SOCIAL ENTERPRISE SUMMIT

REPORT

VILNIUS
2014

Content

Introduction - Artūras Vasiliauskas, British Council, Director Lithuania

The British Council is the United Kingdom's international cultural relations body, and we create international opportunities for the people of the UK and other countries and build trust between them worldwide. We are a global organization and operate in 108 countries.

Part of our work is about sharing ideas and expertise to support more inclusive, open and prosperous societies. This builds trust locally and internationally. And we recognize social enterprise as a tool to achieve this.

Youth unemployment in Europe averages 23.5% and 7.5 million young Europeans are not in employment, education or training. The British Council in Europe is committed to reaching disadvantaged young people and we recognize the need for new solutions that social enterprises can innovate, create and deliver.

The UK and other countries globally, have been trying to create an eco-system for social enterprise – including legal models, procurement policies, financial products and advice for social entrepreneurs. The British Council supports this globally; sharing knowledge and best practice on a mutual basis.

In 2009 we launched Global Social Enterprise Program. It is now active in 18 countries and is growing fast. We have engaged more than 60,000 people face-to-face through study tours, policy dialogues, competitions and youth forums. And 4,000 social entrepreneurs have received training – many of whom have also competed for investment funding. We also want to contribute to the long term vision for social entrepreneurship, therefore the British Council commissioned a specific think piece called "What will Social Enterprise look like in Europe by 2020?"

The first National Social Enterprise Summit in Vilnius has brought together a broad range of stakeholders from governmental, business and NGO sectors and has demonstrated the strong aspiration to have a clearer understanding of opportunities and challenges for social enterprise here in Lithuania.

I believe that this summit has acted as the strong initial impetus on a national level for developing a social enterprise as an important part of positive change both in terms of coherent national policies and an emergence of confident and vibrant social entrepreneurship movement. I am particularly happy to note that the Summit participants drew a lot of useful insights and, even more importantly, inspiration from the UK speakers who represented the field by sharing their expertise on national policies and legislation, advocacy and awareness raising as well as telling us a lot of success stories.

I hope that the following quote from "What will Social Enterprise look like in Europe by 2020?" will be relevant also for Lithuania: "The concepts and ideals of social enterprise will be spreading rapidly into the all corners of society, becoming mainstream. All organizations, whatever their ownership model, will be judged on a spectrum of social impact. Social finance will create new opportunities and with it new threats, driving organizations towards models that deliver a social and financial return. Investment will move from innovation towards replication of proven models; from short-term outputs to long-term impact. Complex networks will lead to cross-border collaboration and the rapid spread of successful ideas"

Foreword - Kęstutis Trečiokas Vice-Minister of Ministry of Economy

Numerous individual social initiatives in Lithuania prove that there is a strong wish in our communities to unite for a common goal. However, lack of knowledge and of political support prevents such initiatives from developing into social enterprises. Following global tendencies, the European Union focuses on such type of economic activities and it enhances its value for the society. Perception of social enterprise in Lithuania is blatantly underdeveloped and the concept is understood with difficulty. Nevertheless, Lithuanian Entrepreneurship Index demonstrates rapidly improving human capacities and a growing knowledge base. Therefore, the promotion of a social enterprise-friendly ecosystem would empower us to attract business newcomers, and, as a result, we could hope for a growth in social enterprise activities.

European Union has identified social enterprise as one of the priority areas that should receive a special focus and support from structural funds. It is very likely that part of the EU's support will be designated to the creation and growth of social enterprise activities, development, promotion and increasing visibility of social entrepreneurship.

It is hard to predict if Lithuania is ready for social enterprise. The concept of social enterprise is not widely spread and scarcely known in the country. The state currently identifies only one model of social enterprise – the employment of target groups in social enterprise companies. However, the growing interest of citizens and non-governmental organizations in the opportunities provided by social enterprise encourages the search for advanced measures and new forms of activity.

Subsequently, social enterprise is a very important measure for the development of our country. Social enterprise reacts to market changes more flexibly and is more sustainable than traditional business. In addition, it promotes progressive growth by social investment. Furthermore, it also creates opportunities for increase in employment and new long-term labour places and, as a result, it decreases budget expenditure on social benefits. Moreover, social investment decreases social exclusion and environmental problems. Social enterprise also pays much attention to human resources and promotion of social inclusion. Finally, it establishes opportunities to create innovative solutions to social, economic and environmental problems in various sectors including education, healthcare, environment protection, business development and the judiciary.

Allow me to conclude with the hope that the first Lithuanian Social Enterprise Summit will be a cornerstone for the further development of social enterprise in Lithuania. I am sure that the Summit will enable us to identify priority areas of development and will contribute to a unified understanding of the social enterprise concept between state institutions, on one hand, and social and economic partners, on the other.

Foreword - Mr David Hunt,
British Ambassador to the Republic of Lithuania

I am delighted to have been invited to the first Social Enterprise Summit in Lithuania. It's great to see so many people interested in social entrepreneurship and I do not doubt that some of you are already pursuing innovative solutions to create social value for your communities.

Social enterprise is a place where society profits: from coffee shops to banks. Social value considers more than just the financial benefit. It includes balanced approach to human in health, happiness and wellbeing – all important aspects of life in a modern world.

I hope the Social Enterprise Summit will stimulate more interest in social entrepreneurship and ideas to encourage faster growth of social entrepreneurship in Lithuania.

Arūnas Survila,
NVO Avilys Director

The concept of social entrepreneurship in Lithuania came into public three years ago. It became particularly popular during the ending of 2007 - 2013 EU financial period and in the planning of new 2014 – 2020 period. Nowadays the concept of social entrepreneurship is reflected in The State Progress Strategy "Lithuania 2030", that has been approved in the national progress program. Though social business is now a frequent topic in various conferences and events, still there is no consensus on what social business is and how it should develop in the near future as well as in the long run. Until 2014 there has been not a single national programme or a competition that would strengthen, stimulate or support social business by other means. Currently the concept of social business is already prepared, but the question of how it will influence action plans of various institutions and how it will be put into practice remains.

Another crucial obstacle for embedding the concept of social entrepreneurship is its lack of awareness in society. Social enterprise is frequently mistaken for social firms, but there is a substantial difference between these two forms of action. According to the Lithuanian Law of Social Firms, social firms are for-profit organizations that employ people from those groups of society that face social exclusion. According to the Lithuanian concept of social enterprise that has been prepared by the Ministry of Economy of the Republic of Lithuania, social enterprise can be a social firm, making use of the privileges that this form of organizing business has, but at the same time it does not mean that all social firms can count as social enterprise.

Until the concept of social entrepreneurship there has been no national document that would define this kind of entrepreneurial environment and its possibilities. Though in Lithuania it is hard to find good examples of social business,

this topic is now widely talked about, trainings are being organized, ISM University and Klaipėda State College involved social business as a subject in their curriculums. Youth and other funds started paying more attention to social business, like-minded organizations begin to cooperate and in the very city center of Vilnius a social business and innovation co-working space "NGO Beehive" runs its activities already third year in a row. Attention to social business is being paid in organizing rural development in the frame of LEADER+ program. The concept of social business let different ministries, institutions and organizations to cooperate and do all in their power in order to create the most suitable environment for social business in Lithuania. Ministry of Social Security and Labor has foreseen that state should gradually transfer its functions to the private sector and some of the municipalities are considering to pay more attention for social business development and establishing cooperatives in their action plans.

However, Lithuania still needs to put much effort into education on social entrepreneurship in order to make this concept and form of action a well-known and attractive for young people. Moreover, there is a need for specific and clear forms of social business consulting in order for new ideas to easily progress and sustainably develop in Lithuania. Social business has to be stimulated in the municipal level, just like currently ecological products are being promoted (5 % of the Procurement), there has to be a priority for it in the process of buying services. In municipalities social business can pay more attention to environmental sustainability and to the support of community by buying products and services from local social businesses.

