

Social and solidarity economy: Social innovation catalyst in Africa? ► Social and solidarity economy: social innovation catalyst in Africa?

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Social and solidarity economy: social innovation catalyst in Africa?

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Preface

The health crisis and its economic and social consequences have highlighted the multiple, growing inequalities of our societies, accentuating the need for decent work that already existed. Nevertheless, these upheavals also heralded innovation in numerous economic sectors. In this respect, we owe it to economist Joseph Schumpeter to remind us that crises bring their share of dangers but also of new opportunities.

Given the specific ways in which its constituent organizations operate, the social and solidarity economy (SSE) is, in many ways, a source of continuous innovation, its goal being essentially to find solutions and respond to social needs that are constantly changing and evolving. The proximity maintained with users and beneficiaries (whether or not they are members of the organization) and the absence of a limitation to "market signals" alone lead to a constant concern for adaptation in order to continue to perform this function¹. Thus, the SSE is often perceived as a social innovation laboratory. Furthermore, the interaction between various SSE actors with the territories, the traditional private sector and the public sector is considered essential for creating innovation at various levels².

In many regions of the world, the succession of crises throughout the planet for the past two decades and their consequences have multiplied calls for rethinking how companies operate, thus generating a growing interest in the alternative offered by the SSE. The decision of the Governing Body of the International Labour Organization (ILO) to include on the agenda of the 10th Session of the International Labour Conference in 2022 a point related to decent work and the social and solidarity economy (SSE) for general discussion³ only reflects the undeniable interest of a number of countries in this approach.

Aware of these multiple challenges, over the past ten years, the French government and the ILO have joined forces on several occasions to contribute to a better global understanding of the SSE. During the first phase of this partnership (2010-2014), SSE promoting and financing tools were prepared, especially for the microfinance sector, and et <u>a social impact study on microcredit in France</u> was conducted. The purpose of the <u>second partnership that ensued (2015-2019)</u>, through research work, was to better identify the contribution of SSE and solidarity finance to the future of work⁴.

The revival of Territorial Poles of Economic Cooperation (TPEC) within the context of the ongoing "emerging TPEC" call for expression of interest (CEI) initiated by the French government in 2021⁵ has enabled numerous projects with a social impact at the territorial level to be supported. The rich social innovation in France by SSE organizations has enabled a transfer of knowledge and exchange of best practices between France and SSE actors in Africa, where social innovation shows great development potential.

The purpose of the current phase (2020-2024) of <u>bilateral cooperation between the ILO and France</u>, through the Ministry of the Economy, Finance and Recovery therefore is to allow for better understanding of similar social innovation experiences through SSE organizations in Africa so as to support their development as best as possible and to monitor ongoing initiatives. In this regard, the Cooperatives Unit and the Solidarity Finance Programme of the ILO requested the SOS consulting group to lead this important research work. This publication presents the findings of its research on the subject and provides an initial response to the question that constitutes its starting point: "To what extent are social and solidarity economy actors driving the development of social innovation in Africa?"

¹ ILO: Social and Solidarity Economy: Building a Common Understanding, Reference document of the first edition of the Social and Solidarity Economy Academy, (2010)

² ILO: Financial Mechanisms for Innovative Ecosystems in the Social and Solidarity Economy - Executive Summary (2019)

³ ILO: Decent work and the social and solidarity economy (2022)

⁴ ILO: The Contribution of the Social and Solidarity Economy and Social Finance to the Future of Work (2020)

⁵ A new lease on life for the territorial poles of economic cooperation | economie.gouv.fr (2021)

Combining documentary research, surveys and interviews, the analysis is based primarily on case studies from five countries (South Africa, Cameroon, Morocco, Senegal and Tunisia) covering sectors such as education, economic integration, health, finance and agriculture. Although it cannot be comprehensive, it provides stimulating lessons that make it possible to rethink the relationship between SSE and social innovation on this continent in order to better understand its real potential.

We would like to thank the authors of this report and the steering team, and we hope that it will convince the reader of the entrepreneurial ingenuity of the SSE in Africa in terms of social innovation.

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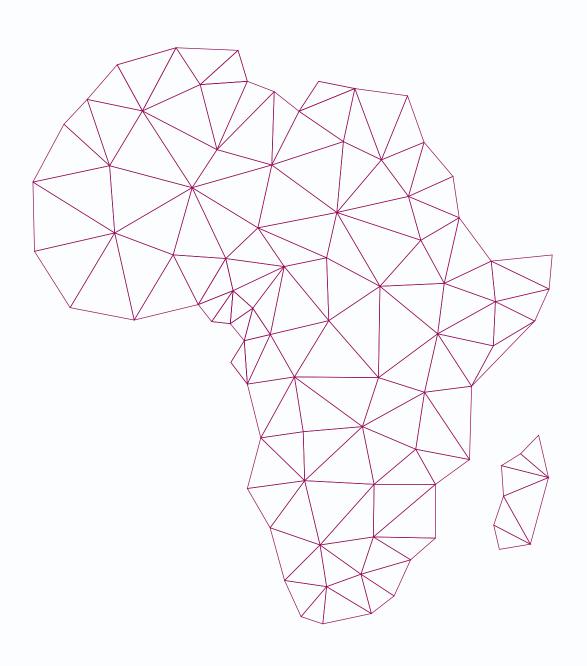
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► List of acronyms and abbreviations

| ADB | African Development Bank |
|------------------|--|
| AFD | French Development Agency |
| ALGA | African Local Governments Academy |
| AU | African Union |
| AUDA | African Union Development Agency |
| CIG | Common Initiative Group |
| COOPEC | Savings and Credit Cooperative |
| CSESS | Higher Council of the Social and Solidarity Economy |
| CSR | Corporate Social Responsibility |
| ECA | Economic Commission for Africa |
| ECOSOC | United Nations Economic and Social Council |
| GDP | Gross domestic product |
| GSESS | Senegalese Social and Solidarity Economy Group |
| ILO | International Labour Organization |
| IRED | Development Innovations and Networks |
| Labo ESS Afrique | African Social and Solidarity Economy Observatory |
| MFI | Micro Finance Institutions |
| NEET | Not in Education, Employment or Training (category of unemployed persons not pursuing studies or training) |
| OECD | Organisation for Economic Co-operation and Development |
| PAID | Pan African Institute for Development |
| PLATESS | Tunisian Social and Solidarity Economy Platform |
| PPP | Public-private partnership |
| RAESS | African Social and Solidarity Economy Network |
| REFELA | Network of Locally Elected Women of Africa |
| REMESS | Moroccan Social and Solidarity Economy Network |
| RENAPESS | National SSE Support Network of Mali |
| RESSCAM | National Social and Solidarity Network of Cameroon |
| RFP / CEI | Request for Proposals / Call for Expression of Interest |
| RIPESS | Intercontinental Network for the Promotion of Social Solidarity Economy |
| SDG | Sustainable Development Goal |
| SDSN | United Nations Sustainable Development Solutions Network |
| SI | Social Innovation |
| SME | Small and medium enterprises |
| SSE | Social and Solidarity Economy |
| SSEO | Social and Solidarity Economy Organizations |
| UCLG | United Cities and Local Governments |
| WHO | World Health Organization |
| WOCCU | World Council of Credit Unions |
| | |



Executive Summary



This report focuses on the place and role of the Social Solidarity Economy (SSE) in the development of social innovations in Africa for more sustainable and inclusive local development, as well as the creation and promotion of decent work for all. It was commissioned by the Cooperatives Unit and the Solidarity Finance Programme of the International Labour Organization, with the support of the French Ministry of Economy, Finance and Recovery.

This work is part of an international agenda that is particularly conducive to the recognizing the contribution of the Social Solidarity Economy to sustainable development. In fact, a general discussion is planned on the goal of decent work and the social and solidarity economy within the 110th International Labour Conference in June 2022 (ILO, 2021).

Goals and Methodology

This research initiative aims to define the characteristics and potential of social innovation on the African continent towards a more sustainable and human-centred development model, as well as to determine the role and needs of social and solidarity economy organizations as social innovation actors. More specifically, it aims to understand: what place do SSE organizations occupy in the social innovation ecosystem in Africa? What form(s) does the social innovation brought by SSE organizations in Africa take? What elements characterize and influence the social innovation process of SSE organizations? How to support and monitor SSE organizations in their social innovation process?

The research was conducted from June 2021 to March 2022 in five countries on the African continent: Cameroon, Morocco, Senegal, South Africa and Tunisia. It led to a literature review and 95 semi-structured interviews with social and solidarity economy organizations, support structures and public decision-makers. This report summarizes the contributions made and proposes paths for consideration and more in-depth analysis of these subjects.

Social Innovation and SSE in Africa: a process rather than an end in and of itself

Social innovation, understood as "a process according to which several actors coordinate and organize locally to propose a new and effective solution to a social need that is poorly or not at all met for vulnerable people, with a view to improving living conditions in a sustainable manner and to being disseminated in other territories," is not limited to one sector. Cross-sectoral in nature, it contributes to the achievement of the Sustainable Development Goals (SDGs) of the 2030 Agenda. The research conducted identified approximately 29 social innovation projects led by SSE organizations in the five countries of the study. This study shows a strong potential for the development of social innovation by SSE actors in three sectors in particular: (1) education and economic inclusion (SDGs 4 and 8), since the countries studied are all facing issues of demographic growth and integration of youth into the labour market; (2) health and access to social protection (SDG 3), due to the important issues of infrastructure and access to care, which have been particularly strained during the COVID-19 pandemic; and (3) agriculture (SDG 2), a sector with a strong need for financing and which remains preponderant in the economies studied. Furthermore, social innovations enable a global response to several Sustainable Development Goals and, in particular, access to decent jobs (SDG 8), a reduction in inequality (SDG 10), and cooperation between actors (SDG 17).

This study shows that social and solidarity economy organizations (SSEOs) play an important but still insufficiently recognized role as agents of social innovation in the five countries covered. First of all, the sense of belonging of African organizations in the social and solidarity economy sector remains complex. In fact, in most of the countries studied, the existing legal framework for SSE is very new and not yet operational (or only partially operational). The structuring of the SSE ecosystem is underway under the impetus of local actor networks (the RAESS [African Network for the social and solidarity economy] and the national SSE networks). This context helps create uncertainty within organizations as to whether they belong to the SSE sector, especially since some of them - not covered in the scope of this study - operate in the informal sector.

More than a marker of their identity, social innovation is perceived within SSE organizations as a culture, even an approach, guiding the activities and programmes put in place to meet the needs of communities. This approach can be triggered by the identification or experience of an uncovered need, by the scarcity of resources pushing for the pooling of actors, or by opportunism in order to propose a project eligible for national or international donor funding programmes. It is not formalized in a strategic roadmap or in an action plan. Similarly, the support services offered to SSEOs only very rarely include support services for social innovation, as this support is not a need expressed in these terms by the SSEOs. Most of the organizations contacted for this study are looking for technical support for administrative and legal procedures (choice and change of legal status), access to markets (distribution channel, access to public procurement) and structuring of the economic model.

These various observations and findings lead to the identification of four major issues: (1) observation and study of social innovation practices by SSE organizations over the long term, in conjunction with research institutes and higher education institutions; (2) positioning and visibility of SSE organizations as full-fledged actors in social innovation; (3) greater involvement of SSE organizations in the definition of national and local public policies; and (4) structuring of social innovation approaches by SSE organizations through capacity-building of support ecosystems.

Factors influencing the social innovation capacity of SSEOs

In order to understand what shapes the capacity of SSE organizations to generate and scale up social innovations for sustainable and inclusive development in Africa, this research initiative explored the various factors that impact the innovative capacity of SSEOs at the internal level individual project leaders as well as the structure - and at the external level of the environment. The interviews conducted with the SSEOs carrying out social innovations revealed the driving forces and possible obstacles that they encounter. However, the analysis did not allow conclusions to be drawn about the relative importance of these factors according to the legal nature of the organization. This dimension would benefit from additional research.

