosystem.

This toolkit is not intended to provide a scientific or statistically significant analysis of the social enterprise ecosystem. The sample size, quality of secondary data, and the accuracy of the user’s manual scoring all will influence the presentation of results and replicability of the toolkit.



### 3. Applying the Toolkit

This section provides illustrative guidance and a proposed work plan to the user on how to complete each section of the Toolkit.

**Work plan.** The Toolkit was designed with a balance of rigour and practicality in mind. For this reason, the Toolkit utilizes a large percentage of secondary data to inform the presentation of the SE ecosystem assessment. Likewise, it is envisioned that the total time to complete data collection and analysis would typically be **two weeks**, including 5 days of secondary data collection and final analysis (remotely or in-country), as well as 5 days of in-country primary research. This timeline can be compressed based on the user's familiarity with the existing social, economic, and market conditions, their existing knowledge of the social enterprise landscape in-country, and/or their willingness to omit some aspects of the data collection process. Conversely, the user may opt for a more rigorous study, undertaking greater primary research in lieu of applying secondary data, and/or focusing on specific sectors or sub-national geographies.

An overview of the baseline process (a national, sector agnostic Toolkit application) is included in **Figure 9**; thereafter, the remainder of this section provides amplifying guidance specific to each phase of the work plan. Detailed instructions on each activity are presented in the subsequent section (Section 4).

*Figure 10. Work plan for completing social enterprise ecosystem study*



#### Phase 1. Identify study scope and select indicators and actors of interest

##### Purpose

The study scope will influence which data tabs will need to be populated in the toolkit and will determine the content of interview questionnaires.

##### Process

Identify the scope of the study, determining the country, actors, and sectors of focus as well as objectives of the study. Other factors, such as the user's available timeline or level of effort, and budget, should be considered when scoping the Toolkit application.

##### Completing the toolkit

Key details of the study scope will be noted the following:

- *Contact Details* tab: Country, Sector, Start/End Dates
- *Sector* tab: By omitting (if sector-agnostic) indicators S I3, S I4, S I5, and S I6



## Phase 2. Conduct secondary research

### Purpose

Phase 2 is concerned with the collection and collation of secondary data to begin inputting into the Toolkit's indicators. This includes:

1. Assemble key information pertaining to the environmental components of the social enterprise ecosystem, namely:
  - Human and organizational capital
  - Financial capital
  - Infrastructure
  - Political and legal framework
  - Economic environment
  - Market environment
  - Entrepreneurial culture
2. Assemble key information related to sector- and actor-specific ecosystem indicators.

### Process

In all instances, the user will want to complete the data collection process corresponding to indicators on the *National*, *Government*, *Social Enterprise*, *Beneficiaries*, and *Intermediaries* tabs.

For the *Sector* tab:

- If the study is sector-agnostic, then the user should intend to collate information for all indicators except S I3 through S I6;
- If the study is interested in a particular thematic area or sector, then the user should include indicators S I3 through S I6, which provide amplifying details on the chosen sector.

For the *Government*, *Social Enterprise*, *Beneficiaries*, and *Intermediaries* tabs, there are some information that may not typically be available by secondary data source. The process for completing each of these tabs is detailed later in this User Guide.

### Completing the toolkit

The “National” and “Sector” tabs have been designed to ease secondary research – follow the instructions for these tabs to populate indicator values. An assessment of SE ecosystem environmental characteristics will automatically populate within the tool (based off the *National* and *Sector* tabs). The *Government*, *Social Enterprise*, *Beneficiaries*, and *Intermediaries* tabs are based on mixed secondary and primary data – follow the instructions for these tabs to fill in secondary data where available.



## Phase 3: Conduct primary research

### Purpose

Phase 3 is concerned with completing the data collection process by collecting primary research to augment and validate earlier secondary data collection. Primary data collection is largely through semi-structured interview; focus group discussion and/or survey techniques could also apply. The level of effort required for this phase will vary depending on a number of factors, including the availability of secondary data and the extent of stakeholder engagement desired by the user.