Social Enterprise Summit 2014 - Overview

"It was [a] very useful Summit. The presenters were brilliant! I hope and believe that with the partners we will have other Summit soon because it's necessary for the future of social enterprise in Lithuania"

The Social Enterprise Summit bought together a range of participants from Lithuania, Latvia, Estonia, Belarus and the United Kingdom over 2 days. This land mark event for Lithuania took place on Friday 21 March at the Radisson Blu hotel, Vilnius and was preceded by a social networking event at the Uzupis HUB in Vilnius during the evening on Thursday 20 March.

The format over the 2 days was relaxed and informative with the aim of bringing key stakeholders together – establishing a firm foundation of friendship for collaboration – and begin to identify a way forward for the development of social enterprise in Lithuania.

The Summit focused on 4 key themes that were considered universal based on the experience of the organising partners and outcomes of several roundtable discussions. These themes were:
1. The role of government in supporting the social economy
2. Support for the social economy
3. Awareness raising
4. Fostering co-operation between and within the public, private, corporate and social economy

The structure of the Summit involved a morning plenary with 4 key presentations from UK participants with experience of working in each of the 4 themes. These were Tim Pearse, Senior Policy Advisor from the UK government's Cabinet Office; Uday Thakkar, Managing Director of social enterprise and training consultancy Red Ochre; independent social enterprise consultant Phil Tulba and Karen Lowthrop, CEO of rural social enterprise Hill Holt Wood and Social Enterprise UK board member*.

The purpose of the plenary was to set the context for the Summit and 'prime' participants for the afternoons' workshops. These workshops were based on the 4 Summit themes with the UK speakers then providing an introduction to the workshop and supported by a co-moderator.

In the role of government and support for the social economy workshops Tim Pearse was supported by Daina Fromholde from the Ministry of Welfare in Latvia and Uday Thakkar was supported by Mari-Liis Dolenko, Manager of the government supported NGO support programme delivered by the National Foundation of Civil Society (NFCS) in Estonia.

Phil Tulba in the awareness raising session was supported by Imantas Bernotas and Juste Šemetaitė supported Karen Lowthrop in the fostering co-operation workshop.

After a refreshment break the Summit participants convened for the afternoon plenary – an open discussion on the topics discussed and further exploration on themes and potential solutions. This was preceded by a brief summary of the workshops from one of the co-moderators.

The aim was to feedback to the plenary participants the nature of discussion – challenges and solutions – and set the scene for a broader discussion including all participants.

Pages 9 to 20 of this Report are the accumulated notes gathered from the co-moderators and other contributors and presented as a brief summary of discussions. These notes reflect the questions asked, topics discussed and focuses on solutions and actions. Page 21 draws all of these into a summary of the Summit and finally sets out some options for next steps.

Social Enterprise: context and definitions

Lithuania

Currently there is no fixed definition for social enterprise in Lithuania and many other European countries. Lithuania is however one of a small number of countries that have a law for 'social enterprise' (2004 Law on Social Enterprises) that enables the state to provide aid through various ways including subsidies to any type of organisation providing it adheres to the following:

"The aim of social enterprises shall be, by employing the persons who are attributed to the target groups indicated in this Law and who have lost their professional and general capacity for work, are economically inactive and are unable to compete in the labour market under equal conditions, to promote the return of these persons to the labour market, their social integration as well as to reduce social exclusion."

By this description, social enterprises are organisations that work with people that are 'excluded from the labour market' and in many cases this includes people with physical disabilities, learning difficulties and drug and alcohol dependency. This therefore limits the activities of social enterprises to tackling inequalities in the labour market whereas, in many cases, social enterprises provide other forms of social and environmental value.

2004 Law on Social Enterprises – **http://www.socmin.lt/en/social-enterprises.html**

United Kingdom

In the United Kingdom the national body for social enterprise is Social Enterprise UK (SEUK) – they have a description on their website that includes social enterprises as businesses with social and environmental purposes and that use their profits to tackle social and environmental problems,

"Social enterprises are businesses that trade to tackle social problems, improve communities, people's life chances, or the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community"

http://www.socialenterprise.org.uk/about/about-social-enterprise

* Page 32 includes a detailed biography of each of our UK speakers.

The Role of Government in Supporting the Social Economy

The European Commission

On the European Commission website there is a description that puts social, societal and environmental objectives over profit maximisation,

"Social enterprises seek to serve the community's interest (social, societal, environmental objectives) rather than profit maximisation. They often have an innovative nature, through the goods or services they offer, and through the organisation or production methods they resort to. They often employ society's most fragile members (socially excluded persons). They thus contribute to social cohesion, employment and the reduction of inequalities"
http://ec.europa.eu/internal_market/social_business/index_en.htm

Looking at the 3 definitions the UK definition is the broadest – it encompasses a lot of 'socially enterprising' activity – with the Lithuanian definition very specific. The European Commissions' definition has characterises of both but does not address the issue of profit motive with the Lithuanian definition allowing private or for-private-profit businesses to described as social enterprises.

The first of the universal themes that were identified during the planning stages for the Summit was that of the role of government. What emerged from discussions, a roundtable meeting and experience was the question,

"What is the role of government and how could it work more effectively with the social economy?"

Was it generally to create demand or maybe supply, or possibly to create the environment for the social economy to flourish? Specifically, was it as a champion and advocate for the sector, a commissioner (buyer) of services from social economy organisations, regulator or simply funder through grants?

Maybe the consensus would be that there was no role for government to play – that social economy organisations would favour independence over interference.

The workshop session began with an introduction from Tim Pearse, summarising the main points from his presentation. Daina Fromholde also spoke about her experiences in Latvia which included an on-going debate about definitions of social enterprise.

In Lithuania this debate is sometimes confused with the use of the term 'social enterprise' to mean organisations working mainly with 'at risk groups' in the labour market – people with physical disabilities, learning difficulties and drug and alcohol problems. This narrows the definition somewhat and excludes other forms of enterprise with social and / or environmental missions trading for change.

The conversation in the workshop also focused on the issue of the role of central government in developing a common understanding regarding social entrepreneurship, as well as on local taxes, rent of municipal property and local tendering or small contracts to delivers.

One comment was that the role of government was 'not to act as a business' but to create a favourable environment for social enterprise including creating a legislative framework and effective support mechanisms.

From the workshop 8 key actions emerged for social enterprises, national and local government and municipalities to each take forward. As can be expected in such a broad theme as 'the role of government in supporting the social economy' some of the actions overlapped with each other and the other themes.

Action for Social Enterprises

1. There is a role for social enterprises to put pressure on government by identifying and promoting good practice examples. The aim would be to raise awareness and understanding in government circles. It was felt that only once government (ministers or officials or both) are aware of the benefits of social enterprise will they begin to devote meaningful effort to supporting it.

Actions for National government

2. Whilst awareness raising was one of the 4 main themes of the Summit it was felt that clear 'messaging' should be developed – telling the story of the benefits of social enterprise – and that government wants to help social enterprises to grow. This would be directed to the general public, other parts of the public sector, local government and to social enterprises themselves.

3. The government should also offer brokerage for social enterprises with public bodies for support and opportunities to deliver services. This would mean helping social enterprises and public bodies to do business together.

4. There is a role for government to bring forward legislation which would allow the public sector to take social value into account in procurement (like the Social Value Act in the UK[1]). This would mean that commissioners buying services could consider other factors and not just price.

5. There is also a role for government to support the intermediary market – organisations that provide financial and business support directly to social enterprise. This could be to provide funds that invest alongside or into SIFIs (Social Investment Finance Intermediaries). This would add much needed capital and a stimulus to this market.

6. The government could create a social investment / social enterprise unit at the centre of government with signifi-

cant influence backed with resources to develop this area.

7. There is much enthusiasm in this area across sectors and the government could take the lead to harness and support this resource to achieve change.

8. One key area already discussed is to start considering social enterprises in the commissioning of services. This could be child care services, adult social care, health care, education and many more.

Country Focus: Latvia

Daina Fromholde from the Ministry of Welfare in Latvia provided some background to the development of social enterprise in Latvia including the role of government, the Latvian experience of introducing a new paradigm and the challenges faced.

In recent years there has been growing demand and interest from society in social enterprise. This is also linked to an increasing amount of activities at the European Union (EU) level such as the Social Business Initiative[2].