There are numerous decisive internal conditions for innovation within an SSEO:

- ► Access to skills and human resources: project leaders are often obliged to acquire or develop other skills in the field, in response to a problem. Therefore, academic training is not a prerequisite. This is especially because it seems that the challenges of social innovation are not sufficiently exposed during their training courses (ideation, development and management of an innovation project, etc.). At the organizational level, the lack of qualified human resources and recruitment difficulties are emphasized by the SSEOs as a major obstacle to the development of their activities and to social innovation projects. In addition to these recruitment problems, there are difficulties in retaining qualified human resources within organizations, which can be explained, in part, by the lack of personnel and the lower attractiveness of salary levels compared to the private for-profit sector.
- ▶ Development of operational and financial management capacity: the SSEOs interviewed for the study mentioned the lack of administrative, accounting and financial management capacities as a major hindrance to the development of social innovation, connected to the growing reporting requirements of financial backers, particularly in the context of the development of impact-based finance. This is obviously correlated to the difficulties in recruiting qualified people to perform these support functions, but also to a lack of tools and generalization of impact measurement. On the other hand, measuring the impact of the projects implemented is still not sufficiently addressed by the organizations and project leaders.
- ▶ Access to funding and markets: access to funding tends to vary according to the level of maturity of SSEs, their governance arrangements and their legal status. In general, the SSE organizations surveyed continue to encounter problems accessing funding. In fact, public funding is often insufficient or deficient despite numerous funding programmes and endowment funds released for this purpose. The SSEOs are misinformed or restricted by demanding administrative formalities. Furthermore, methods for accessing funding from international lenders are still complex,

especially for small organizations. Classic funding is difficult to access, and start-up SSEOs particularly encounter funding difficulties due to a lack of funds dedicated to innovation and social project experimentation. Furthermore, access to public markets remains difficult for many small SSEOs, particularly because of the complexity of the procedures for responding to tenders. Access to private markets remains highly competitive and favourable to large companies, and the importance of the social innovation approach is not yet sufficiently encouraged.

- ▶ The embodiment of the social innovation project in governance: participatory and horizontal governance seems conducive to ensuring the sustainability of social innovation projects. The interviews revealed a lack of appreciation of bottom-up innovation by employees in some organizations due to the persistence of a very vertical and hierarchical work culture.
- ▶ Interaction with the ecosystem: the lack of cooperation with public authorities hinders the scaling up of social innovation, since it generally requires some form of political backing in order to be standardized and institutionalized. Networking with other SSEOs/project leaders/youth associations has often been mentioned as leverage. The capacity of SSEOs to innovate also depends strongly on their how well they are rooted, their proximity to and knowledge of local communities. SSEOs need to develop more cooperation with the private sector in the context of CSR development.

SSEOs are also influenced by the environment and the ecosystem in which they evolve, which can therefore accelerate or slow down their capacity to develop social innovation projects and ensure their scaling up. The main levers for action identified are:

- ▶ A plea for recognition from SSEOs: despite an increasing recognition of the role and importance of SSE, respondents emphasized a continuing strong need for institutional recognition. The presence of a legal framework specific to the SSE is necessary to support SSEOs in the developing their social innovation activities, but it is not sufficient. In fact, even in the most advanced countries in terms of SSE, SSEOs have identified major needs for their growth: strong challenges in terms of making legal frameworks operational, challenges in terms of communication and promotion concerning existing mechanisms and challenges in terms of territorialization of support policies.
- ▶ A need for operational tools and access to funding: the offer of support is not sufficient to meet the needs of SSEOs for support in accounting, administrative and legal processes. There is also a need to pool and share resources in order to create a favourable environment for the development of social innovation by SSEOs. Social innovation could be stimulated by creating collaborative frameworks between researchers and practitioners (SSEOs, social entrepreneurs, etc.).
- ▶ A challenge to enhance the value of professions and training: SSE professions need to be promoted and highlighted more, and new training offers around SSE and SI professions could be developed to encourage new careers and prepare the professionals of tomorrow. Lastly, SSE and IS may become more visible by means of more specific actions in schools and universities.
- ▶ A challenge to raise the awareness of public actors: there is often a strong dependence of SSEOs on public authorities, particularly from the point of view of scaling up social innovations. However, public actors are not fully aware of the challenges of the SSE and social innovation. Therefore, there is a challenge to produce convincing knowledge on SSE/SI, and a real challenge to develop dynamic partnerships between universities, SSE and SI actors, the private sector and the State.

Strategic recommendations

In light of this research work and its results, several recommendations were made according to five levers:

Lever 1: support and accelerate the legal recognition of SSE organizations as levers of social innovation in the service of the Sustainable Development Goals

- Support the establishment of legal framework conducive to the recognition and development of the social and solidarity economy in its diversity within each African State;
- Support national and local governments in the making mechanisms operational so that the national legal frameworks for the recognition of SSEOs are effective where they exist;
- Establish regional legal oversight of the existence of national/local legal frameworks conducive to SSE in African countries and their construction process;
- Support the establishment of bilateral technical cooperation programmes allowing for best practice exchanges between African countries on policies for the recognition and support of the SSE;
- Systematically organize rotating international summits for exchanging practices for the development of SSE-friendly legal frameworks;
- ▶ Encourage recognition of the SSE as a lever for social innovation in the service of the SDGs within the regional strategies prepared by the African Union, based on collective citizen dynamics such as the I4Policy hackathon;
- ▶ Encourage the passage of a resolution on the Social Solidarity Economy at the United Nations to recognize the Social Solidarity Economy as an important agent for sustainable development. Such a resolution would help to fully integrate SSE into the initiatives of UN agencies and guide the development of targeted measures.

Lever 2: Strengthen the access of SSE organizations to technical support services

- Facilitate the creation of networks and support groups between SSE organizations with social innovations by sector of activity and/or by purpose;
- Encourage the creation of shared management structures enabling SSE organizations to pool resources and support functions;
- ➤ Support the creation of project engineering agencies to act as information points for SSE organizations on the technical support available in the territory, and to centralize operational resources and best practice guides. These agencies could have a national scope and benefit from local relays depending on the context of each country;
- Make the technical support mechanisms for SSEOs more regional;
- Support and monitor the development of social innovation support programmes by support structures with SSEOs, particularly in rural areas.

Lever 3: Strengthen the access of SSE organizations to funding to support social innovation

- ▶ Develop platforms to connect SSE structures to public and private funders;
- ➤ Strengthen existing national, regional or global funds to finance social innovation projects led by SSEOs. The funding allocation could provide access to customized technical support, with the offsetting requirement that structures document the project supported;
- Encourage and support funding structures to be able to develop funding products and services adapted to the needs of the SSEO;
- Develop financial management and fundraising support programmes for SSEOs with the backing of support structures;
- ▶ Promote access by SSEOs to public contracts by removing the administrative obstacles they encounter and by organizing information sessions to guide them through the application process; support the development of social and environmental impact measurement.

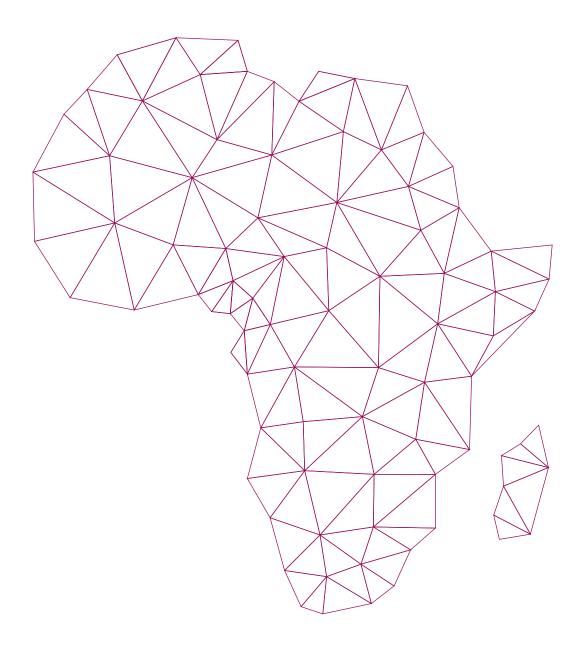
Lever 4: Develop training and enhance the value of SSE professions

- ► Integrate SSE and social innovation topics in academic training.
- Create local job fairs and trade shows related to the SSE and SI sectors;
- ► Implement SSE career information and promotion campaigns.
- ▶ Launch a Pan-African research and forecasting network on SSE and social innovation whose mission would be to support cooperation between educational and research institutions in this area and to conduct research/action programmes.

Lever 5: Make public actors aware of the potential of SSE and social innovation

- ➤ Train public officials on SSE and social innovation to provide a better understanding of the specificities of SSE and to take them into consideration in public procurement and administrative procedures;
- Facilitate the emergence of multi-actor cooperation programmes led by SSE structures in order to show the potential of social innovation to public actors;
- Generate formal spaces for participation between SSE organizations and public actors for better public decision-making on social and solidarity economy matters;
- Support the production of statistics on the SSE sector and the development of research/action programmes to enhance the creation of supportive public policies.

Introduction



The Cooperatives Unit and the Solidarity Finance Programme of the International Labour Organization (ILO), with the support of the French Ministry of the Economy, Finance and Recovery, wanted to conduct a research initiative on "The Social Solidarity Economy and Social Innovation in Africa" from June 2021 to March 2022, in five target countries: South Africa, Cameroon, Morocco, Senegal and Tunisia. This research work is within an international context that is particularly favourable to recognizing the SSE as a lever for sustainable development. In fact, 2022 will be marked by a general discussion on "Decent Work and the Social Solidarity Economy" (ILO, 2021) within the context of the 110th International Labour Conference (ILC), as well as by the upcoming GSEF forum in Senegal.

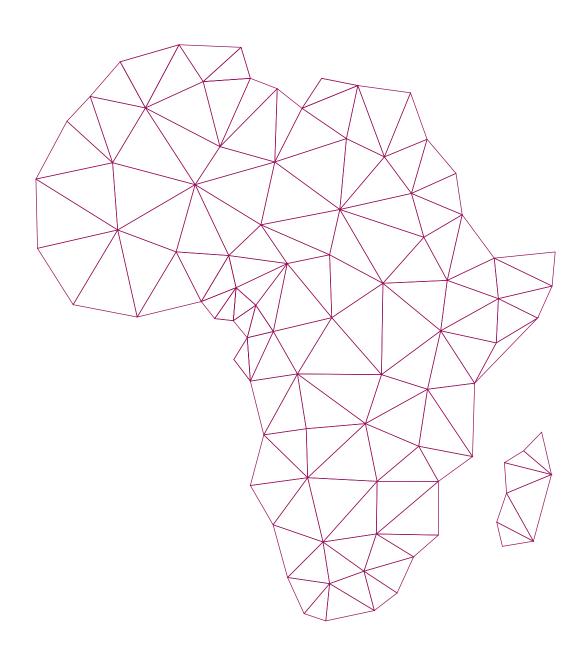
This research aims to understand the extent to which Social Solidarity Economy organizations (SSEOs) contribute to generating social innovations for a more sustainable and inclusive local development, as well as the creation and promotion of decent work for all.