### Process

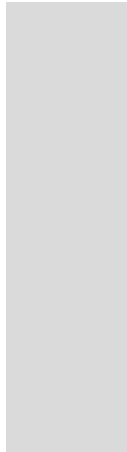
#### Identify and contact ecosystem actors

Access to existing social enterprise networks allow users to easily and efficiently identify potential contact information for social enterprises, beneficiaries, intermediaries, and in some cases, government actors.

Where existing networks are insufficient or undetermined, it may be necessary to undertake desk research. **Table 1** offers suggested key search terms based on the experience gained during the initial trial of the Toolkit. The user will want to develop a stakeholder engagement plan or matrix to keep track of scheduling for these semi-structured interviews. The user may want to consider augmenting these interviews with focus group discussions and/or electronic surveys.

**Table 1.** Suggested search terms for web searches

Actor	Social enterprises	Intermediaries	Government
Search terms	<ul style="list-style-type: none"> <li>• Social enterprise + “country name”</li> <li>• “Sector name” + small business + “country name”</li> <li>• Social purpose SME + “country name”</li> <li>• Social entrepreneurs + “country name”</li> <li>• Service delivery to the poor + “country name”</li> </ul>	<ul style="list-style-type: none"> <li>• Development organization + “country name”</li> <li>• Incubator + “country name”</li> <li>• Accelerator + “country name”</li> <li>• Social entrepreneurship + “country name”</li> <li>• Social enterprise + “country name”</li> <li>• Inclusive business + “country name”</li> <li>• “Sector name” + not for profit + “country name”</li> <li>• MSME support organization + “country name”</li> <li>• Public-private partnerships + “country name”</li> <li>• Empowerment of the poor through business + “country name”</li> <li>• Social impact investor + “country name”</li> </ul>	<ul style="list-style-type: none"> <li>• Government of + “country name”</li> <li>• Ministry of “ “ + “country name”</li> <li>• Social enterprise policy + “country name”</li> <li>• Government services for the poor + “country name”</li> <li>• Service delivery + “municipality name”</li> <li>• Service delivery + “regional name”</li> </ul>



- Impact investor + “country name”
- Funding for social enterprises + “country name”
- Social enterprise research institutions + “country name”
- Start up support + “country name”
- Social enterprise networks + “country name”
- Entrepreneurship networks + “country name”
- SME + Government + “country name”

**Good practice considerations:**

- Avoid relying solely on web searches; instead, also leverage networks and contacts, particularly in social enterprise-related professional communities. These intermediaries can be a valuable source of local ecosystem information and can provide assistance in identifying contact information within the social enterprise ecosystem.
- Social media sites such as Facebook, Twitter, and LinkedIn can be a good source of contact information, particularly for social enterprises and small businesses, who often use these platforms in favour of traditional websites.
- Despite the proliferation of social media, it may be useful to pursue scheduling with contacts by way of telephone, in addition to or complementing email. Outreach by email only frequently results in low response rates.
- If budget is a limiting factor, prioritize meeting with intermediaries who have a strong focus on social enterprise and empowerment of the poor through the private sector – deprioritize sector-specific or overly generalized intermediaries.
- Prior to contacting Government officials, identify the etiquette for communicating with Government officials in the country/region of focus. This may require letters of introductions from the World Bank or the appropriate sponsoring institution.

**Plan and execute field visits**

Field visits are an important step in completing the social enterprise ecosystem toolkit. Field visits help practitioners to engage actors directly in discussions around the ecosystem and enable the completion of interview questionnaires.

**Good practice considerations:**

- Determine scope of the field visit, including objectives, minimum requirements for success, budget, logistics and time required for in-country travel, etc.;
- Plan adequately for travel between meetings, understanding often these meetings are with organizations less familiar with the social enterprise framework and may require preliminary conversation before moving into the substance of the interview;
- There may be some information gaps from initial interviews, which can be “filled in” in through the sequence of meeting with different actors; and,

- Consider flexibility in the overall schedule to allow for time to re-schedule meetings that were cancelled at the last minute, and/or to accommodate new interviews identified through in-country sources.