Historically there was no legal framework for supporting social enterprise in Latvia but the Ministry of Welfare set up a dedicated working group on social enterprise in May 2013. It was tasked with identifying good practice examples with a broad membership including ministries, NGOs, academia, social entrepreneurs and parliament.

Key points included:

• National context – **how to integrate existing forms of social economy activity, research and new European funds** becoming available for the benefit of social enterprise

• Adapting to circumstances as they develop – **not too restrictive, but also not to lose focus** and eventually prestige and credibility with all stakeholders

• Definition of social enterprise to be used **simultaneously with characteristics** – the characteristics define social enterprise

• To concentrate on private sector and NGOs working together to improve the potential for creating **quality jobs** – wages correspond to those in the economy –and also helping transitions to general labour market for marginalized people

Role of the Government – specific suggestions:

Based on her experience in Latvia Daina Fromholde suggested the following areas where government could play an active role.

• Balancing needs and possibilities – being pragmatic about what is needed and what can be achieved

• Helping to find compromises – with diverse (and potentially competing) interests agreements need to be made to ensure momentum is continued

• Creating foundations for an effective support system and to develop the way forward based on national situation – a overarching approach

• Sign-up to and support the Strasburg Declaration[3] – a call to action

Latvian experiences in introducing a new paradigm

The Latvian experience is one of conflicting views and visions and has been a slow process. What is clear – like in many countries – there is a lack of evidence of the 'value' of social enterprises or differing views of , for example, the role of public sector, including how far it should involve in business activities.. Specifically there is limited understanding of the scope and social impact of social enterprises. This is bolstered by significant enthusiasm and interest from all sectors and growing support from the NGO sector.

The greatest challenges include the impact of recent events in Ukraine on economic development and the global economic situation. Furthermore, long term unemployment, inactivity, inequality and poverty are real problems and these are compounded by outward migration, a concentration or jobs and inhabitants and conversely, sparsely populated areas.

There is also effective co-operation between the government and municipalities with involvement of the private sector.

Daina Fromholde is a senior expert working in the Labour Market Policy Department of the Ministry of Welfare of Latvia. She contributes to programmes relating to labour market policy, mostly actively labour market policy measures and also works with issues related to European labour markets and policy initiatives.

She holds a Master's degree in Social Sciences. Prior to re-joining the Ministry, she worked as a national expert in DG EMPL in the European Commission.

Support for the Social Economy

The workshop was led by Uday Thakkar from Red Ochre following on from his presentation in the morning plenary. The session started with a presentation from Mari-Liis Dolenko from the National Foundation of Civil Society (NFCS) in Estonia.

The Estonian context is very different to Lithuania where the statutory sector offers support to social enterprise through nationally distributed enterprise support centres. This structured approach presented an interesting model but was not directly relevant to the situation in Lithuania.

There was a wide ranging discussion after the introductions in the form of a question and answer session that focussed on a range of topics. This included a discussion about definitions, legal, models, funding, impact measurement, minority groups and whether there was a need for social enterprises at all. These topics are organised into themed groups and explored in more detail below:

What is Social Enterprise?

There was a lot of confusion between charitable activity and social enterprise – *where does one end and the other begin?* This is a common theme that arises and a generally accepted response has been that social enterprises trade and pursue profit to address a social or environmental problem. Charities focus on the mission or problem and raise funds, generally through fundraising and philanthropy to address these problems.

Linked to this was a discussion about legal structures and regulation because in some cases the structure a social enterprise has either allowed it to carry out certain activities or prevents it from doing so in terms of trading and income generation. Lithuania also is one of a few countries where 'social enterprise' employers are supported under the 2004 Law on Social Enterprises.

There was also a vociferous minority within the workshop session that could not understand why the social enterprise model was required at all: the interest here was for the growth of pure profit motivated businesses.

Naturally, following on from such a discussion, numerous examples of sustainable business models were discussed as potential ways to address social and environmental problems.

Funding, Finance and Support

Also, the potential of how initial and potentially ongoing financial support could be sourced including the following sources was discussed:

• Government
• EU
• Philanthropy
• Big business

Case studies as to how other countries have managed to secure funding and support were discussed including state support in Estonia and philanthropic support through The Soros Foundation in Latvia. Because Lithuania is small unlike the UK the workshop participants were encouraged to discuss the potential of external partnerships particularly to tap into EU and philanthropic support.

Communities: people, places and impact

There was also a discussion about engagement with minority groups – including faith communities – and the difference between rural and urban communities as there is very little support in rural areas, even peer to peer support was lacking with many social entrepreneurs operating in isolation.

Young people were seen as a priority and a discussion followed about how to enthuse younger generations to take on community engagement / volunteering. There was also a smaller number of questions were about capturing and measuring social impact. Support would need to be provided for this and there were numerous questions and discussions as to how support could be best provided.

There was universal agreement on the desirability of providing a support framework, but no suggestions on how this could be paid for. The Estonian model did however show one way this could be done.

Country Focus: Estonia

Mari-Liis Dolenko is the Manager of the NGO support programme delivered by the National Foundation of Civil Society (NFCS) in Estonia. Mari-Liis shared her experiences of supporting the social economy in Estonia at the beginning of the workshop which was moderated by Uday Thakkar from the UK.

Mari-Liis felt that people only really started to talk about social entrepreneurship in Estonia about 5 years ago. Unlike Lithuania, Estonia does not have a specific law regarding special treatment for social enterprises or a legal form, but like Lithuania there is no fixed legal structure.

When commenting about the networking event on 20 March at the Uzupis HUB Mari-Liis stated,

"When I listened to some examples on Thursday night at the HUB, it seemed that in general we mean the same thing in Estonia as in Lithuania when talking about social business, but in our case social enterprises operate mostly in the form of NGOs.

In our society the social purpose forms the centre of the definition – many NGOs have just recently started to think about having a sustainable business model to make it all work. Also, the support system has been the responsibility of the Ministry of Interior (the Minister of Regional Affairs, being a part of the Ministry of the Interior, has been dealing with the issues of developing the civil society).

I know in Lithuania it has been the Ministry of Economy that has been driving this agenda. We are still not sure in Estonia which approach would actually be more efficient. There have been discussions whether Ministry of Economy and Enterprise Estonia should be more involved here".

What is the Estonian government and NFCS doing to support social enterprise?

Practically the NFCS is helping to build the capacity of Estonian NGOs to develop civil society and shape an environment that fosters civic action with a yearly budget of about €1.28 million.

The NFCS is a state financed (Ministry of the Interior) civil society fund, established in 2008 and is implementing the Estonian Civil Society Development Concept and Civil Society Development Plan 2011-2014. There are many grant-programs and calls for proposals – all focused on either developing capacity within NGOs or making change happen within civil society organisations impacting on active citizenship.

Specifically the NFCS has done the following for social entrepreneurship:

• Special open calls for proposals for social entrepreneurs (NGOs in this case), firstly they have supported them financially to draw up a sustainable business plans and then provide grants to implement plans.

• The NFCS also operates the Swiss-Estonian NGO fund – supporting co-operation between NGOs and public sector in providing public services.

• The NFCS has supported the founding of Estonian Social Enterprise Network (ESEN)[4] – **http://sev.ee/eng**

• The NFCS has also supported Estonia's first social entrepreneurship incubator SEIKU located in Tartu, South-Estonia – **http://http://seiku.ee/en/**

In Estonia there is also a County Development Centre network[5] consisting of 15 organisations located in each county providing a free-of-charge consultation service to companies, local governments and NGOs. They are also consulting social entrepreneurs to develop their knowledge and understanding of social enterprises. The quality of the consulting service is variable depending on the county, but the basic consultation support is available everywhere – it is a universal service.

Mari-Liis Dolenko has been in the field of consulting NGOs and working with them for 10 years. For 8 years Mari-Liis worked in Harju County Development Centre – consulting NGOs on how to operate, how to find funding and organising training for them.