More specifically, it identifies the forms that social innovation takes in Africa in seven areas of activity: education and integration into the job market, health, agriculture, the environment, banking and finance, crafts and tourism. Through different examples of social innovation by social economy organizations, this study identifies and analyses the internal factors at the level of the project leader and the organization, as well as the external factors linked to the environment that shape the capacity of SSE organizations to generate and scale up social innovations for sustainable and inclusive development in Africa. This research initiative aims to better target the contribution of public policies to support the development of SSEOs as drivers of social innovation in Africa, and to propose support mechanisms adapted to the characteristics of social innovation. More generally, it contributes to a better understanding of the role of SSE in sustainable development and the future of work and employment.

This report presents the methodology deployed for the research initiative (1), reviews the position of the SSE on the African continent with a focus on five countries (Cameroon, Morocco, Senegal, South Africa and Tunisia) (2) and the state of social innovation by SSE organizations in Africa (3). Lastly, this report summarizes the key lessons learned in each of the study's target countries (4) and concludes with strategic recommendations (5).

Chapter 1

Methodology



▶ 1.1 Scope of the research initiative

1.1.1 Research goals

The purpose of this report is to question the characteristics and potential of social innovation towards a more sustainable and human-centred development model and to determine the role and needs of social and solidarity economy organizations as social innovation actors on the African continent, by studying five countries (South Africa, Cameroon, Morocco, Senegal, Tunisia).

Four issues are studied within the context of this research:

- ▶ What place do SSE organizations have in the social innovation ecosystem in Africa? This study determines the importance and foothold of the Social Solidarity Economy in Africa, as well as the key values and principles that define this sector. It examines the relationship between SSE organizations and social innovation, both as an identity factor (through the affirmation and claim of belonging to a common ecosystem) and as an operating model (through the state of their practices, their organizations, their modes of governance and interactions). It enables us to question the extent to which SSE organizations are recognized as social innovation actors in their territory and how they interact with other actors to deploy these activities.
- ▶ What form(s) does social innovation by SSE organizations in Africa take? The purpose of the research is to analyse the extent to which social innovations by SSE organizations contribute to the Sustainable Development Goals (SDGs) of the United Nations 2030 Agenda and to the creation and promotion of decent work on the African continent. An analysis of the functioning of these social innovations allows a better understanding of their impact on the integration and well-being of populations in vulnerable situations, as well as an evaluation of the potential of new technologies in the generation and dissemination of these social innovations. Lastly, this study aims to identify the sectors and areas of activity with the greatest potential for social innovation.
- ▶ What elements characterize and influence the social innovation approach of SSE organizations? The purpose of the research is to investigate the factors that have an impact on the innovative capacity of SSEOs. They will provide a better understanding of the opportunities and challenges faced in the social innovation process.
- ▶ How to support and monitor SSE organizations in their social innovation process? This study aims to take stock of the policies, programmes and support mechanisms that favour the Social Solidarity Economy and to determine to what extent it stimulates the emergence, development and/or dissemination of social innovation at the regional level. It intends to propose courses of action to support SSEOs in the implementation of social innovations.

1.1.2 Geographical coverage of the research

This report aims to better characterize the social innovation carried out by SSE organizations at the African regional level, while taking into account the diversity of subregional and national contexts. The scope of the study was limited to five African countries – South Africa, Cameroon, Morocco, Senegal and Tunisia. The country selection process was divided into two phases:

- ▶ First, the following eight African countries were pre-selected by the ILO for case study identification: Cameroon, Cape Verde, Djibouti, Mali, Morocco, Senegal, South Africa and Tunisia. The criteria used for this pre-selection are the presence of a law on SSE or the initiation of institutional or legislative changes, either in progress or in the future, favouring the promotion of SSE at the national level, the presence of an ecosystem (including under construction) favourable to SSE, as well as the activities currently implemented by the ILO in this field.
- ▶ Secondly, the research team conducted a comparative analysis of these eight countries, taking into account 10 criteria related to the socio-economic context of each country (criteria 1-5), the structuring and maturity of the SSE ecosystem at the national level (criteria 6-9) and the opportunity for ILO intervention (criterion 10). The countries were classified by allocating a number of points per criteria (3 points; 2 points; 1 point) as shown in Figure 1.

Figure 1. Criteria and method of classification of countries

| No. | Criterion | Source | 3 points | 2 points | 1 point |
|-----|--|--|---|----------------------------------|------------------------|
| 1 | GDP/inhabitant PPP in 2019 (in US dollars) | World Bank. 2019 | Greater than \$10,000 | Between \$10,000 and 5,000 | Less than \$5,000 |
| 2 | Density of formal MSMEs (as number per 1,000 inhabitants) | SIB Diagnostic, 2019 | > 30 | Between 10 - 30 % | Less than 10 |
| 3 | Unemployment rate among women (% of active female population) | ILO, 2019 | Less than 10% | Between 10 - 30% | Greater than 30% |
| 4 | Unemployment rate among youth ages 15-24, NEET (% of labour force from ages 15-24) | ILO, 2019 and others | Less than 20% | Between 20 - 30% | Greater than 30% |
| 5 | Political stability and lack of violence score | OECD 2018, World Bank data (WGI, 2014) | > 67 | Between 33-67 | <33 |
| 6 | Implementation of SDGs | SDSN, 2019 | <100e | 100 -125e | > 125e |
| 7 | Legal framework dedicated to SSE | | Yes | In progress | No |
| 8 | SSE promotion networks | RIPESS | Yes | | No |
| 9 | Volume of impact investments (in millions of U.S. Dollars) | GIIN, 2015 | Greater than \$200M | Between \$50M and \$200M | Less than \$50M |
| 10 | Existence of an ILO office and/or project related to the SSE | ILO | Receiving a CO [country office]/TST [technical support team] or a project | | Covered by a CO/TST |

▶ Figure 2. Comparative analysis of eight countries pre-selected for the research initiative

| Criterion | Morocco | Tunisia | South Africa | Senegal | Cameroon | Mali | Cape Verde: | Djibouti |
|---|---------------------------------|---------------------------------|--------------------|------------------|-------------------|------------------------------------|---------------------------------------|--|
| GDP/inhabitant PPP | \$7,826 | \$11,232 | \$13,034 | \$3,545 | \$3,806 | \$2,424 | \$7,489 | \$5,780 |
| Density of formal MSMEs | 39.2 | NR | 12 | 25.6 | 3.69 | 0.39 | NR | NR |
| Unemployment rates for women | 10.5 | 22.4 | 30.5 | 7 | 3.8 | 8.2 | 11.5 | 11.3 |
| 15-24 year old youth share NEET | 28.5 (2019) | 25.2 | 32,5 (2019) | 33,1 (2017) | 17 ,8 (2014) | 26,72 (2018) | 28,0 (2019) | 19,3 (2017) |
| Political stability and lack of violence score | 61 | 45 | 63 | 68 | 31 | 11 | 93 | NR |
| Implementation of SDGs | 72(e) | 63(e) | 113(e) | 124(e) | 127e | 152e | 96(e) | NR |
| Legal framework dedicated to SSE | In progress | Yes | No | No | Yes | In progress | Yes | Yes |
| SSE promotion networks | Yes (RE- MESS) | Yes (PLATESS, RADES) | No | Yes | Yes | Yes (RENAPESS Mali) | No | No |
| Volume of impact investments | NR | NR | >200M | <50 M | (RESSCAM) | Yes | NR | NR |
| Presence of an ILO country office (CO) or regional technical support team (TST) | Covered by the Algiers CO | Covered by the Algiers CO | Pretoria TST/CO | Dakar TST/ CO | Yaoundé TST/CO | Covered by the Abidjan CO | Covered by the Dakar TST/ CO | Covered by the Addis Ababa CO |
| ILO projects in progress related to the SSE | 1 project | 3 projects | 1 project | 2 projects | 1 project | 1 project | | |

NR: Not Reported
NEET:: Not in Education, Employment or Training (category of unemployed persons not pursuing studies or training)

▶ 1.2 Issues of terminology and concepts mobilized

1.2.1 Concept of the social and solidarity economy

I. Context

The social and solidarity economy (SSE) combines economic development with a social and societal purpose and places people, rather than profit, at the heart of its activities. It is supported by a wide variety of actors (associations, cooperatives, mutual benefit societies, social enterprises, etc.) and can be found in many fields (social action, health, solidarity finance, food, fair trade, etc.). The activities and practices developed by social and solidarity economy actors often make them forerunners and drivers of social innovation.

Although the social and solidarity economy is a movement of international scope, its history, structure and status vary from one region to another and from one country to another. There is no single definition or legal status and therefore it is difficult to quantify this mode of economic development. Despite this difficulty in finding a unified definition at the international level, the SSE is today benefiting from a growing level of recognition thanks to the establishment of various institutional initiatives (UNFTSSE of the UN, Expert group on social economy and social enterprises of the European Union, Pact for Impact) and international networks and forums (GSEF Forum, SSE International Forum, RIPESS, ICA).

The definition of SSE is being discussed extensively in the international and regional community. At the institutional level, the ILO Regional Tripartite Conference (ILO, 2014) on the Social Economy held in 2009 in Johannesburg (South Africa) was particularly formative insofar as its participants agreed to define SSE as a "concept that refers to enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which specifically produce goods, services and knowledge while pursuing economic and social aims and fostering solidarity" (ILO, 2009). The next general discussion of the 110th session of the International Labour Conference (ILC) will be an opportunity to continue the work of defining the social and solidarity economy in the service of a future of work centred on the human being, and to mark the growing rise of the SSE at international level.

This general discussion is part of a broader international debate. The United Nations Inter-Agency Task Force on Social and Solidarity Economy (UNTFSSE), was established in 2013 to increase the visibility and recognition of SSE in policy and research circles internationally. The Working Group gives an operational definition of the SSE as encompassing "organizations and enterprises that have explicit economic and social (and often environmental) objectives; involve varying degrees and forms of cooperative, associative and solidarity relations between workers, producers and consumers; and practice workplace democracy and self-management." (UNTFSSE, 2014).

II. Key Principles of the social and solidarity economy

The ILO's work in 2010 and 2020 (ILO, 2010 and ILO, 2020) has identified a set of common criteria and principles for SSE organizations such as:

- ▶ The economic and social function: a combination of social and economic goals, no profit maximization or planned profit-making with a regulated redistribution of surpluses;
- ▶ The collective dimension: joining forces to meet the needs of the group or other people varies according to the model (very strong in cooperatives, less so in social enterprises), in contrast to strong leadership;
- ▶ **Solidarity:** the basis of operating procedures, including rather than excluding;
- ▶ The autonomy of the organization in management and decision-making processes;
- Voluntary commitment: no enrolment or compulsory entry/exit procedure;

▶ **Participation:** in ownership or in decision-making processes, in different forms but defined and practiced in a systematic and explicit way.

At the ecosystem level, the global network of continental networks engaged in promoting the social and solidarity economy (RIPESS), created in 2002, describes SSE as "an ethical, values-based approach to economic development that prioritizes the well-being of people and the planet over profits and blind growth" (RIPESS, n.d.). The RIPESS Charter defines a set of common values such as humanism, democracy, inclusion, subsidiary nature, diversity, creativity, equality, equity and justice for all, and respect and integration of countries and peoples. The African Social and Solidarity Economy Network (RAESS), a regional branch of RIPESS, recalls that the SSE brings together diverse organizations that have an "economic project in the service of social usefulness, ethical implementation, democratic governance, a development dynamic based on territorial anchoring and citizen mobilization" (RAESS, 2015).

Within the framework of this research initiative, we wanted to put into perspective the common guiding principles of the SSE and their specific variations on the African continent. To do so, we propose classifying as "SSEO" any organization that has:

- ▶ **Both an economic and social purpose**, enabling the structure to carry out its social and solidarity-based activities in an economically sustainable manner;
- ► A mission to improve, directly or indirectly, the living conditions and well-being of the population, especially the most vulnerable;
- A regional footing based on the cooperation of local actors;
- ► **Governance that is consistent with the social purpose** and leaves ample room for the collective, voluntary and mutual aid dimension;
- ▶ **Profit-making**, the purpose of which is the redistribution of profits to achieve the social/environmental objective pursued, as well as the perpetuation of the structure;
- ▶ When it exists, a legal nature related to SSE as defined in the legal framework of the target country (association, economic interest group, social enterprise, etc.).