### Completing the toolkit

The user should follow the interview templates provided in the *Government / Social Enterprise / Intermediaries / Beneficiaries specific surveys*, which are accessed from the *Home Page*.

Results of interviews can be recorded in real time, or retrospectively, on the *Interview Page*. Each interview would trigger a *New Interview* process (using the *New Interview* button on the *Home Page*). Once each interview is saved, it will appear in the interviews list (*Home Page*) as well as on the *Aggregated Interviews* tab.



## Phase 4. Analysing, interpreting and reporting findings

### Purpose

Review the output of the social enterprise ecosystem diagnostic. Consider next steps and opportunities to engage with the SE ecosystem.

### Process

Refer to the “Summary” tab for a review of the social enterprise ecosystem characteristics, including enabling conditions, constraints, opportunities, and challenges faced by entrepreneurs and SMEs in the social enterprise sector.

The toolkit aids in evidence-based analysis of the ecosystem by users. Outputs of the toolkit will provide structured information that may support the development of an ecosystem report:

- The broad national environment (drawing from the “National” tab);
- Current state of MSME activity (drawing from the “Sector tab”);
- Current state of essential services and potential gaps in service delivery to the poor (drawing from the “Sector”, “Government”, and “Beneficiary” tabs);
- Current state of the social enterprise landscape within the ecosystem (drawing from the “social enterprise” tab)
- Maturity of the social enterprise ecosystem, including any differences in perceptions between actors (drawing from the “Summary” and “Aggregate interviews” tabs);
- Assessment of the enabling environment for social enterprises, including any differences in perceptions between actors (drawing from “Summary”, “Aggregate interviews”, “Intermediaries”, and “Government” tabs).

### Completing the toolkit

The majority of summary tab will auto-complete upon population of the toolkit interview transcripts, national, sector, and actor tabs. Follow the instructions for “Summary tab” to outline additional relevant notes about the current state of the social enterprise ecosystem.

## 4. Instructions for completing tabs

Building from the overview / work plan described in Section 3, this portion of the User Guide provides detailed direction on the completion of each tab of the Toolkit. Specifically, the following tabs are explained in detail below:

1. **Contact Details** – Baseline information for the User;
2. **National** – Data tab: for general social environmental conditions at the national level;
3. **Sector** – Data tab: for private sector-related environmental conditions;
4. **Government** – Data tab: for actor-specific conditions related to Government;
5. **Social Enterprises** - Data tab: for actor-specific conditions related to Social Enterprises;
6. **Beneficiaries** – Data tab: for actor-specific conditions related to Beneficiaries of SEs;
7. **Intermediaries** – Data tab: for actor-specific conditions related to Intermediaries;

*Accessed from Interview Page – full ‘Interview’ option:*

8. **SE Ecosystem Maturity**: Data tab: for maturity-related ecosystem considerations;
9. **SE Ecosystem Maturity (2/2)**: same as above;
10. **SE Challenges (1/3)**: Data tab: for constraints within SE ecosystem;
11. **SE Challenges (2/3)**: same as above;
12. **SE Challenges (3/3)**: same as above;
13. **Interview Report (1/3)**: User-entry for observations gained from stakeholder interview;
14. **Interview Report (2/3)**: same as above;
15. **Interview Report (3/3)**: same as above

Other tabs, which act in an Output manner, are not detailed here, as the user will (predominantly) refer to these tabs for information or results.

Many of the tabs share a common format, namely with indicators being organized according to:

- **Indicator name** – normally includes a hyperlink to the proposed standardized data source;
- **Value** – **field for the user** to insert the particular data for that indicator
- **Unit** – the unit of analysis for that indicator;
- **(Suggested) Data Source** – the recommended go-to data source to standardize the data collection process within, and between, toolkits;
- **Date of source** – **field for the user** to insert the date of the data source.

Not all tabs follow this structure; where there is deviation, the user is guided on the data collection and entry process.

### **Contact Details tab**

#### **Purpose**

The *Contact Details* tab provides a means of capturing ‘tombstone’ data regarding the user and details on the particular application of the study.

#### **How to input data**

Insert data corresponding to the 10 variables presented on the tab.