For the past 2 years Mari-Liis has been a team member in National Foundation of Civil Society (NFCS) – carrying out the NGO support program. Throughout these 10 years Mari-Liis has been a member of different project evaluating committees, has seen many funding systems in Estonia.

www.kysk.ee

---

[4] The Estonian Social Enterprise Network is the lead agency for the development of social enterprise and acts as a voice for the movement. ESEN currently has 36 members.

[5] Estonian County Development Centre network – **http://www.eas.ee/en/for-public-and-non-profit-sectors/civil-society/county-development-centres?showall=&limitstart**

Awareness Raising

The main question for this theme was,

"What could be done to raise awareness of the social economy and in particular social enterprises?"

There was also a series of detailed questions that were addressed in the presentation during the plenary and discussed in the workshop. These centred on who the key audiences were and what 'messages' could be communicated to each and how?

The idea of simply raising awareness was also challenged and it was discussed how the audience – especially those wanting to, or just starting their social enterprise – could be taken on a 'journey'. This would involve moving them along a continuum from increased awareness about social enterprise to a deeper understanding that is achieved through seeing and doing.

The idea of quality assurance and a 'social enterprise mark' or badge was also discussed both as a way to raise awareness and provide a mark or accreditation that the product or service was provided by a social enterprise.

The role of the media was also discussed as a channel to tell good stories and identify and communicate good examples.

At the beginning of the workshop a participant stated, "we are below awareness". By that they meant that awareness of social enterprise is very low in Lithuania, especially among the key audiences. These would include NGOs, potential social entrepreneurs and the government.

Another early comment was that social enterprise is heavily associated with NGOs and craft activities and so there is a need to communicate the wide variety of social enterprises that exist. Linked to this is also confusion of social enterprises being seen as 'only' labour schemes for marginalised groups – not the increasingly diverse range of activities, products and services that exist.

Unique – it was felt that the 'social label' attached to a product or social enterprise has its benefits and drawbacks, especially in Lithuania. It was felt that some people would buy a product just because it has a social label, and some wouldn't buy it for the same reason. This may be the case because some people still see it as a charity and not as a legitimate business and in many cases they fail to see the actual quality of the product.

Action: any future communications to appeal to those with a 'social conscience' and also those that want a good product or service at a good price.

Lack of co-ordination – there is no one organisation that is effectively communicating the value of social enterprise and the increasing range of activities they're involved in.

Action: setting up and / or mandating an existing organisation to act as an umbrella body or association is necessary in Lithuania in order to spread the collective and stronger message of social enterprises.

This could include moving from simply raising awareness to developing understanding – helping people understand social enterprise and the value they create by getting them involved. This would involve the organisation of social enterprises to bring people together more frequently to exchange ideas and good practice and to collaborate – seeing and doing.

International and regional co-operation – one commenter stated that Belarus is at early stages of introducing the concept of NGOs let alone social enterprises so by working across the region – including Latvia and Estonia – knowledge, experience and ideas could be shared.

For example, the Soros Foundation in Latvia has helped establish many social enterprises and the National Foundation of Civil Society (NFCS) and the Estonian Social Enterprise Network (ESEN) have provided supported and raised awareness nationally and in the region[6].

This view was supported by one comment that there should be more awareness raising projects and activity and also a website where all NGOs and social enterprises could put information about the projects they are doing and the products and services they are providing. The ESEN activity provides an example of potential regional working.

Shared Vision – social entrepreneurs do have different opinions, views and definitions but they are ultimately trying to achieve the same causes = positive social and environmental change.

One way to disseminate and share their activities is through the use of internet and social media to help spread the message. Through the 'diffusion' of ideas, knowledge and tools it will help 'developing countries' (those new to social enterprise) to achieve the same goals much faster. This includes the scope for 'reverse flow' of ideas and innovations that can originate in developing countries to benefit other countries that have a more mature social enterprise eco-system.

One such example is **M-Pesa**[7], a mobile phone payment service launched in 2007 by Safaricom and Vodacom. It allows users that do not have bank accounts and monthly mobile contracts to send and receive payments. It has been estimated that in 2012 55 million Africans used similar services to send $61 billion US dollars[8].

This innovation has been so successful that in 2012 Barclays Bank launched **PingIt**[9] a mobile-to-mobile payment service and other UK banks are developing similar services.

Audiences – general audiences include NGOs, the various layers of government, the education sector, the general public and the corporate and private sector. Each 'segment' would need to be understood and communications developed that will resonate with them, evoke a reaction and trigger action.

Key audiences that were discussed in the workshop included young people at school and students that needed specific guidance and initiatives to engage them such as business plan competitions such as the Creative Shock competition delivered by ISM University, Vilnius[10].

There were some words of caution provided by the workshop participants. These include the expectation that large amounts of NGOs will 'rush to become social enterprises' because of the 'hype' and promotion. This could lead to under-subscription of support programmes / initiatives with the eventual removal of support.

It was also suggested that positive examples have to be promoted to the government and society to communicate the benefits of social entrepreneurship and on a government level engagement needs to happen with senior civil servants and officers rather than the lead politicians. This is to ensure continuity during political cycles due to governments and politicians changing.

Reverse Innovation

[7] M-pesa, the mobile-to-mobile money transfer service - **https://www.mpesa.in/portal/**

[8] Businessweek.com article on M-pesa - **http://www.businessweek.com/articles/2013-03-06/what-africa-can-teach-us-about-the-future-of-banking**

[9] Barclays Bank PingIt - **http://www.barclays.co.uk/Mobile/BarclaysPingit/P1242603570446**

[10] ISM University, Creative Shock International Business Case Competition – **http://creativeshock.lt**

Reverse Innovation – **http://downtoearth.danone.com/2013/10/29/reverse-innovation-how-developing-countries-inspire-the-developed-world-to-innovate/**

⁶ Estonian Social Enterprise Network – **http://sev.ee/eng**

ESEN`s priorities for international cooperation and experience exchange

1. Creating positive awareness (e.g. by creating consumer label) among the consumers about the goods / services of social enterprises to increase their sales. At the moment we are gathering international experience and forming a team to tackle the challenge.

2. Defining, evaluation and communicating impact for social enterprises. Currently, we have developed a standardized format to build impact evaluation capacity for social enterprises and publish their theories of change / indicators / stakeholder stories in an attractive format.
By the end of spring season, we will have completed at least 20 such reports. In addition, we have developing a wide set of outcome / impact indicators for our members.
More info: **http://sev.ee/impact-measurement/**

3. Incubating financially sustainable new social enterprises. Estonian first incubator dedicated exclusively for social enterprises started in autumn 2013. There have been / are organised some other start-up programs as well. So experience exchange about effective incubation would be of great value for us. More info: **http://seiku.ee/en/**

Fostering co-operation between and within the public, private, corporate and social economy

This workshop was moderated by Karen Lowthrop who spoke to the same theme in the plenary. Several questions were provided to Karen as a way to stimulate and maintain discussion and debate. These were,

"What could be done to foster co-operation between the 3 main sectors (public, private and social economy)?

What could be done to foster co-operation vertically between public services and social enterprises?

What could be done to foster co-operation horizontally between social enterprises?

What type of co-operation could this be – collaboration, partnerships, joint ventures, supporting innovation, product and service development, commissioning (buying) products and services?

What other forms of co-operation are there?"

From verbal feedback it was felt that the questions posed to the participants would have been more relevant in about 1 year from the Summit. This was because that around 80% of participants in the session were from NGOs – to have a balanced debate stakeholders needed to be present from the public, private and social economy.

In addition, the NGOs were at the start of their 'social enterprise journey' so ideas and concepts such as joint ventures, partnerships, commissioning, product and service development as well as the business of running a 'social' business were still new.

From verbal feedback it was clear that there are marked support needs for the development of NGOs to make the transition to social enterprise. While this was not the focus of the theme it was clear that this will be the starting point for any activity to support social enterprise development in Lithuania.

Discussion Point: procurement

Procurement is the activity of an institution or organisation buying products and services from others by organising the procurement procedure to meet the needs of the purchaser in terms of quality and quantity, time, and location. This is as the result of (commissioning) guidelines set about what is strategically needed to enable an organisation or public service to function effectively.