1.2.2 The concept of social innovation

I. Context

Although several definitions of social innovation have been proposed in recent years, few of them have been agreed upon so far.

In the scientific literature, social innovation emerged in the early 1970s as "new ways of doing things" with the explicit aim of meeting social needs (Taylor, 1970). At least two fields of research have been explored to account for social innovation: firstly, social innovation in conjunction with technological innovation, and secondly, social innovation as a novel process of social development. In the first case, social innovation is described as an effect of technological innovation that has consequences for relationships within a community or social organization. Taking into account the difficulty of isolating the social impact of technological transformations, technological and social innovation have been analysed side by side as simultaneous and mutually influencing processes.

In the second case, social innovation is studied from the perspective of social movements in response to the crisis of the welfare state. It is analysed as a consequence of the withdrawal of the State from various fields of social intervention, leaving room for new initiatives by civil society actors with the capacity, skills and authority necessary to develop new local services (Rollin & Vincent, 2007).

This phenomenon creates new interactions between the public sector and SSE actors, which are conducive to the exchange of practices and the emergence of a creative process of finding solutions to experienced social problems. The Centre for Social Innovation at the Stanford Graduate School of Business describes social innovation as "the process of developing and deploying effective solutions to challenging and often systemic social and environmental issues in order to support social progress." While social innovation "is not the preserve or privilege of any one form of organization or legal structure, solutions often require the active cooperation of stakeholders in government, business and the voluntary sector" (Soule et al., n.d.).

A vague and multifaceted concept, social innovation has no official institutional definition at the international level and in Africa. In 2000, the LEED Forum on Social Innovations organized by the OECD, bringing together 11 organizations from six countries (excluding Africa), considered that social innovation refers to "the design and implementation of new solutions that imply conceptual, process, product or organizational change, which ultimately aim to improve the welfare and well-being of individuals and communities." (OECD, n.d.) This approach highlights the purpose of social innovation as the search for new responses to social-environmental problems, by identifying and providing new services that improve living conditions. Social innovation also makes it possible to identify and implement new processes for integrating people into the labour market, new skills, jobs and forms of participation that help to improve their economic and social integration.

In a 2018 publication, the United Nations Commission on Science and Technology for Development (UNCTAD/CSTD) defines social innovation as "new collaborative agreements with social and environmental benefits, such as energy cooperatives, repair cafés and eco-villages" (UNCTAD, 2018). This definition focuses on the collaborative dimension of social innovation to respond to social and environmental challenges. In the "Guide to Social Innovation" published in 2013, the European Commission defines social innovation as "the development and implementation of new ideas (products, services and models) to meet social needs and create new social relationships or collaborations. It provides new responses to pressing social demands that affect the process of social interactions. It aims to improve human well-being." According to the French Higher Council on Social and Solidarity Economy (CSESS), social innovation corresponds to any innovation that aims to "develop new responses to new or poorly satisfied social needs under current market and social policy conditions, involving the participation and cooperation of the actors involved, in particular users. These innovations concern not only the products or services provided, but also the way they are organized and distributed." (CSESS, 2011). The Council recommends looking at the type of novelty introduced by social innovation through five dimensions: product, service or usage innovation (1), process or organizational innovation (2), marketing and commercial innovation (3), business model innovation (4) or technological innovation (5). In practice, social innovation never occurs alone, but is always combined with one or more of these dimensions.

II. Key principles of social innovation

To reflect the multifaceted nature of social innovation and the process that underpins it in the African context, we propose to define social innovation as "a process according to which several actors coordinate and organize locally to propose a new and effective solution to a social need that is poorly or not at all met for vulnerable people view to improving living conditions in a sustainable manner and to being disseminated in other territories." This process is based on multi-stakeholder cooperation and a sustainable economic model.

Therefore, social innovation provides a new response to:

- ▶ A societal problem: social innovation aims to respond to a social need for which there is no solution in the existing system or for which the system has many gaps and/or shortcomings;
- ▶ A target of vulnerable people: social innovation is aimed primarily at one (or more) group(s) in a situation of economic and/or social insecurity, with the aim of improving their living conditions and their integration into society in a sustainable way;

- ▶ An origin rooted in the territories: social innovation is the outcome of local collective intelligence. It is produced in response to "weak signals" identified in the field in contact with the public, and is implemented through the deployment of local resources;
- ▶ Multi-actor cooperation: social innovation is the concern of all operators, funders, supported persons and public actors. The participation and cooperation of actors, including users, is a success factor in addressing a societal problem.

These are supplemented by criteria that are desirable but not necessary:

- ▶ A readiness to be reproduced in different contexts, so that it can be replicated or scaled up;
- ▶ An efficient and sustainable economic model: Social innovation should be based on a viable economic model, but the stage of development and the economic and social contexts in which it is developed are key factors.

The African regional context has regional and subregional particularities which will be analysed in this report by studying five different country contexts: South Africa, Cameroon, Morocco, Senegal and Tunisia.

III. Different stages of the social innovation process

Within the context of this study, it was proposed to **distinguish between the outcome of social innovation** (the effect produced) and the **action of innovating** (the process by which innovations are created). This social innovation process does not always proceed in a straight line. It is continuously influenced by the environment and the stakeholders involved. This process is often modelled in the following four phases:

- ▶ The emergence phase corresponds to the creation of the social innovation. It is divided into two more or less distinct stages: first, actors identify a social need or problem and then share their knowledge and skills to develop an innovative strategy to address it. In some cases, the identification of the problem and the innovative strategy remain closely linked and may occur almost simultaneously.
- ▶ The experimentation phase: once the strategy has been developed, actors usually enter the experimentation phase during which they try to implement their social innovation in various ways. This phase can vary in scope according to the project, the environment in which it takes place, the number of actors involved or the target audience. Experimentation can be informal (such as trial and error) or formal (such as pilot project, formal experimentation, theoretical application, knowledge transfer, formal evaluation). Often, during this phase, the actors adjust the strategy developed in order to better respond to the needs expressed by those involved, users or beneficiaries.
- ▶ The appropriation and development phase: for an innovative social initiative to be recognized as a social innovation (in other words, to have an effective impact), it must be appropriated locally or on a larger scale. The appropriation phase thus aims to disseminate the social innovation in several territories or organizations in order to make it sustainable.
- ▶ The institutionalization and transfer phase: when appropriation of the innovation is sufficiently broad and widespread, we move on to the innovation "institutionalization" phase. Social innovation is institutionally recognized and its value is acknowledged for transfer or replication in other regions, organizations or sectors.

▶ Figure 3. The various phases of social innovation

| Emergence Phase | Experimentation Phase | Appropriation and Development Phase | Institutionalization and Transfer Phase |
|--|--|---|--|
| This phase involves identifying and classifying the problem to be solved, and then modelling the strategy to address it. | This phase involves implementing the pilot solution, which will be systematically evaluated with a view to improving it and scaling it up. | This phase consists of developing the social innovation and facilitating its dissemination. | Cette phase consiste à déployer l'innovation sociale à très grande échelle, dans d'autres contextes. |

IV. Social innovation application sectors

This study report covers examples of social innovation implemented by SSEOs in seven sectors of application, namely health and social protection, education and integration into the job market, agriculture, environment, banking and finance, crafts and tourism. These sectors were chosen because of their ability to meet the Inclusive and Sustainable Development Goals, and their potential to achieve the goal of decent jobs at the regional level.

▶ Figure 4. The various phases of social innovation

| Sector name | Inclusive and Sustainable Development Goals | Decent Employment Objective |
|--------------------------------|---|---|
| Health | SDG no. 3 | • Job-creating activities especially for target audience |
| Education and integration into | SDGs no. 4 and no. 8 | Integration of youth, women, refugees and disabled persons in the labour market |
| the job market | | • Formalization of economic activities and jobs. |
| Agriculture | SDG no. 2 | Better working conditions (especially extension of social |
| Environment | SDGs no. 7, no. 12 and no. 13 | protection) • Improved access to healthcare |
| Banking and finance | SDG no. 1 | • Improved access to financial services |
| Handicrafts | | Strengthening the quality of social dialogue |
| Tourism | | |

 $\textbf{Source:} \ \textbf{ILO} \ \textbf{study} \ \textbf{on the contribution of SSEOs} \ \textbf{to the future of work}$

Each country case study covers three social innovation application areas from the seven mentioned above. The country experts selected the most relevant sectors according to the national context and the following criteria:

► Figure 5. Criteria and method of classification of sectors

| Criteria | Sample indicators |
|---|--|
| Sector leverage on local development | \bullet Contribution of the sector to the national economy as a $\%$ of the national GDP |
| | • Optionally, the economic impacts of the COVID-19 pandemic on the sector |
| Sector leverage on the | • Share of labour force employed in the sector |
| decent work goal | • Share of women and youth employed in the sector |
| Identification of the sector as a priority within the national policy framework | • Identification of the sector within the framework of a national development strategy |
| SSE dynamism in sectors | • Existence of sector programmes in the support offered by SI incubators/ accelerators |
| | • Existence of critically sized SSEOs |

Les secteurs d'application sélectionnés par les experts en charge des études de cas pays sont les suivants:

► Figure 6. Application sectors studied by country

| Sector name | South Africa | Cameroon | Morocco | Senegal | Tunisia |
|-----------------------------------|-----------------|----------|---------|---------|---------|
| Health and social protection | | | X | X | |
| Education and vocational training | X | | X | X | X |
| Agriculture | X | X | | X | |
| Environment | | X | | | X |
| Banking and finance | | X | | | |
| Handicrafts | | | X | | X |
| Tourism | | | | | |

▶ 1.3 Framework for analysing the innovation capacities of SSEOs

Various internal and external factors influence the capacity of social and solidarity economy organizations (SSEOs) to generate, develop and disseminate social innovation(s) and, in so doing, to have a positive impact in the service of sustainable and inclusive development and decent employment in their territories. Within the framework of this research initiative, we will analyse specific cases of social innovation in five African countries – South Africa, Cameroon, Morocco, Senegal and Tunisia – through three distinct levels: that of the project leader(s) (a), the organization (b) and the environment in which the SSEO operates (c).

1.3.1 Internal factors at the project leader level

The profile and experience of the person(s) initiating the social innovation (or the creation of the SSEO) play an important role. These individual internal factors are the result of the background and experience of the project leader(s). These factors specifically include:

- ▶ The skills, knowledge and know-how of the individual/members;
- ▶ The level of knowledge of social innovation;
- ▶ The individual aspirations and motivations of the project leader(s) that lead them to address a societal issue in order to make a contribution and provide a solution on their own scale;
- ► The material and financial resources (financing, premises, raw materials, etc.) and/or intangible resources (intellectual property, reputation) available to it to innovate;
- ▶ Their network and relationships with other innovation actors.

1.3.2 Internal factors at the organization level

Social innovation also depends on a set of organizational factors within the structure carrying the social innovation (the purpose of a structure, its tools, practices, the strategic and managerial conditions, etc.). These factors play an important role in the internal process that enables the organization to generate stable solutions to social problems.