#### **Output**

Most of the data captured here will be reflected in the headline of the Summary tab.

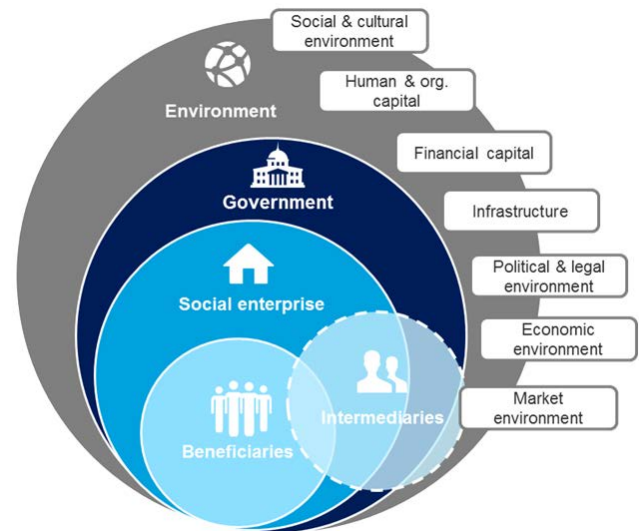


## National tab

### Purpose

The *National* tab is the data tab for indicators of general environmental components. It is intended to characterize the country of focus at a high-level and identify the general environmental conditions using secondary data sources and existing country indices. The national tab does not aim to capture specific information about social enterprises, rather it focuses on general environmental conditions that affect micro-, small- and medium-sized enterprises as a whole. These include:

- Social & cultural environment (incl. entrepreneurial environment);
- Human and organizational capital;
- Financial capital;
- Infrastructure;
- Political & legal environment; and,
- Economic & market environment.



These environmental conditions are reflected on the SE ecosystem methodology (Figure 14).

### How to input data

For most countries, the data required is entirely available through secondary research, using open-source data portals (e.g. World Bank). Links have been provided on the *National* tab to suggested data sources for each indicator.

In some cases, data may not be available, or the data that is available may be inconsistent or deemed by the user to be out-of-date. In that case, the user will need to conduct desk research to identify a suitable alternate source for that variable. In the event that an alternate source for the same indicator cannot be found, the user may either omit the indicator, or, preferably, take this up as a data point to be collected by way of semi-structured interviews during primary data collection.

Figure 12. Instructions for completing National tab

Environmental conditions				
Human and organizational capital				
Assessment of the human and organizational capital				Output
Indicator	Value	Unit	Data source	Date of source
Quantity of education index	5.00	Score, from 1 - 7	Global Competitiveness Index, World Economic Forum	2015
Quality of education index	2.00	Score, from 1 - 7	Global Competitiveness Index, World Economic Forum	
On-the-job training index	2.00	Score, from 1 - 7	Global Competitiveness Index, World Economic Forum	
Efficient use of talent index	3.00	Score, from 1 - 7	Global Competitiveness Index, World Economic Forum	
Education and training for entrepreneurship	1.00	Score, from 1 - 5	SME Policy Index, OECD	
Unemployment (total)	%		World Bank database	
Unemployment (male)	%		World Bank database	
Unemployment (female)	%		World Bank database	
Business impact of HIV/AIDS	Score, from 1 - 7		Global Competitiveness Index, World Economic Forum	

**Process** for data collection and entry into the toolkit (refer to Figure 9):



1. Collect the data for the indicator by using the link to the suggested data source
2. Manually enter the value into the “Value” column
3. Manually enter the date of the source value in the “Date of source” column
4. Repeat for all indicators

### Output

Country-level environmental components will be assessed automatically from Very Weak to Strong, based on the value(s) of their indicators.

## Sector tab

### Purpose

The *Sector* tab is the data tab for indicators related to MSME and thematic sector specific environmental conditions. It complements the general data collected in the *National* tab, by focusing on indicators related to:

- General private sector activity in the country of focus;
- The MSME sector in the country of focus;
- Selected thematic sectors (in ecosystem studies with a focus on a particular sector);
- Essential service sectors, including the health and nutrition, water and sanitation, education, energy, transport, and financial services.