This topic was identified as one of the key challenges as well as drivers to foster social entrepreneurship in the Lithuania. It was pointed out that this would contribute to co-operation across the sectors and support the sustainable growth of the social enterprise sector.

Community Building

The participants also expressed the need to develop a cross-sector community with meetings where different people involved in social entrepreneurship could have a 'discussion pool' to share the ideas and network.

Existing networking events include monthly meet-ups organised once a month by Geri Norai (www.gerinorai.lt). This is a platform where stakeholders share good and bad practice case studies and provide insights on potential co-operation projects between different stakeholders.

Capacity Building

As for now most of the market is divided: business and NGOs work on their own and independent of each other. Some stronger NGOs already proactively search for partnerships, but much more could be done in the area.

The mismatch between the business and NGOs was identified in the area of competence. The visible tendency in the market is that NGOs don't speak 'the business language' when approaching for co-operation with business sector. At the same time business don't feel they have a strong partner to trust who could deliver results. So there is a missed connection and need for brokering and mediation between the sectors.

There is also a further tension where businesses put a lot of pressure on their NGO partners to be more 'business-like' and put pressure on delivering targets. This is seen to sometimes have a negative effect on social impact – the purpose is lost.

Summary and Next Steps

Action

From the session it was clear that interest for co-operation is high with NGOs. Some are already engaged in activities but there is a tension between them and their business partners in terms using the same 'business language' and that business do not sometimes feel they have a strong partner that can deliver results.

NGOs also aren't co-operating together enough and so there is a need to support existing networks to work together and do more. These include Geri Norai and NVO Avilys.

Many of the possible actions that stem from this discussion focus on supporting NGOs to work together and with other partners including the state and businesses. A programme of capacity building and 'contract readiness' training would enable NGOs and social enterprises to bid for and win contracts to deliver services – this is in-line with suggested actions from the role of government and support for social enterprise workshops.

> There was also an offer of support from the UK national body, Social Enterprise UK (SEUK), to develop policy so that local government and municipalities understand social value and the benefits of private and public sectors supporting, trading with and championing the social enterprise sector.
>
> *Social Enterprise UK is the national body for social enterprise. It represents its members to support and help grow the social enterprise movement in the UK –*
> **www.socialenterprise.org.uk**

The Social Enterprise Summit was a landmark event for Lithuania. The aim was to bring participants together to debate and discuss ways forward to contribute towards the development of social enterprise in Lithuania.

Over the 2 days participants came from Lithuania, Latvia, Estonia, Belarus and the United Kingdom. The atmosphere was relaxed and informative with a free-flow of ideas between and within the organising partners and participants alike.

The Summit focused on 4 key universal themes, these themes were:

1. The role of government in supporting the social economy

2. Support for the social economy

3. Awareness raising

4. Fostering co-operation between and within the public, private, corporate and social economy

After the morning plenary, that included presentations from UK experts; the afternoon workshops focused on each of the themes and were delivered at the same time in different rooms.

The Role of Government

Having posed the question, *"What is the role of government and how could it work more effectively with the social economy?"* Tim Pearse co-moderated the workshop with Daina Fromholde from Latvia.

From the outset the term 'social enterprise' caused difficulty because in Lithuania it refers *specifically* to companies that work with people marginalised in the employment market – mainly those with physical disabilities, learning difficulties and those with drug and alcohol problems.

It was also felt that the role of government was to act as an 'enabler' – to create a framework for social enterprise to flourish. This would contribute overall to developing an 'eco-system' where various actors would provide the support, social capital and other forms of capital for social enterprises at different stages of their journey.

Eight actions were identified for social enterprises, national government and local municipalities – these are:

Action for Social Enterprises

1. Promote social enterprise success stories including purpose, value creation and impacts to government and municipalities, especially in areas that are seen as a priority for government.

Action for National Government

2. Develop a national awareness raising campaign directed to the general public, other parts of the public sector, local government and to social enterprises themselves of the value of social enterprise.

3. Offer brokerage services – helping social enterprises and public bodies to do business together through commissioning and procurement.

4. Develop legislation that will *allow* public bodies to take social value into account when procuring (buying) services – considering other factors when buying and not just on price.

5. Provide direct support to the intermediary market so that they can provide financial and business support directly to social enterprise.

6. Set-up a social enterprise unit at the heart of government backed with the resources to be able to make a difference in this area.

7. Harness existing enthusiasm, energy and momentum across the various sectors – this is a resource that can be used for the benefit of the sector.

Action for Local Government and Municipalities

8. Consider commissioning social enterprises to provide local care services (child, adult social and health care) and education services.

Daina Fromholde also provided a detailed country focus of the social enterprise system in Latvia including the role of government which provided one view of what the future could look like.

Support for the Social Economy

The next session focussed on providing support for the social economy. The plenary presentation was carried out by Uday Thakkar from Red Ochre in the UK and supported by Mari-Liis Dolenko from the Estonian government-backed National Foundation for Civil Society (NFCS).

The support system in Estonia is very different to Lithuania where the government provides support through a variety of mechanisms. This includes providing support directly through a foundation for civil society and county-based structures that in many cases provide variable levels in quality of support. Again, this model presents another way that social enterprise can be supported.

The discussion quickly centred on definitions, legal models, funding, impact measurement and working with ethnic minority groups. The presence of social enterprise was also challenged with some participants feeling that what business cannot do, the government will provide.

Awareness Raising

Phil Tulba presented in the plenary on the theme of 'raising awareness' and in the workshop raised the question, *"What could be done to raise awareness of the social economy and in particular social enterprises?"*

There were 2 immediate responses: these were that awareness in Lithuania of NGOs and especially social enterprise were very low. The statement, "we are below awareness" sums up the general feeling in the workshop.

The second response was that when people were aware of social enterprise they often confused it with NGO (charitable, not-for-profit) activity or subsidised labour market programmes. So while awareness was low, if people had heard of social enterprise; they often confused it with NGOs and not-for-profit activity or social companies in Lithuania which describe the companies where 50 percent of employees are disabled.

During the discussion a range of themes began to emerge and the focus on action was ever present with a range of actions and follow-up activities suggested.

Celebrating 'unique' social enterprise – one of the themes included the statement that social enterprise was 'unique' and that any label attached to goods and services produced by them was both a benefit and a weakness.

The benefit was that some consumers would actively seek out these products because of the social value created. The downside was that, because of an association with 'charity', these products and services were viewed as sub-standard or second rate.

A recommendation for action was put forward suggesting that future communications (and branding) should appeal to those with a 'social conscience' and also those that want a good product or service at a good price.

Lack of co-ordination – the theme here was that there is no one organisation that is promoting social enterprise, their values, impacts, goods and services. A recommendation was also made to set-up or mandate an existing organisation that can represent the diversity of this emerging sector in Lithuania.

This could be achieved through good practice examples, supporting 'look and see' visits, networking events and presenting social enterprise to the variety of target audiences. Co-operating across the region with other organisations such as the Soros Foundation in Latvia and in Estonia the National Foundation for Civil Society and Estonian Social Enterprise Network are three partners with which to collaborate to promote social enterprise across the region.

Creating and disseminating a shared vision – there was the view that social entrepreneurs – despite having different opinions, views and definitions – are trying to make the world a better place. Using the internet and social media was seen as a useful way to diffuse ideas, innovations, knowledge and resources. It was also seen that collaborating and working together can be achieved through the web with the free-flow of ideas between social entrepreneurs around the globe.

Audiences – understanding key audiences through segmentation and targeting communication to them were also seen as a useful way of raising awareness. The aim would be to move from having 'just' raised awareness to developing understanding and igniting action.

There were also some words of caution about not building up expectations too highly – that social enterprise is not a panacea that will cure all social and environmental problems.

Managing expectations was also seen as important so that NGOs, for example, do not 'rush' to become social enterprises. It was seen that the negative impacts of over-hyping could create a back-lash as people's expectations are not met.

If a focussed awareness raising campaign is not developed and funded adequately it was suggested, at the very least, that positive examples are promoted to the government and society to communicate the benefits of social entrepreneurship.