Among these organizational factors, we have identified:

- ▶ The strategic vision (or raison d'être) of the organization: this is the social and/or environmental goal that the organization pursues through all its actions;
- ▶ Organizational culture: culture refers to the set of knowledge, values and behaviours shared by most employees that facilitate the functioning of an organization. It has a major influence on the innovation strategy, particularly because it may or may not create the conditions for innovation. But an organization is never isolated, it acts within an ecosystem. This is even more true in the social and solidarity economy since all stakeholders (employees, volunteers, beneficiaries, partners, territories, etc.) are involved in social innovation processes. Therefore, it is sometimes necessary to make an effort to bring together and disseminate the same culture of innovation at all levels and to make it consistent with the organization's vision (where it wants to go and how it wants to get there);
- ▶ Relationships and interactions with the social innovation ecosystem throughout the value chain: this capacity for openness to the ecosystem is essential in order to pick up on weak signals and to identify and qualify the unmet or insufficiently addressed needs of society. It is also essential for each organization to follow the evolution of its sector, the structure of the value chain, the degree of competition and thus stimulate the capacity to innovate. Lastly, proximity and cooperation with the ecosystem are key to building beneficial alliances in order to implement a social innovation project.

Very often, the organization does not have all the resources and/or skills in-house to be able to develop social innovation throughout the scope of the project and/or the whole value chain, and has to rely on external partners;

- ▶ **Human resources, knowledge and know-how:** defining, implementing and growing a social innovation project requires internal skills within the organization.
- ▶ The financial and material resources needed to innovate: access to funding is a key factor in enabling an organization to carry out social innovation R&D alongside its activities directly with beneficiaries;
- ▶ **Governance:** the innovative capacity of an organization is highly dependent on the support of management and governance bodies to implement an innovation strategy. The decisions that will be taken in this respect may have serious consequences from a strategic or financial point of view: Therefore, it is important to agree on the process objectives;
- ▶ Relationships and the working environment: the spatial and functional organization of the workspace has an impact on the fluidity of exchanges, the circulation of ideas and the organization's openness to the outside world. Managerial practices and, more generally, the organization of human relations shape the spirit of initiative, risk-taking and iteration essential to the process of social innovation.

It must be noted that this research did not include an in-depth analysis of the impact of the legal nature of the organization on its capacity for innovation. While the legal nature of the structure is a determining factor in the governance model chosen by the structure, the fact remains that this subject deserves to be studied in greater depth in the context of further research.

1.3.3 External factors at the level of the environment in which the organization operates

The social innovation ecosystem includes the different components of the political-legal, economic, technological, organizational and socio-cultural environment. Within the framework of the research initiative, we propose to analyse in particular seven components of the social innovation ecosystem:

- ► The institutional framework includes the recognition of SSE and social innovation in the country's legal system;
- ▶ The public policy framework includes the recognition of SSE and social innovation in the country's legal system, as well as the establishment and coordination of dedicated support policies. A distinction will be made between SSE and SI specific public policies, sectoral support measures for social innovation in the different areas of the study;
- ▶ Access to funding integrates the role of solidarity finance mechanisms and instruments to support SSE actors in the development of social innovation;
- ▶ Access to markets, both public and private, through specific mechanisms;
- ▶ The support deployed to enhance and network the SIs with a view to disseminating and capitalizing on best practices, but also to support the SSEOs in the various stages of developing their social innovation;
- ▶ **Human capital** includes the availability of appropriate training on social innovation;
- ▶ **Culture** refers to the existence of sufficient information about social innovation in society, but also within the system of values and beliefs related to the openness necessary for change, as well as collaborative skills. This also includes the promotion of social innovation through competitions or annual events;

- ▶ The adoption of social innovation by society refers to the awareness of social innovation as a lever for development. It is reflected in the existence of advocacy, awareness-raising or promotion of social innovation, or public discussions on this subject;
- ➤ Access to infrastructure, which includes access to the internet (broadband, at reasonable prices) and to quality roads and highways that allow for the movement of goods and services.

These different components of the political-legal, economic, technological, organizational and sociocultural environment of a structure therefore constitute a favourable ecosystem for the development of social innovations.

Within the context of the study, we propose to distinguish the maturity of the social innovation environment from the question of its effectiveness. In the first case, an environment is said to be mature when it is fully capable of playing this role and thus of supporting social innovation-type initiatives in their various stages of development. The more mature an ecosystem is, the more connections and connectors it has within it – formally or informally – that are optimally structured to support social innovations and sustain their success. In the second case, the development of an effective ecosystem hinges on key factors that guarantee, through comprehensive support, the emergence of social innovations: the number of SSEOs, public policy support, access to funding (number of impact funders), support by stakeholders in the social innovation ecosystem (number of support structures), positive reception of the innovation by society, monitoring and evaluation of projects.

▶ 1.4 Data collection method

1.4.1 Secondary data collection, analysis and processing methodology

I. Preparatory documentation work

This phase entails a preliminary survey in the form of a bibliographic search. More specifically, it consisted of searching the relevant bibliography via the internet and mobilizing the networks of each actor in the research effort. The resources that have been prioritized are: reports on similar missions carried out by ecosystem actors in the five countries and development actors, research publications, institutional documents (grey literature). These resources appear in the bibliographic reference section.

II. Ecosystem actor mapping and sampling

To support the documentary research, the research team conducted a census of SSEOs, support structures and public actors targeted for interviews. The purpose of this operation was to obtain accurate information on the target organizations of the study.

Three types of organizations were targeted in the case studies:

- ➤ SSE networks and organizations involved in social innovation: a sampling of SSEOs was selected to be representative in terms of sectors, area of intervention (rural, urban, periurban), legal nature (structure with a recognized legal status) and stage of development of social innovation.
- ▶ **Support structures for SSEOs and/or social innovation:** they were selected so as to be representative in terms of the diversity of the support offered in the region (generalist or specialized support, nature of the support provided, stage of development of the organizations supported).

▶ National and local public actors in charge of defining, implementing and evaluating SSE support policies (cross-functional policies or sectoral policies).

The support structures and public actors were identified by the country experts, in addition to the preliminary assessment conducted by the SOS Consulting Group and the contacts provided by the ILO (social partners). The SSEOs were identified by the country experts and the identification was completed during the interview phase.

1.4.2 Primary data collection, analysis and processing methodology

III. Conducting interviews in the field

The country experts conducted a total of **95 semi-structured interviews (in other words, between 15 and 20 interviews per country)** with the organizations previously identified. Most of the interviews were conducted remotely between mid-July and September 2021, and some in December 2021.

A detailed list of the organizations interviewed is attached (Appendix 1: list of structures and contacts interviewed).

Figure 7. Number of semi-structured interviews conducted in the case study countries

| Type of organization | South Africa | Cameroon | Morocco | Senegal | Tunisia |
|--|-----------------|----------|---------|---------|---------|
| SSE networks and organizations promoting social innovation | 12 | 8 | 12 | 14 | 10 |
| Support structures (excluding public sector) | 5 | 5 | 5 | 4 | 7 |
| Public actors | 2 | 7 | 1 | 2 | 1 |
| Total | 19 | 20 | 18 | 20 | 18 |

IV. Data processing and analysis tools

The data collected during the semi-structured interviews was qualitatively processed by the country expert as part of the development of the case study.

1.4.3 Methodological limits of the study and recommendations for future research

Due to its broad nature and its focus on five African countries, this research initiative on the "social economy and social innovation in Africa" has encountered certain methodological limitations. These limitations are both internal, in other words, related to the nature of the study, the choices made and the methodology used, as well as external, caused by more global external factors at the world level or at the level of the five countries concerned by this study.

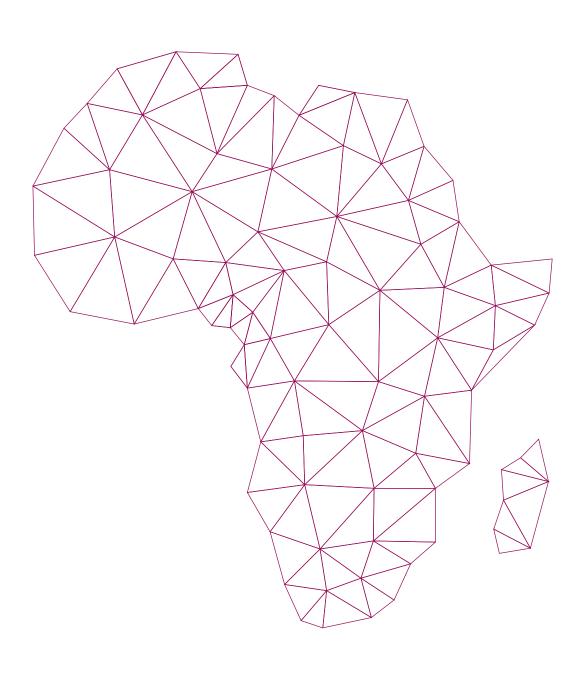
The **internal limitations** of this research initiative are as follows: first of all, the data collection through semi-structured interviews was conducted over a short period of time (4-6 weeks) during the summer (mid-July to early September 2021), which affected the availability of the identified interviewees. In some countries, conducting interviews was hindered by operational difficulties (poor internet or telephone

connection), language difficulties (particularly in Cameroon and South Africa) and situational difficulties (lack of incentive for actors to respond to the study due to the high number of requests for studies). Lastly, depending on the country, it must be noted that there is little availability and/or accessibility of reliable statistical information, which has limited the possibility of making comparisons between countries.

Finally, the study also faced some **external limitations** that are part of a broader context. In fact, it must be noted that this research initiative was conducted in the midst of the COVID-19 health crisis, which had quite a significant impact as many SSE actors in the five selected countries were particularly affected by the pandemic. Furthermore, in some of the African countries selected for this study, the summer of 2021 was marked by a particularly turbulent socio-political context. This period was characterized by government elections in Morocco, major demonstrations and instability in Tunisia, and riots in South Africa.

Chapter 2

The social and solidarity economy in Africa



2.1 A development model in response to the socioeconomic challenges on the African continent

2.1.1 The African continent confronting the challenges of the 21st century

The COVID-19 pandemic has had significant socio-economic consequences for the African continent. According to a study on the African economy conducted by the AFD's Africa Department in 2021, **the GDP on the African continent fell for the first time in 30 years in 2020** (Bourreau, 2020), which is due in particular to the collapse of raw materials prices. It has considerably weakened many sectors: first and foremost, the health sector, but also banking (particularly microfinance), tourism, the environment, handicrafts and tourism and education, sectors that have already been struggling for several years.

In fact, in terms of **education**, sub-Saharan Africa is the region of the world with the lowest rates of school enrolment before the COVID-19 pandemic. More than a third of children aged around 12 to 14 do not attend school, according to 2016 data from UNESCO. **Girls' education** is also a major priority: Twenty-three per cent of girls do not attend primary school compared to 19 per cent of boys (UNESCO, n.d.). The region also faces major challenges in terms of **the population's integration into the job market**, particularly young people. According to ILO data, in 2019, about 34 million people were unemployed in Africa. In 2019, the NEET rate increased to 21.5 per cent. This means that one out of five young Africans was not employed, and was not pursuing education or training. Moreover, **the share of informal employment** and its components in total employment varies from 40.2 per cent in Southern Africa to over 90 per cent in Central, Eastern and Western Africa (ILO, 2020).

One of the biggest challenges facing the African continent is also **access to health services**. Africa is home to only 1.3 per cent of the world's health professionals, yet it accounts for 25 per cent of the global disease burden (Millet, 2018). Furthermore, the COVID-19 pandemic has greatly affected the continent, and although the number of COVID-19 cases and deaths in Africa may seem low compared to other continents (approximately 3.7 million people infected in February 2021 according to WHO), it must be noted that **statistical shortcomings in several African countries** and the lack of mass screening prevent a reliable assessment of the epidemic according to WHO data (Lafrance, 2021).