### How to input data

For most countries, the data required is entirely available through secondary research, using open-source data portals (e.g. World Bank). Links have been provided on the *Sector* tab to suggested data sources for each indicator.

In some cases, data may not be available, or the data that is available may be inconsistent or deemed by the user to be out-of-date. In that case, the user will need to conduct desk research to identify a suitable alternate source for that variable. In the event that an alternate source for the same indicator cannot be found, the user may either omit the indicator, or, preferably, take this up as a data point to be collected by way of semi-structured interviews during primary data collection.

**Process** for data collection and entry into the toolkit:

1. Collect the data for the indicator by using the link to the suggested data source
2. Manually enter the value into the “Value” column
3. Manually enter the date of source in the “Date of source” column
4. Repeat for all indicators.

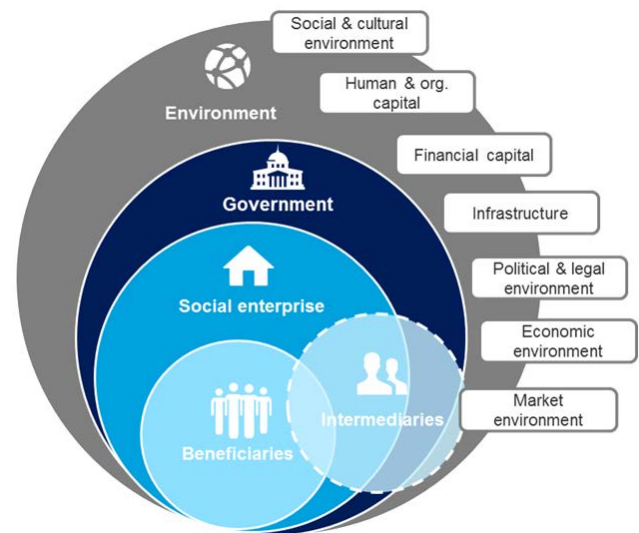
### Output

Sector ecosystem indicators will be assessed automatically from Very Weak to Strong, based on the value(s) of related indicators.

## Government / Social Enterprise / Beneficiaries / Intermediaries tabs

### Purpose

The actor-specific (*Government, Social Enterprise, Beneficiaries, and Intermediaries*) tabs are the data tab for indicators of actor-specific components. The actor tabs are intended characterize each actor category for its role and influence on the social enterprise ecosystem. Completing the actor tabs will enable practitioners to also develop insights into the 'dynamic process' (or 'forces') aspects of the social enterprise ecosystem, such as demand and supply side forces, creating a more comprehensive diagnostic.



These actors are reflected on the common SE ecosystem methodology in Figure 14.

### How to input data

For some indicators, data can be populated entirely by secondary research. In most cases, links to global databases have been provided. The toolkit has identified where global databases for the indicator are unavailable (*No global data sources, country-dependent*) – in these cases practitioners will be required to identify the appropriate value from unique sources (secondary or primary).

Other indicators will require primary research (*Primary research, field interviews: Suggested Actor*). In these cases, specific questions that are actor-specific have been added to interview templates and to the interview analysis (on the *Interview Page*).

Figure 14. Instructions for completing actor tab

Variable	Value - Total	Value - Urban	Value - Rural	Unit	Suggested data source	Date of source
How affordable are existing services?						
Affordability of existing services						
BQ2.1 Household spending on water utility by segment, total, rural, urban				% of total consumption	World Bank, Global Consumption Database	
BQ2.2 Household spending on energy by segment, total, rural, urban				% of total consumption	World Bank, Global Consumption Database	
BQ2.3 Household spending on transport by segment, total, rural, urban				% of total household spending	World Bank, Global Consumption Database	
BQ2.4 Household spending on education by segment, total, rural, urban				% of total household spending	World Bank, Global Consumption Database	
BQ2.5 Private spending on education				% of GDP	OECD Data, Education resources	
BQ2.6 Out-of-pocket health expenditure				% of private expenditure on health	World Bank Database, World Development Indicators	
BQ2.7 Household spending on water utility by segment, total, rural, urban				% of total consumption	No global data sources, country-dependent	
BQ2.8 Unit costs of a well with hand pump				\$ per capita	No global data sources, country-dependent	
BQ2.9 Unit costs of a borehole with hand pump				\$ per capita	No global data sources, country-dependent	
BQ2.10 Household spending energy by segment, total, rural, urban				% of total consumption	No global data sources, country-dependent	
BQ2.11 Affordability of transportation				% of total household spending	No global data sources, country-dependent	
Presence of enablers to improve ability of poor to pay for services						
BE2.1 Availability of consumer credit/finance to BoP				Score, 1 - 4	Primary research, field interviews: Government and Intermediaries	
BE2.2 Presence of subsidies to the poor for the access of services				Score, 1 - 4	Primary research, field interviews: Government and Intermediaries	