Co-operation

Karen Lowthrop from Hill Holt Wood and national social enterprise body Social Enterprise UK led this workshop after her presentation in the morning plenary with support from Andzelika Rusteikiene.

The focus was on fostering co-operation *between* the public, private and social economy sectors and *within* each of the sectors to benefit social enterprises. There was also a question focused on trying to understand what this co-operation could look like with some options including collaborations, partnerships, joint-ventures, supporting innovation, product and service development.

The discussion in this session was asymmetrical with approximately 80% of participants from NGOs. Attendance from more participants from the government and public sectors would have contributed to a broader discussion.

Furthermore, many of the NGOs were at the start-up stage so the conversation focused on the support needs for NGOs to make the transition to social enterprise. Concepts such as joint ventures, commissioning are relatively still new and the skills do not exist within many of these organisations.

Procurement was also a discussion point in the workshop and it was felt that educating those that have the power to change commissioning guidelines would be a good start. This links to Action 3 and Action 8 in the 'role of government' workshop and should be supported by a greater understanding of commissioning for social value (Action 4).

These actions would contribute to co-operation across the sectors and support the growth of the social enterprise sector. This would also be supported through existing networks such as gerinorai.lt and NVO Avilys.

Making Good Deeds Profitable – next steps

It is hoped that this will be first in a series of annual Summits on social enterprise in Lithuania. The aim is to build on the work that has gone on before and use the Summit as a platform to review progress and map a way forward as new topics, challenges and opportunities emerge.

The themes for this year's Summit were general in nature and in many ways overlapped. Any future Summit will need to revisit these themes to ensure that they are still relevant to the situation in Lithuania.

Specifically, in this year's Summit, key topics included challenges around the existing use of the term social enterprise to refer only to activities focused on employment and labour market and the role of government. Government, at

all levels, also has a role to play to help the raise the profile of social enterprise and social economy organisations and to support them. This could be achieved through intermediaries and support bodies as well as enabling social enterprises to co-operate with government to provide products and services.

Co-ordination is vital and there are existing and emerging networks that can help to raise the profile of social enterprise and support them in building a fair, just and resilient society. These organisations are able to mobilise the assets and 'capital' that already exist within communities: social, human, knowledge and financial capital. The challenge is in unlocking this capital and creating – from the ground up – an 'eco-system' for the social economy.

This eco-system is crucial if the movement is going to develop into a viable sector – the onus is on social enterprises, social entrepreneurs and their supporters to prove the value of what they do (above providing goods and services) and 'own' the social enterprise agenda in Lithuania.

There is also an increasing appetite for conferences, seminars and networking events. Where possible partners should come together to share resources and reflect the needs of participants whether it's sharing innovation, collaborating, knowledge exchange, peer learning, expert tuition and networking – talking and doing.

The development of social enterprise in Lithuania has come from the grassroots to date. It is expected that more stakeholders and partners will join the journey as the movement develops, formalises. These partners may come from within Lithuania but there is increasing interest for partnerships across borders in Latvia and Estonia, the UK and further afield. The aim is clear: to develop social enterprise for the benefit of communities, society and the environment.

"This summit is very important to Lithuania and its further social and economic development, since social business initiatives provide new possibilities for greater flexibility to respond to changes in the market and building a more sustainable business. Social business promotes advanced social innovations, increases employment opportunities, creates new, long-term jobs, and reduces social exclusion and environmental problems."

Kestutis Treciokas,
Deputy Minister of Economy, Republic of Lithuania

(From: http://www.baltic-course.com/eng/ forums/?doc=89358)

Social Enterprise Summit –
your feedback and comments

Executive Summary

Feedback was gathered using a paper feedback form distributed in participant packs and completed towards the end of the Summit. It is from the information in the forms that the following tables and graphs were created. In addition to this, comments left on the forms were also distributed throughout this Summit report as a series of quotes.

The participants were asked several questions that fell under the broad themes of **Communication** and **About the Social Enterprise Summit**. These included questions about the registration process and distribution of information before the Social Event on 20 March and the Summit on 21 March. There were also questions about how participants rated the Summit, if they felt it met its objectives and whether the themes were relevant.

There was also a series of questions aimed at understanding if participants would like further events and how much would they be prepared to pay to attend such an event.
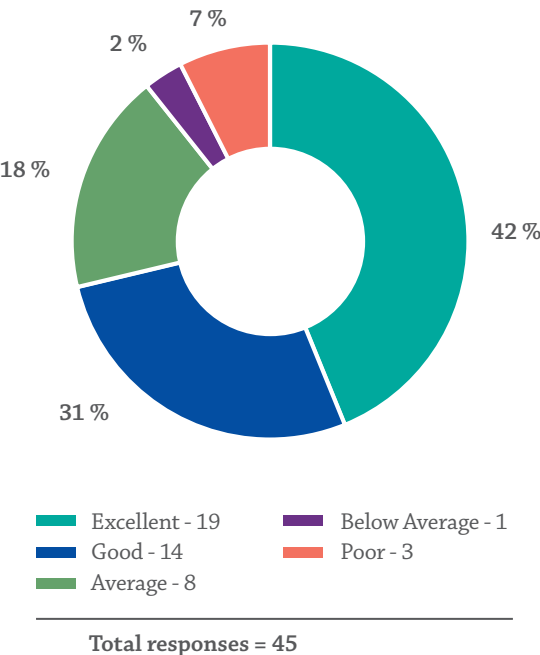
The majority of questions asked respondents to rate their responses from 1 to 5 with 1 being **Poor** and 5 being **Excellent**. The final set of questions was either a **YES** or **NO** response and for both themes there was a box for comments. Specifically comments were wanted about the effectiveness of communication as well as the themes and topics participants would like to see at future events.

Of the 93 participants (not including speakers, organisers and volunteers), 46 filled in feedback forms, this equates to a response rate of 49%.

From registration information most of the participants were also Lithuanian and from NGOs and social enterprises. There were also some representatives from the Ministry of Economy and the Ministry for Social Affairs.

The Summit also an international flavour with participants and speakers from Latvia, Estonia, Belarus and the UK.

Results: **Communication**

The first broad theme for the questions was based on communication. In the feedback form participants were asked generally, *"How did you rate the process?"* with 4 specific subquestions – each with a 1 to 5 rating.

The first was *"Communication before the Summit"* – Table 1 shows that of 45 responses, 19 or 42% rated communication before the Summit as **Excellent**. When combined with responses for **Good** the total score for both was 33 or 73%. However, 3 responses or 7% rated communication as **Poor**.

Table 1 - Communication before the Summit

Communication Before	Score	Percentage
Excellent	19	42.2 %
Good	14	31.1 %
Average	8	17.8 %
Below Average	1	2.2 %
Poor	3	6.7 %
Total	**45**	**100.00 %**

Graph 1 shows the percentage of responses for each score and when looking at comments one participant stated, *"A bit too late confirmation of participation"*. This sentiment was also echoed by this comment, *"I got info about event in the last day :)"*.

Graph 1 – Communication before the Summit

- Excellent - 19
- Good - 14
- Average - 8
- Below Average - 1
- Poor - 3

Total responses = 45

When asked, *"Was the registration process clear and easy?"* 35 respondents rated the registration process as **Excellent** and 7 as **Good**.

When combined as a percentage this equated to 93% providing a favourable score. Nobody rated the registration process as **Poor** and there were no comments that related to the registration process. The scores can be viewed in Table 2 and the percentage breakdown can be seen in Graph 2.

Table 2 - Was the registration process clear and easy?