Furthermore, as a result of the COVID-19 pandemic, the African tourism and crafts sectors, which had become vital to African economies, experienced an unprecedented crisis. In July 2020, the African Union estimated that the continent lost nearly \$55 billion in travel and tourism revenues and two million jobs in the first three months of the pandemic alone, and the International Monetary Fund projects a 12 per cent decline in the GDP of Africa's tourism-dependent economies by 2020 (Monnier, 2021). Thus, the African financial sector must now reinvent itself to be able to meet the challenges of financing African economies, and to be flexible so as to achieve "financial inclusion and encourage the emergence of a greater number of African impact venture capital companies" (Kié, 2020).

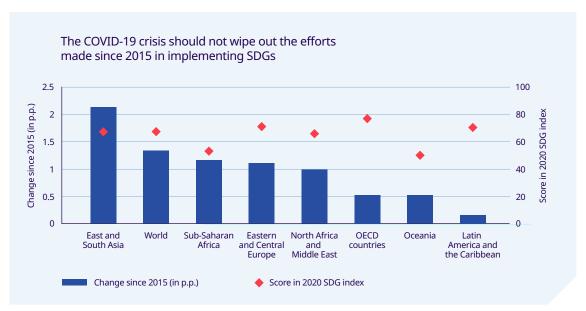
Lastly, Africa is facing **significant environmental problems**. The continent is facing rapidly increasing air pollution, soil degradation, frequent droughts and losses of rare wildlife and plants. Sub-Saharan Africa is also the most fragile region in terms of **food security and sovereignty**. Climate change is adding to this insecurity: every climate crisis (drought, flooding, etc.) has a serious impact on African farmers.

2.1.2 Development goals on a regional scale

In response to these social, economic and environmental challenges, international frameworks have been put in place to prioritize development strategies for sustainable development.

At the international level, the United Nations 2030 Agenda adopted in September 2015 establishes 17 Sustainable Development Goals (SDGs) and 169 targets to be achieved by 2030. According to the 2020 Sustainable Development Report prepared by the SDSN and the Bertelsmann Foundation, Africa is the second region that has made the most progress on the SDGs since their adoption (see Figure 2). However, progress is not uniform across the SDGs, as evidenced by the graphic and interactive atlas of the 17 Sustainable Development Goals (SDGs) launched by the World Bank in November 2020. (World Bank. 2020).

Figure 8. Progress on the SDG index by region (2015-2019)



Source: Sachs, J., Schmidt-Traub, G., Kroll, C., Lafortune, G., Fuller, G., Woelm, F. (2020). The Sustainable Development Goals and COVID-19. Sustainable Development Report 2020. Cambridge University Press.

At the regional level, the 2063 Agenda, adopted at the African Union Summit in January 2013, proposes a strategic framework for the inclusive and sustainable development of Africa around seven aspirations and 20 priority objectives. In particular, the 2063 Agenda emphasizes the development of inclusive economic growth and sustainable development (aspiration 1), local development that builds on the potential of its people, especially women and youth, and cares for the well-being of children (aspiration 6), and respect for African identity, cultural heritage and shared values (aspiration 5). According to the 2063 Agenda implementation simulation tool, only 33 per cent of the aspirations have been achieved since they were adopted (AUDA-NEPAD, n.d.).

▶ Figure 9. 2063 Agenda achievement rate by study target countries

| Goals | Continent | Morocco | Tunisia | South Africa | Senegal | Cameroon |
|--|-----------|---------|---------|-----------------|---------|----------|
| Goal 1: A high standard of living, quality of life and wellbeing for all | 59% | NR | 82% | 29% | 86% | NR |
| Goal 2: Well-educated citizens and skills revolution underpinned by science, technology and innovation | 26% | NR | 11% | 0% | 100% | NR |
| Goal 3: Healthy and well- nourished citizens | 55% | NR | 47% | 0% | 100% | NR |
| Goal 4: Transformed economies and job creation | 18% | NR | 11% | 14% | 40% | NR |
| Goal 5: Modern agriculture for increased productivity and production | 8% | NR | 63% | 0% | 21% | NR |
| Goal 7: Environmentally sustainable and climate resilient economies and communities | 29% | NR | 100% | 75% | 0% | NR |
| Goal 17: Full gender equality in all spheres of life | 39% | NR | 40% | 48% | 87% | NR |
| Goal 18: Engaged and empowered youth and children | 39% | NR | 41% | 4% | 100% | NR |

NR: Not Reported

Source: AUDA-NEPAD, African Union Development Agency. (n.d.). Agenda 2063

Within this context, **the social and solidarity economy (SSE)**, which aims to adopt a more social and solidarity-based approach to the economy, to have a **direct impact on people and their territory** and to promote social justice, can be a lever for achieving the development objectives of the African continent.

2.2 Increasing institutional recognition of SSE in Africa

2.2.1 Institutional recognition of SSE at the regional level

The SSE is mentioned across the board as a lever for local, sustainable and inclusive development by various pan-African international organizations, in connection with the issue of social entrepreneurship. However, the lack of a clear definition of SSE hinders the institutional recognition of the sector at the regional level and the visibility of its contributions to the achievement of the sustainable development goals of African countries.

Within the African Union (AU), Heads of State and Government recognized at a Summit held in 2014 to review progress in the implementation of the 2004 Ouagadougou Declaration and Plan of Action on Employment and Poverty Alleviation, that: "Small and medium-sized enterprises (SMEs), microenterprises, the rural sector and the social economy are the main sources to create jobs, enhance inclusive growth and foster the social contract to ensure social stability." They committed to "place focus on eliminating the huge underemployment and low productivity affecting the workers in the SMEs, the Informal Economy, the Social Economy and the Rural Sector, with the aim to boost wealth and accelerate the enlargement of the middle class in Africa; develop an African skills platform/initiatives for jobs in agriculture, minerals, industrial development and services."

In addition, the **Economic Commission for Africa (ECA)** and the African Union (AU) co-organized the fifth African Development Forum on Youth and Leadership in the 21st Century in Addis Ababa in 2006. The consensus statement of this Forum called on governments to "take bold steps in education to meet the needs of the knowledge economy [and to] design comprehensive curricula that address the culture of social entrepreneurship." (UNCTAD, 2018).

The International Labour Organization (ILO) also organized a tripartite regional conference entitled The Social Economy – Africa's Response to the Global Crisis. The conference was held in Johannesburg from 19 to 21 October 2009. Among others, a consensus was reached by the participants of this event on the concept of SSE, and since then, the ILO refers to SSE as a "concept that refers to enterprises and organizations, in particular cooperatives, mutual benefit societies, associations, foundations and social enterprises, which specifically produce goods, services and knowledge while pursuing economic and social aims and fostering solidarity" (ILO, 2009). The 13th ILO African Regional Meeting in Addis Ababa, Ethiopia, which took place from 30 November to 3 December 2015, also made reference to the social and solidarity economy. Paragraph 7 of the final document emphasizes that "Africa's public sector and social economy can also play important roles in the transformation process." (ILO, 2015)

Similarly, the **Economic Commission for Africa**, which was established in 1958 by the United Nations Economic and Social Council (ECOSOC) to support the economic and social development of its member states, co-organized with the African Union the fifth African Development Forum on Youth and Leadership in the 21st Century. The consensus statement of this Forum called on governments to "take bold steps in policies education to meet the needs of the knowledge economy [and to] design comprehensive curricula that address the culture of social entrepreneurship." (UN Inter-agency task force on social and solidarity economy, 2018).

The African Development Bank (ADB) also recognizes the major importance of SSE for the continent: "inclusive development is at the heart of the priorities (...) The African continent is ready for the development of the social economy," said the president of the African Development Bank, Donald Kaberuka, at the national conference on the social economy organized in 2013 in Tunisia. The ADB's Private Sector Development Strategy for 2013-2017 pointed to the "significant potential [of] social enterprises and social ventures [as] an effective way to foster social innovation, entrepreneurship and value chain development. They can also be combined with microfinance to increase efficiency, development impact and sustainability." The ADB has also signalled its intention to encourage incubation projects to support social enterprises.

Finally, the African Union Development Agency (AUDA-NEPAD) established the *Promoting Youth Entrepreneurship in Africa* Programme in 2020. Through this programme, AUDA hopes to foster the development of social enterprises that address "a specific gap, niche or problem" (p.3).

2.2.2 Institutional recognition of SSE at the national level

The institutional recognition accorded to SSE and social innovation varies from country to country in Africa. This is reflected in particular in the differences in the progress of legal and institutional frameworks in the different countries.

Six African countries already have a legal and institutional framework specifically dedicated to SSE. Cape Verde was the first African country to adopt a law in favour of SSE, in 2016. Since April 2019, SSE has been legally defined in Cameroon and has a specific legal status. Since June 2019, Djibouti has had a specific law that defines the standards, principles, types of organizations associated with SSE, and promotes the development of SSE in the country. Since June 2020, in Tunisia, the law covers the different statuses related to the SSE (cooperatives, mutual associations, associations with a social purpose, etc.). Finally, in June 2021, Senegal passed a framework law for the SSE. Furthermore, Mali has the distinction of having a text recognizing the SSE, although it does not have institutional mechanisms for implementation, specifically through Law no. 2017-056 dated 6 November 2017 on the creation of the National Support Centre for the Promotion of the Social and Solidarity Economy.

Other countries are currently establishing a legal and institutional framework for SSE. For example, Morocco initiated a request for technical assistance to pursue the considerations of the November 2015 national SSE conference and the 2016 draft framework law on SSE. In South Africa, the government produced a discussion paper on the country's social economy strategy in 2019, which should lead to the development of a public policy to provide a consistent and unified framework to support social economy enterprises and organizations.

Lastly, some countries, which will not be included in this study, are still at a very early stage of development in the field of social economy and social innovation, and have not started to discuss the development of an institutional framework for the SSE.

▶ Figure 10. Comparison of national SSE definitions in each study target country

| Country | National definition elements and legislative frameworks | Specifics |
|-----------------|---|---|
| South Africa | In South Africa, "it is understood that the activities undertaken by SSEOs have the distinct purpose of addressing social and | • The draft of the public policy* (<i>Draft Green Paper</i> , which became the <i>White Paper</i>) was published in 2021 and is currently under consultation, until December 2022. |
| | environmental challenges for the benefit of a group or community. The principles of solidarity, reciprocity and mutualism underpin the sector." (White paper on the social and solidarity economy, 2021). | Reference to legal status: SSE "includes non-profit organizations (NPOs) (including non-profit trusts (NPTs), non-profit companies (NPCs) and other associations of persons), Stokvels, cooperatives (including cooperative finance institutions) and social enterprises." |
| | | No implementing statutes yet. |
| | | Social innovation is not clearly defined but is mentioned as one of the four pillars that frame the recommendations: 1) market access; 2) financing mechanisms; 3) social innovation; and 4) the legal and regulatory environment. |
| Cameroon | Article 2 of framework law no. 2019/004 of 25 April 2019 defines the social economy as | Framework law no. 2019/004 of 25 April 2019 governing the Social Economy in Cameroon** |
| | "a set of economic activities carried out by organizations and enterprises, based on the principles of solidarity and participation and seeking the collective interest of their members and/or the economic and social interest of the community". | • Any organization, regardless of its legal form, is eligible to have the status of a Social Economy Unit if it meets the following criteria: 1) priority of people and social purpose over capital, 2) open enrolment, 3) transparent, democratic and participatory governance, 4) collective or social utility of the project, 5) pursuit of collective interest and fair distribution of surpluses, 6) pooling of members' resources, and 6) compliance with the original legal status. |
| | | $\bullet \ Presence \ of \ statutes \ implementing \ said \ framework \ law.$ |
| | | • Direct reference to social innovation in the framework law no. 2019/004 of 25 April 2019 as "a set of original initiatives carried out in a territory, in collaboration with local actors, the purpose of which is to provide a new response to the population's fundamental needs that are emerging or insufficiently met, in the fields of education, social action, health, culture and employment." |
| Morocco | In 2011, the National Strategy for Social and Solidarity Economy (2010-2020) defined SSE as: "The social and solidarity economy is the set of economic initiatives seeking to produce goods or services, to consume and to save differently, in a way that is more respectful of humans, the environment and the territory: 1) The purpose of services to members/ communities; 2) Principles of solidarity and responsibility; 3) Democratic control by members according to the principle of one person = one vote and not one share = one vote; 4) A development dynamic based on a | Lack of legislation on the Social Solidarity Economy. However, there is specific legislation for certain types of structures such as the Cooperatives Act, the Associations Act (1958) and the Mutual Benefit Societies Act (1963). A legal definition of SSE is being developed. A draft framework law dedicated to the social and solidarity economy (SSE) was presented in 2016. A definition of SSE was presented in 2011 in the National Strategy for Social and Solidarity Economy (2010-2020). No direct reference to social innovation |