**Process** for data collection and entry into the toolkit:

1. Collect the desired data: from a suggested global dataset, from an alternate source, or by way of primary data collection

2. Manually enter the value in the “Value” column
3. Manually enter the date of the source in the “Date of Source” column.
4. For indicators where a unique (non-universal dataset) source was used, manually enter the source of the data, in the “Data source” column.
5. Self-assess overall indicator by selecting a score from the dropdown menu provided with each indicator.

These five steps are visually depicted, with numbers in the graphic corresponding the step, in **Figure 13** above.

### Output

Actor characteristics will be assessed **manually** by practitioners for each indicator, from Very Weak to Strong, using the practitioner’s professional judgement and taking into account the values of associated indicators.

## Questionnaires

### Purpose

The following tabs are referred to commonly as the ‘Questionnaires’:

- SE Ecosystem Maturity
- SE Ecosystem Maturity (2/2)
- SE Challenges (1/3)
- SE Challenges (2/3)
- SE Challenges (3/3)
- Interview Report (1/3)
- Interview Report (2/3)
- Interview Report (3/3)

These tabs represent the bulk of primary data collection in the Toolkit, through semi-structured interviews, focus group discussions, surveys, or other means.

These tabs collectively provide a consistent format for conducting interviews, inputting interview data into the toolkit, and accessing interview transcripts when reviewing interview notes.

The questionnaire tabs enable users to access a standard set of core, ‘simple identification’ questions and, if desired, add-on additional questions. The add-on questions are tailored to the type of actor: *Government*, *Social Enterprise*, *Beneficiary*, or *Intermediary*. When the user selects one of these four options on the Stakeholder Interview page, the additional actor-specific tabs are populated on the left-hand navigation bar. Refer to Figure 14 below for a visualization. (In the Figure 14 illustration, the “Interview” option has been selected, which has opened up the ‘Simple Identification’ mandatory core questions. As well, the “Government” stakeholder category has been selected, which has opened up the additional actor-specific questions.).

Completing the Questionnaire tabs in their entirety will directly update the spider charts in the *Summary* tab.

Figure 15. Interview Page.

**Simple identification: mandatory core questions**

- 1. Stakeholder identification
- 2. SE ecosystem maturity (1/2)
- 3. SE ecosystem maturity (2/2)
- 4. SE challenges (1/3)
- 5. SE challenges (2/3)
- 6. SE challenges (3/3)
- 7. Interview report (1/3)
- 8. Interview report (2/3)
- 9. Interview report (3/3)

**Interview: additional optional actor-specific questions**

- 10. Government-specific questions (1/2)
- 11. Government-specific questions (2/2)

**Stakeholder information**

Organization:  Year established:

Stakeholder category: ☒ Government ☐ Social enterprise ☐ Intermediary ☐ Beneficiary

Contact / Interviewer(s):

Phone:

Email:

Website:

Address:

Country:

**Interview logistics**

Type of stakeholder interaction: ☐ Identification sheet ☒ Interview

Date:  2016-06-19

Hour:  10:18 PM

Meeting address:

Comments:

**Interviewer**

Name(s) / Organization(s):

Phone:

Email:

Buttons: Save, Save and go back to intro form, Delete this stakeholder

### **Process** for Questionnaire tabs - data collection and entry into the toolkit:

1. The questionnaires can be accessed through the *Home Page* by selecting the *New Interview* button (first time), by double-clicking on an existing interview the list on the *Home Page*.
2. On the top right section of the interview form, select the type of interaction expected with this stakeholder:
  - *Simple identification* (only the core stakeholder identification questions). This would be selected if the user wanted to simply enter contact details or other key information, using the toolkit to store 'address book' like details; or,
  - *Interview* (full set of interview tabs and forms). This would be used to record and analyse the full details of a completed interview.
3. For a full *Interview* option: Input data in the first screen ("1. Stakeholder identification"). Selecting the actor category (Government, Social Enterprise, Beneficiary or Intermediary) will provide additional actor category-specific questions.
4. Upon completion of the first screen, the user should continue through the other interview pages in the menu bar on the left. If the user is unable to answer some questions (e.g., topic not discussed), leave them blank.
5. To save progress on-the-go, use the "Save" button. To return to the *Home Page*, select the "Save and go back" button.
6. If needed, it is possible to delete a stakeholder, which will remove them from the list on the *Home Page*; this is done with the button "Delete a stakeholder". This action cannot be undone once confirmed.

### **Output**

Information from the interviews will be stored in the "Interview list" tab (in raw data) as well as in the "Aggregate interviews" tab (in an organized manner). This information will also automatically update the *Summary* tab spider charts.

## Summary tab

### Purpose

The *Summary* tab is the central output of the Toolkit. This tab provides practitioners with a ‘dashboard’ view to understand the current state of ecosystem components, the overall maturity of the ecosystem, and key challenges within the ecosystem. The summary tab automatically consolidates the output of questionnaires, and consolidates the data collected in the national, sector, and actor tabs.

### Instructions

The **heat-maps** and **spider graphs** in the *Summary* tab are automatically generated from data entered throughout the Toolkit.

Should the user wish to record additional observations, notes, or commentary, there is a “Notes” field on the *Summary* tab that will save any text entered therein.

Beyond the “Notes” field, the user should not attempt to modify any aspect of the Summary tab.

### Output

The summary tab is divided up into a number of sections, each reflecting a different aspect of the social enterprise ecosystem.

Ecosystem consideration	Shown on Summary tab	Note
Current state of social enterprise environmental conditions	...in the <b>Heat map</b> at top of <i>Summary</i> tab	Derived from inputs on the <i>National</i> , <i>Sector</i> and <i>Actors</i> (G, SE, B, and I) tabs.  Assessed on a scale of ‘Very Weak’ (red) to ‘Strong’ (green). User will need to interpret whether ‘Very Weak’ creates an <b>opportunity</b> for social enterprises to fill a void, or creates a <b>constraint</b> that challenges social enterprises.
Maturity of the social enterprise ecosystem	...in the <b>Spider graphs</b> in the middle of the <i>Summary</i> tab  Considers: <ul style="list-style-type: none"><li>• SE definition</li><li>• SE legal status</li><li>• Networks and media</li><li>• University education and research</li><li>• Geographic distribution</li><li>• Sector distribution</li><li>• Share of SE in the economy</li></ul>	Derived from inputs on the interview questionnaires.  Assessed on a scale of ‘non-existent’ (red) to ‘mature’ (green). More mature ecosystems are more conducive for social enterprises to emerge, sustain themselves, and scale.
Quality of the SE enabling environment	...in the <b>Spider graphs</b> at the bottom of the <i>Summary</i> tab  Considers: <ul style="list-style-type: none"><li>• Access to capital</li><li>• Access to finance</li><li>• Infrastructure</li></ul>	Derived from inputs on both the various <i>national</i> , <i>sector</i> , and <i>actors</i> tabs, and the interview questionnaires.  Assessed on a scale of ‘very weak’ (red) to ‘strong’ (green). A

	<ul style="list-style-type: none"> <li>• Entrepreneurial culture</li> <li>• Access to skilled labour</li> <li>• Access to information</li> <li>• Government support</li> <li>• Third-party support</li> </ul>	<p>'strong' enabling environment makes it more conducive / easier for social enterprises to emerge and flourish.</p>
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