Registration Before	Score	Percentage
Excellent	35	77.8 %
Good	7	15.6 %
Average	2	4.4 %
Below Average	1	2.2 %
Poor	0	0.0 %
Total	**45**	**100.00 %**
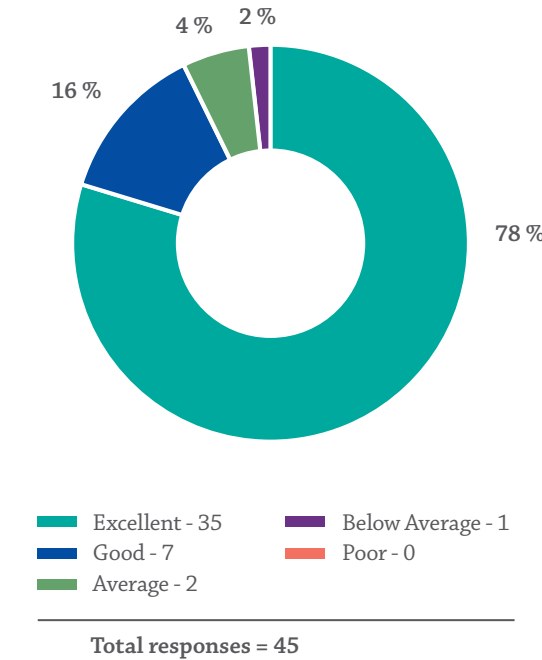
The next 2 questions focused on whether the information and directions to the Social Event on 20 March and the Summit on 21 March were adequate. Table 3 shows the responses to the question, *"Did you receive adequate information and directions for the Social Event on 20 March at the Hub, Uzupis?"*
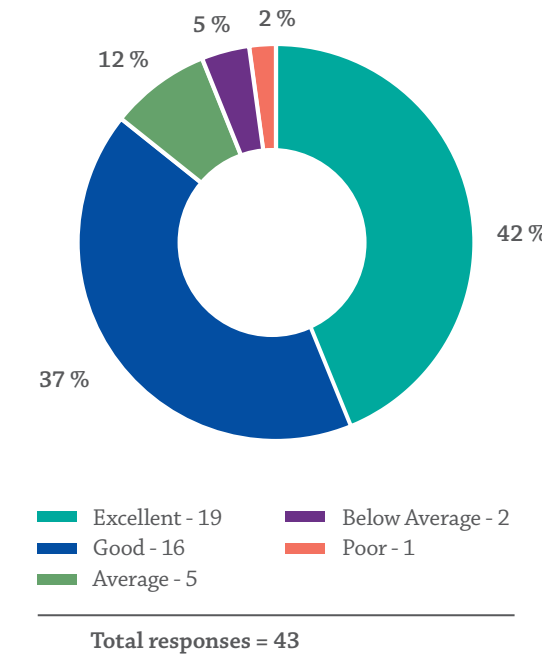
Table 3 – Information and Directions to Social Event

| Information - Social	Score	Percentage
Excellent	19	42.2 %
Good	16	37.2 %
Average	5	11.6 %
Below Average	2	4.7 %
Poor	1	2.3 %
Total	**43**	**100.00 %**

The scores show a combined favourable score of 36 for **Excellent** and **Good** or a percentage of 81% (see Graph 3). Three people rated information and directions to the Social Event as **Below Average** or **Poor** (7%). This view is supported by the comment,

Graph 2 - Was the registration process clear and easy?

- Excellent - 35
- Good - 7
- Average - 2
- Below Average - 1
- Poor - 0

Total responses = 45

"Everything was organised in a good way. The only thing I find could be useful - map via email, transport details. Thank you."

Graph 3 – Information and Directions to Social Event

- Excellent - 19
- Good - 16
- Average - 5
- Below Average - 2
- Poor - 1

Total responses = 43

The final question under this theme was, *"Did you receive adequate information and directions for the Social Enterprise Summit on 21 March?"* When analysing the scores 43 out of 46 responses rated this as either **Excellent** or **Good**. This equated to a 96% favourable response with nobody rating information and directions to the Summit as **Poor**, this is shown in Graph 4.
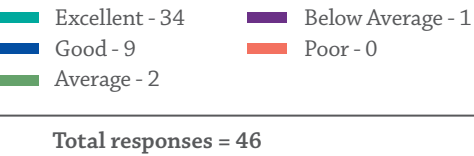
Graph 4 – Information and Directions to Summit

- Excellent - 34
- Good - 9
- Average - 2
- Below Average - 1
- Poor - 0

Total responses = 46
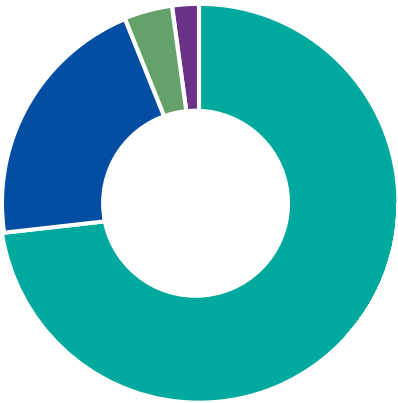
Results: **About the Social Enterprise Summit**

The second of the broad themes for questions was specifically about the Summit and follow-up activity. Firstly, participants were asked to rate the Summit on the same 1 to 5 scale with 1 being **Poor** and 5 being **Excellent**.
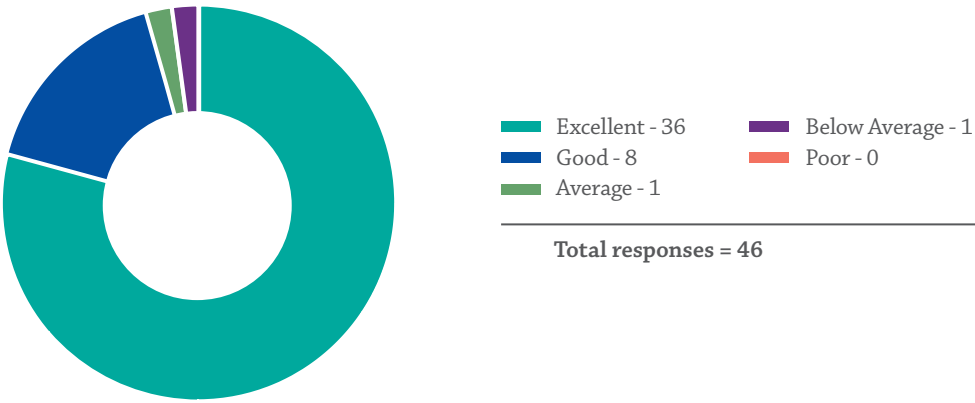
The first question was, *"Please rate the organisation of the Social Enterprise Summit"* with 44 out of 46 responses rating the organisation as either **Good** (13) or **Excellent** (31). As a combined percentage this was 96% with nobody rating organisation of the Summit as **Poor**.

When asked, *"Overall, how would you rate the speakers from the UK?"* 8 respondents rated the UK speakers as Good and 36 respondents rated them as Excellent (44 out of 46). This was a combined score 96% and Graph 5 and 6 show the percentage responses to the first 2 questions.

Graph 5 – Organisation of the Summit

- Excellent - 31
- Good - 13
- Average - 1
- Below Average - 1
- Poor - 0

Total responses = 46
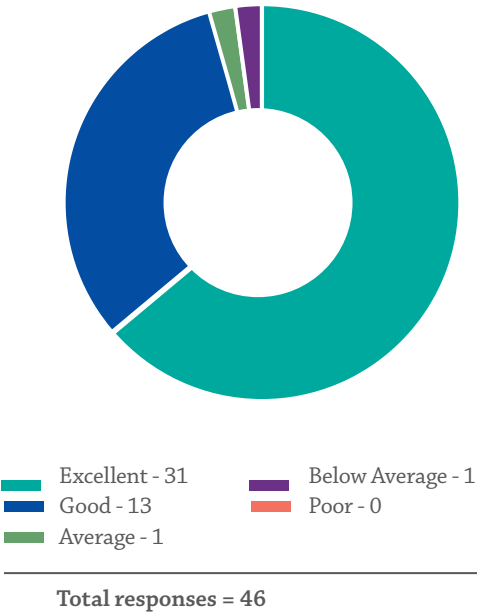
Graph 6 – How Would you Rate the UK Speakers?

- Excellent - 36
- Good - 8
- Average - 1
- Below Average - 1
- Poor - 0

Total responses = 46

The next series of these questions required a simple **YES** or **NO** response. The responses are shown in table 4 and show that 91% felt that the Summit met its objectives (42 out of 46 responses). When asked about whether they felt that the 4 Summit themes (the role of government, support for the social economy, awareness raising and co-operation) were relevant / appropriate 96% said yes.