| Country | National definition elements and legislative frameworks | Specifics |
|---------|--|--|
| Senegal | The social and solidarity economy is defined in Article 1 of the June 2021 Social and Solidarity Economy Framework Law as "the set of economic activities centred on the human being and aiming at a social and environmental purpose, carried out by cooperatives/mutual benefit societies, entrepreneurial associations and social, responsible and limited profit enterprises". The law also establishes that in order to access the SSE actor regime, at least one of the following three conditions must be met: "(a) to provide, through its activity, support for people in vulnerable situations due to their economic or social situation; these people may be employees, users, clients, members or beneficiaries of this enterprise; (b) contribute to the fight against exclusion and health, social, economic and cultural inequalities, to education for citizenship or to maintaining and strengthening territorial cohesion; (c) contribute to sustainable development in its economic, social, environmental and participatory dimensions, to the energy transition or to international solidarity" (Article 11). | Framework law no. 06/2021 on the social and solidarity economy*** June 2021 The following are eligible for social and solidarity economy status: cooperative or mutual benefit societies, entrepreneurial and responsible associations and social enterprises. The social/solidarity-based economy is based on the following values: a) faith in the rule of law; b) ethics and moral integrity in the face of the common good; c) commitment to individual and collective discipline; d) the priority of human rights over political, economic and financial interests. No implementing statute for said law as of the date of this report. Reference to social innovation and general interest activity as "any project where several actors of the social and solidarity economy, consisting in offering products or services presenting one of the following conditions: a) either responding to social needs unsatisfied under the current market conditions; b) or responding to social needs through an innovative process of production of goods or services involving a high level of uncertainty on the expected results". |
| Tunisia | According to Chapter 1, Article 2, of Law No. 2020-30 of 30 June 2020 on the social and solidarity economy in Tunisia, the social and solidarity economy is an economic model made up of a set of economic activities with a social purpose and relating to the production, transformation, distribution, exchange, marketing and consumption of goods and services provided by social and solidarity economy enterprises, in order to meet the collective needs of its members and the general economic and social interest, and whose main purpose is not to share profits. | Law no. 2020-30 of 30 June 2020 on the social and solidarity economy**** Cooperatives (including agricultural mutual benefit societies), development groups (agriculture and fishing), mutual associations, microfinance associations, mutual insurance companies, associations with a social purpose, companies (except single-person limited companies), economic interest groups are eligible. No implementing decree for said law published as of the date of this report. No direct reference to social innovation. |

- * Latest version of the <u>draft public policy in South Africa</u> (p.59).
- ** Framework law no. 2019/004 of 25 April 2019 governing the Social Economy in Cameroon.
- *** <u>La Loi d'orientation n° 2021-28 du 15 juin 2021 relative à l'économie sociale et solidaire</u> in Senegal.
- **** $\underline{\text{Law no. 2020-30 of 30 June 2020 on the social and solidarity economy}} \text{ in Tunisia.}$

▶ 2.3 Initiatives, programmes and technical support structures for SSE and social innovation at the regional level

Various actors are involved in recognizing, developing and supporting the social solidarity economy in Africa at regional, subregional and national levels. This research report highlights some of the initiatives, programmes and structures that support the social economy and social innovation.

A detailed list of organizations is attached hereto (Appendix 2: Regional networks, programmes and structures supporting SSE and social innovation). For the sake of clarity, this subsection presents the most emblematic initiatives according to the nature of the activities carried out and the effects sought, as shown in the figure below. It must be noted that some initiatives, programmes and actors combine the three activities mentioned.

▶ Figure 11. Types of extra-financial support activities performed and nature of the effects sought

| Activities | Effects sought |
|---|--|
| Advisory activities | These activities aim to provide personalized monitoring and support to SSE structures. This support can be directed to all SSE structures regardless of their legal form or it can be targeted to certain structures. It may focus on the organization's model or on a specific project, at a particular stage of development or throughout the cycle. It can be of a general nature or specialized on a specific theme. |
| Advocacy and capacity- building of the ecosystem | These activities aim to promote, enhance and strengthen the ecosystem of the social and solidarity economy by networking actors, equipping structures offering consulting, communication and advocacy activities. |
| Training and research activities | These activities aim to produce, share and disseminate knowledge on SSE and social innovation in order to facilitate its development. |

Source: Typology of extra-financial support activities proposed by the research team

2.3.1 Consulting monitoring and support activities

The consulting activities aim to provide follow-up and customized support to social and solidarity economy structures on their organizational model (development and financing model, organization and management methods, etc.) and/or their social innovation project(s). They can target all SSE structures regardless of their legal form or specialize in some of them.

The actors offering this type of consulting activity include:

▶ Innovation incubators and accelerators set up by private actors (either companies such as the Orange Fab network, associations such as Pulse and the Impact HUB, think-tanks such as Jokkolab or cooperatives such as IesMed) or public actors (such as the AUF Francophone African Incubator). These incubators and accelerators offer workspaces and tailor-made, sometimes thematic, support programmes for innovators with a positive and sustainable impact on society. Many of the incubators and accelerators identified in this research project are specifically aimed at social entrepreneurs, whether they are organized in the form of a limited liability company (SARL), a simplified joint stock company (SAS), a social enterprise, a sole proprietorship or an association (the legal form chosen depends very much on the legal framework in the country and the activities carried out by the entrepreneur).

- ▶ The networks and professional federations also offer customized support services to their members. These networks and federations can be general or sectoral, and target their members according to their size and legal nature. Cooperative networks play a particularly important role in monitoring and providing advisory support to cooperatives in Africa, especially in the agricultural and craft sectors. Examples include the Réseau des sociétés coopératives de Côte d'Ivoire (RESCOOP-CI) [Network of Cooperative Societies of Côte d'Ivoire], the Faîtière des unités coopératives d'épargne et de crédit du Togo (FUCEC-TOGO) [Umbrella Organization of Savings and Credit Cooperative Units of Togo] and the Réseau des caisses populaires du Burkina Faso (RCPB) [Credit Union Network of Burkina Faso]. SME federations also have a strong local presence and offer tailor-made support services to their members in the form of companies.
- ▶ Public institutional actors also provide general programmes, initiatives and support structures open to SSE structures, or directly targeted to SSE structures. This is the case, for example, with the Office of Development and Cooperation (ODCO) in Morocco, which is a public body that funds extension and training campaigns for cooperatives.
- ▶ Lastly, some foundations also offer advice and guidance (in addition to financial support) to support social innovation. Their programmes are usually directed at associations, social entrepreneurs and cooperatives. This is the case, for example, of the Dar Libtikar programme of the Abdelkhader Bensalah Foundation (Morocco).

2.3.2 SSE networking, awareness-raising and promotion activities

Over the past decade, **regional and national SSE networks** have emerged to promote SSE and social innovation as levers of development for the African economy and society, and thus strengthen the representation of SSE to public policymakers. Through the sharing of experience, these networks also develop strong expertise in the field of SSE support policies and social innovation, as well as services to strengthen the structures working directly with SSEOs. It must be noted that no regional network of actors specifically dedicated to social innovation has been identified in the context of the research for this study project.

Presentation of RAESS and Labo RAESS

The African Network for the Social Solidarity Economy (RAESS), created in 2010 at the initiative of its 25 member countries, aims to strengthen the institutional recognition of the SSE on the continent, in particular by supporting members in the development of their national legal and policy framework. Some countries have established national SSE networks that are members of RAESS. Such networks exist, for example, in Morocco (REMESS), Tunisia (PLATESS), Senegal (GSESS), Cameroon (RESSCAM), and Mali (RENAPESS Mali). Nevertheless, it is important to note that the weight of these networks varies significantly from one country to another. For example, RENAPESS, created in 2003, is widely recognized and established in Mali. In 2016, the network had 67 member organizations and nearly 3.5 million actors. Thus, RENAPESS initiated the National Policy on Social and Solidarity Economy in Mali and enabled the creation of training courses to strengthen the skills of SSE actors.

An African Observatory for the Social Solidarity Economy (Labo RAESS) has been created specifically to support the institutional strengthening and capacity-building of African SSE networks that are members of RAESS. It is composed of RAESS partners (the former Association les Rencontres du Mont-Blanc, the Intercontinental Network for the Promotion of the Social Solidarity Economy (RIPESS); IESMED; ESMED; the EU-Africa Platform), African national SSE member networks and their public (Ministries, local authorities) and private partners (international organizations, NGOs, etc.). This observatory is based in Burkina Faso. It also conducts field studies to contribute to the knowledge of the SSE field on the continent (see next section).

Lastly, a number of national, regional and international conferences and events on SSE and social innovation are held in Africa.

Since its creation in 2010, RAESS has organized, with the support of the Tunisian SSE platform, four major meetings of African SSE networks in Kenitra (Morocco), Hammamet (Tunisia), Marrakesh (Morocco) and Bamako (Mali) respectively. Other events with an international dimension aim to promote entrepreneurship and development innovation with a lasting positive impact. Such is the case, for example, with the Pan-African Jeun'ESS Youth Forum, organized by Jeunesse mondiale francophone (JMF). This biannual forum aims to bring together young actors, mainly from Africa, to explore and work together to develop projects around SSE values. Africa Summit Leadership is an international forum on innovation and entrepreneurship, addressing issues of sustainable development and social entrepreneurship.

At the national level, the different countries also organize events to promote and raise awareness about the SSE. Every year, Mali organizes National Youth Entrepreneurship Days to raise awareness and support young people in their entrepreneurial projects. There are many examples, such as a conference on "Social Finance, Social Economy and Sustainable Development" held in 2018 in Senegal, the "Regional Meetings for the social and solidarity economy" held in 2017 in Cameroon and the various editions of the "National Social and Solidarity Economy Expos" in Morocco, the eighth and most recent one having taken place in 2019.

It must be noted that certain collaborative events conducted in a bottom-up manner by civil society have led to major advances. Such is the case, for example, with the *I4 Policy* movement of the *I4 Policy Foundation*, which has held a series of Policy Hackathons aimed at improving public policy on innovation, including social innovation, in collaboration with public policymakers. These Policy Hackathons are part of a wider iterative policy development process that has been implemented at national level in over a dozen countries. The Senegalese Start-up Act, passed in December 2019, is one of the laws that resulted from this process.

2.3.3 SSE and social innovation training and research activities in Africa

Training and research facilitate the sharing and transfer of expertise in the field of SSE and social innovation by capitalizing on experiences and documenting them in the form of "action research."