The next 2 questions focused on follow-up activity including another Summit in 12 month's time (March 2015) and a conference with international speakers. On both counts 94% of respondents would like another Summit in March 2015 and an international conference before then.

Table 4

	Yes	No	No Answer	Total	Percentage
Did you feel that Summit met objectives?	42	1	3	46	91.3 %
Where the 4 Summit Themes revelant / appropriate?	44		2	46	95.7 %
If we organised another Social Enterprise Summit in 12 months, would you come?	43	1	2	46	93.5 %
If we organised a Conference with international speakers and training, would you come?	43	1	2	46	93.5 %

When participants were asked how much they would be prepared to pay to attend a conference, prices ranged from **30 LTL** to **300 LTL** with an average amount of **105 LTL**.
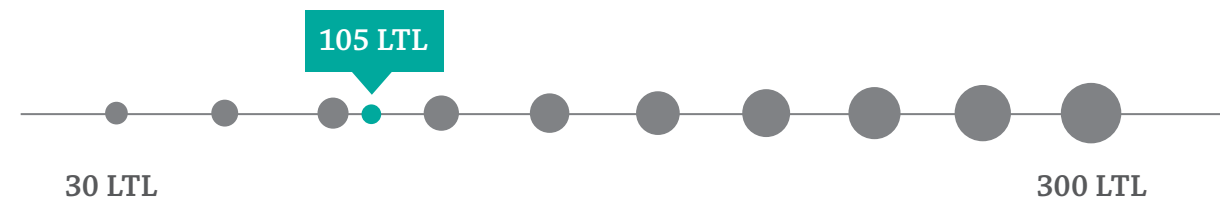
Participants were then finally asked what themes and topics they would like to see. The list below is an aggregation taken from the 28 responses and includes the combining of several responses into a broad theme and is therefore an interpretation:

- Presenting and pitching to potential investors
- Practical training on the following:
  - Starting your social enterprise / legal structures
  - Preparing a business plan
  - Finance and funding [for social enterprise] including crowd funding
  - Sustaining and growing your social enterprise
  - Measurement of social impact
- Success stories / good practice examples and talking about failures and learning from them
- Concrete examples of public-private partnership and NGO co-operation
- Awareness raising activities in experienced EU countries / advocacy and communication training for promoting social enterprise
- Social innovation (projects) and identifying a problem / needs analysis
- Volunteer management
- Consultations and training – especially in the field of [social enterprise in] education

Feedback: summary and conclusion

From the feedback forms it is clear that the majority of participants rated the communication before and delivery of the Summit favourably. There was feedback relating to the providing information late for both the Social Event and Summit and not enough information for the Social Event.

In terms of the Summit one comment was that,

"However, format too traditional, missed opportunity to involve participants more actively… [and that the] final discussion was very anonymous - participants didn't present themselves, it wasn't clear from which perspective they are speaking."

Overall however, participants stated that they felt that the Summit had met its objectives and that the themes were appropriate.

One point that did come to light was the confusion between social enterprises as a business providing 'labour market activity' for marginalised people and a wider concept as a business that trades for a social and / or environmental purpose. The former is a narrow definition and the latter concept has also been referred to in Lithuania as 'social business – perhaps further confusing matters.

The confusion was compounded because the interpreters had not been sufficiently briefed about the differences and subtleties. This was clear during the afternoon plenary when a debate started about concepts and definitions which with comments made by the interpreters.

As already discussed in the Summit Summary and Next Steps section further work needs to be carried out to arrive at a definition that is both acceptable and workable for the Lithuanian, regional and European context. A common lan-

guage will result in a common way of working thus ensuring efficient use of resources.

The final element of the feedback form was to establish whether there is sufficient interest for another Social Enterprise Summit in March 2015 and if, in the meantime, a social enterprise conference with training would be of interest.

The majority of participants said that they would like both and would like a mixture of practical training on setting and growing social enterprises. This perhaps reflects the fact that the majority of participants were for NGOs and interested in training.

More generally there was interest in good practice and bad practice examples – learning from failure – and public-private partnerships, social innovation and raising awareness. The latter point related to what activities and advocacy has been done to promote social enterprise in other countries.

The balance of interest was therefore for more practical training and support with some exchange of ideas and practice from international examples. For such an event participants indicated that they would be prepared to pay on average around 105 LTL with the median amount 100-125 LTL. There was also a concentration of participants that would pay between 30 to 50 LTL so whatever the decision the event needs to be affordable with the possibility of subsidised places for those NGOs / social enterprise with low income.

Resources and Information

Social Enterprise UK

SEUK is the national body for social enterprise in the Great Britain. It represents its members to support and help grow the social enterprise movement. Established in 2002 SEUK is here to:

• Run effective campaigns for its members and to lobby on the sector's behalf
• Carry out robust and respected research to help paint a picture of the UK's social enterprise movement
• Build networks between social enterprises
• Raise the profile of people and social enterprises in the sector

www.socialenterprise.org.uk

Guardian Social Enterprise Network

The Guardian Social Enterprise Network is an online community for social enterprise professionals to find, meet, and share expertise with others within the sector. Partners include the British Council and the Co-operative in the UK.

After registration members will receive newsletters and access to the free online community. Members can also post articles via the social enterprise 'soapbox' platform, become a panellist on their next live Q&A, join as an expert advisor, get discounts for events and engage in debates via the open threads channel

www.theguardian.com/social-enterprise-network

European Commission

The European Commission has a particular interest in social enterprise with various events and initiatives under various strands of activity.

Under the main Small to Medium Enterprises section of its website (**Enterprise and Industry** theme) is a section on promoting entrepreneurship and the social economy.

This section focusses particularly on:

• Economic and entrepreneurial nature of initiatives
• Social dimension of the initiatives
• Commission Support for Social Enterprises

There are also several links to European Social Fund (ESF) and European Regional Development Fund (ERDF) resources.

http://ec.europa.eu/enterprise/policies/sme/promoting-entrepreneurship/social-economy/social-enterprises/index_en.htm

Under the EU **Single Market** theme there is also a section on Social Entrepreneurship with videos and preparatory and follow activity following the launch of the Social Business Initiative in 2011.

http://ec.europa.eu/internal_market/social_business/index_en.htm

Speakers

Tim Pearse – *Cabinet Office, Government of the United Kingdom*

Tim Pearse is a Senior Adviser in the Centre for Social Impact Bonds within the Social Investment and Finance Team.

Uday Thakkar – *Red Ochre*

Uday Thakkar is the Managing Director of Red Ochre and is a Chartered Accountant by training. He has worked in management consultancy for over 20 years across the UK and in Africa. He is also a social entrepreneur having started and successfully managed a number of commercial businesses, a charity and two social enterprises.

www.redochre.org.uk

Phil Tulba, *Social Enterprise Consultant*

Phil is a freelance social enterprise consultant, presenter and trainer. He is also director and vice-chairman of Adrenaline Alley, Europe's largest BMX and skatepark based in Corby, UK.

www.tulba.co.uk
www.adrenalinealley.co.uk

Karen Lowthrop – *Hill Holt Wood*

Karen Lowthrop is CEO of Hill Holt Wood an environmental social enterprise set in 34 acres of mixed deciduous forest in Lincolnshire. In addition to being on the Board of Social Enterprise UK, Karen is also a Fellow of the Royal Society of Arts.

www.hillholtwood.com
www.socialenterprise.org.uk

Summit Moderators

Phil Tulba and Andzelika Rusteikiene co-moderated the plenary sessions between them offering English and Lithuanian introductions and moderation of discussions. Both were also involved in the planning, organisation as well as the delivery of the Social Enterprise Summit.

Andzelika Rusteikiene

Andželika Rusteikienė is Communication and Project Manager at association „Investors' Forum". She is actively involved in fostering social entrepreneurship and business-ngo partnerships in Lithuania, delivering tranings and developing the concepts. Partner of NGO „Gerais norais pragaras gṛistas"

www.investorsforum.lt
www.gerinorai.lt