There are a limited number of research and training programmes specifically dedicated to SSE at the regional level. The Pan-African Institute for Development-Central Africa (IPD-AC) offers long courses (Bachelor's degree in business and cooperative management, Master's degree in social economy) as well as specialized modules (environmental and social impact audits, social entrepreneurship). Short courses are more frequent. The African Observatory of Social and Solidarity Economy (Labo ESS Afrique) offers, for example, remote learning (e-learning and MOOC) on key SSE themes, works with institutes and universities to provide courses and conducts ad hoc training seminars for representatives of African SSE national member networks. The United Cities and Local Governments of Africa (UCLG Africa), through its African Local Government Academy (ALGA), has set up a capacity-building course on the Social Solidarity Economy (SSE) for local elected officials and Francophone organizations in partnership with the Global Social Economy Forum (GSEF) in April 2021. Lastly, the ILO International Training Centre has developed a Social and Solidarity Economy Academy aimed at policymakers, representatives of trade unions and employers' organizations, SSE professionals (SSEO leaders), SSE promoters (foundations, SSE networks), but also at all those who have an interest in SSE. Several sessions of the Academy have been held in Africa (such as Morocco in 2013, South Africa in 2015). It must be noted that scientific events have been held with academic members on the subject of the SSE. The International Forum on the Social Solidarity Economy is a scientific event that has been held in two sessions, the first in Morocco (May 2017) and the second in Tunisia (October 2021).

It is important to note that some SSE training programmes are specifically targeted at certain SSE entities. This is the case, for example, with the training courses on the cooperative economy offered by the **Institut Supérieur Panafricain d'Économie Coopérative (ISPEC)**, a multinational institution under international public law, created at the end of the 1967 Pan-African Cooperative Conference and bringing together eleven African countries (Benin, Burkina Faso, Cameroon, Chad, Côte d'Ivoire, Gabon, Mali, Niger, Senegal, Togo and the Democratic Republic of Congo).

In terms of social innovation, there are a few training and research programmes dedicated to social innovation within higher education institutions and research centres on the African continent. The **Agence universitaire de la francophonie (AUF)** has developed a social innovation programme for French-speaking universities, ACTIF, which is present in West Africa (particularly in Burkina Faso) and soon in Central Africa and the Great Lakes. This programme organizes, supports and implements projects, workshops, training and events for social innovation within universities. In addition, the US Agency for International Development (USAID) has established the Young African Leaders Initiative around regional leadership centres, which aim to develop skills in civic leadership and positive impact entrepreneurship. There are four such centres: two serving the West African region (Ghana and Senegal), one serving the East African region (Kenya) and one serving the Southern African region.

Initiatives, programmes and financial support structures for SSE and social innovation at the regional level

SSEOs are looking for sources of funding to innovate. These sources of funding are varied and depend mainly on the combination of several factors, such as: the nature and social purpose of the organization's activity, the legal status of the organization, the size and level of structuring of the organization or the stage of development of the organization. In fact, SSEOs can turn to different types of funding providers to innovate.

The study "Financial Mechanisms for Innovative Social and Solidarity Economy Ecosystems" published by the ILO, in collaboration with EURICSE, in November 2019 (ILO & EURICSE, 2019), identifies several actors, the most traditional of which include:

- ▶ Members, shareholders and other SSEO stakeholders. In the early stages of SSEO development, financial mechanisms that do not require returns are favoured. Thus, many structures resort to self-financing, which corresponds to the contribution of capital by the members and/or owners of the structure. This form of funding can take different forms, including shareholding, donations or even loans.
- ▶ Individuals SSEOs can raise capital through individuals, donations or even investments. In particular, love money consists of financially involving one's personal network and relatives in the creation or development of the structure.
- ▶ **Public sector.** SSEOs can be supported by the public sector, through grants, loans, guarantees or even public-private partnerships (PPPs).
- ▶ Foundations and philanthropic organizations. These structures traditionally invest in the equity market and use the dividends and interest received to finance social and/or environmental missions. More recently, philanthropic instruments have evolved towards impact investment type financing, which will be discussed later.
- ▶ Financial intermediaries. Partnerships with financial sector organizations may be commercially motivated or philanthropically motivated. Some banks consider SSEOs as regular customers and may grant them loans. Other banks may have services specifically dedicated to SSEOs, just as other ethical and social banks may only lend to organizations that fit their mission and value proposition.
- ▶ Finally, it is essential to note that some SSEOs derive their income from **selling their products/ services on the market**. This is particularly the case for many market-oriented cooperatives that finance part of their activities and innovations through membership fees and the sale of products/ services on the market.

Lastly, other innovative sources of funding that SSEOs can use include:

- ▶ Crowdfunding Since the early 2010s, there has been an increase in crowdfunding, which involves "supporting the implementation of an initiative through online contributions and micro-sponsorships in the form of pledges of small amounts of money by a wide range of people within a limited time frame" (Hossain & Oparaocha, 2017). In 2017, US\$24.16 million was raised by crowdfunding platforms in Africa and, in 2013, the World Bank estimated that this amount could reach US\$2.5 billion by 2025 (World Bank, 2013). There are regional crowdfunding platforms, such as Afineety, which is based in Morocco and is expanding to Senegal and Côte d'Ivoire. While the main areas of investment in crowdfunding in Africa are social causes (31.5 per cent), entrepreneurship (21 per cent), and creative and innovative projects (17.5 per cent), few crowdfunding platforms make explicit a direct link between crowdfunding, SSE and SI (Investments and Partners, 2016).
- ▶ Impact investments. The purpose of these investments is to "generate measurable environmental and social impact in addition to financial returns" (Global Impact Investing, n.d.). Today, at the African regional level, impact investing is mainly concentrated in the agriculture and microfinance sectors. Moreover, most impact funds are based in North America and Europe: only 18 per cent of funds are based in Africa (notably Nigeria, South Africa and Ghana). Impact investment in Africa is therefore mostly a flow of capital from so-called developed to developing countries (Africa Business Club, 2016).

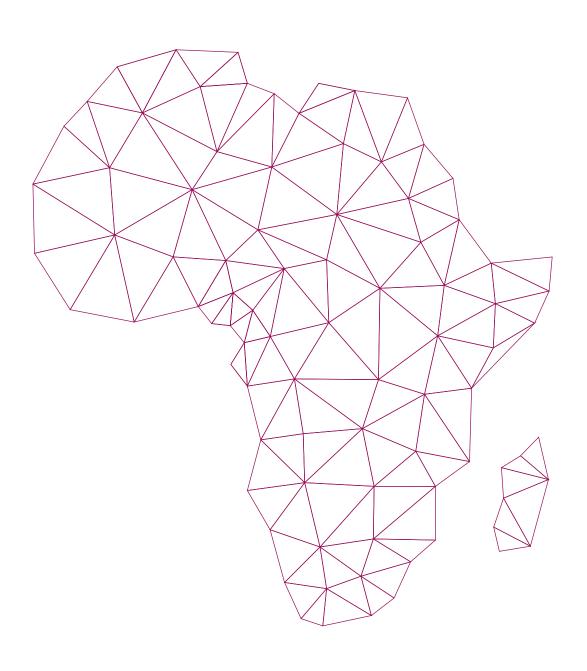
SSEOs can also be financial innovation actors, deploying financial inclusion solutions for structures and individuals. Some have been involved in the development of different sources of funding such as:

- ▶ Local and/or complementary currencies (LCMs) LCM initiatives cover a wide range of realities, both in terms of their goals and impacts, their "monetary architecture" (adapted to these goals), and the resources mobilized and the approaches implemented. Nevertheless, they share the common characteristics of targeting the regionalization of activities by localizing exchanges in a limited space; by developing tools to boost local activities and to strengthen the capacity of communities to act in order to direct lifestyles, consumption and production in a more sustainable direction. Successful LCM initiatives have been developed in Africa, such as the Community Exchange System (CES), which was established in South Africa in 2003 and is now used in 79 countries worldwide, including 14 African countries accounting for 10 per cent of the total outstanding volume (Botswana, Cameroon, Ghana, Kenya, Liberia, Madagascar, Mauritius, Nigeria, South Africa, Tanzania (United Republic of), Tunisia, Uganda, Zambia and Zimbabwe).
- ▶ Microfinance solutions help to fight poverty by offering financial services to those excluded from the "traditional" financial system. According to the Global Microfinance Barometer, microfinance was worth \$114 billion worldwide in 2017, of which \$9 billion was in Africa (7 per cent of the total volume). Within the WAEMU zone, the Central Bank of West African States (BCEAO) estimates that the utilization rate of microfinance services in the WAEMU rose to 21 per cent in 2018 from 19.4 per cent in 2017. The Bank's latest report on the microfinance situation in the WAEMU as of 30 September 2019 shows that "15.2 million people benefited from financial services provided by microfinance institutions over the period under review, through 4,869 service points throughout the Union's Member States".

SSEOs in the financial sector have also contributed to the development and/or implementation of **financial education programmes**. Various African regional and/or subregional initiatives for the development of financial education have been implemented. For example, in 2020, the WAEMU adopted a Regional Financial Education Programme as part of the Regional Financial Inclusion Strategy.

Chapter 3

Social innovation by SSE organizations in Africa



▶ 3.1 General remarks at the regional level

3.1.1 Perception of social innovation in the field

The interviews revealed a significant gap between the way social innovation is conceptualized in research and the way social innovation is perceived in the field. This gap can be observed both at the level of SSEOs, since these structures rarely describe their programmes and activities as social innovations, and at the level of public authorities, which only very rarely integrate social innovation into public policy planning (strategies and action plans, programmes, requests for project proposals). The support structures present in the territory are more aware of the concept of social innovation, but do not always refer to it in the communication of their programmes and support services.

Furthermore, in the rare cases in which social innovation is identified, **it is often associated with an entrepreneurial development model and often for-profit**, although profitability remains a secondary objective compared to the search for social impact. The notion of social innovation is thus often associated with a social and/or environmental purpose, and with an approach or a state of mind rather than a purpose per se.

Lastly, **social innovation is not always the work of organizations with their own legal status**: it may be spontaneous multi-stakeholder initiatives on a regional, community or neighbourhood scale; or it may be the work of a collective in the informal economy. The interviews conducted show that the informal economy is a fertile ground for social innovation that should not be overlooked. The **informal economy** should therefore not only be seen as a risk factor but as an opportunity and a field for experimenting with social innovations that are closer to the needs of communities.

3.1.2 Presence and potential of social innovation on the African continent

Social innovation is present in all of the sectors identified prior to this study. Nevertheless, field research revealed a particularly strong potential for social innovation in three of the seven sectors covered in the scope of the research report (see Chapter 1, subsection 2.b.iv), all of which echo the socio-economic realities and contexts of the African continent (World Bank, 2020).

- ▶ Education and socio-professional integration, especially of young people, due to the demographic characteristics of the continent and vulnerable populations;
- ▶ Health and, by extension, access to social protection, due to a context strongly marked by the COVID-19 pandemic and by the challenge of resilience of health systems;
- ▶ **Agriculture**, because of the importance of the agricultural sector in local economies.

In fact, education, integration into the job market and agriculture were selected by four of the five countries to be the subject of innovation case studies. Since the other sectors were selected in two out of five countries, it was proposed to highlight health, a sector that has been strongly affected by the COVID-19 pandemic since 2020 and which has generated the creation of many social innovations to respond to new needs and in an emergency.

3.1.3 Nature and level of maturity of the social innovations identified

The social innovations identified and presented in this report all have in common that they provide new responses to social needs that are poorly or inadequately met, with a focus on people and their environment. They respond to these needs but also to aspirations for social justice. In this sense, **they are not only restorative**, **but also have a transformative goal** of achieving long-term systemic change.

The innovative character of social innovations is based more on the capacity of SSE organizations to identify and seize this need to create a value-generating activity by mobilizing local communities than on the capacity to propose product, service or process innovations. The difficulty of accessing funding stimulates the search for innovative business models to sustain these projects, as well as the search for new distribution channels to make the offer accessible to the greatest number of recipients.

New technologies play an important role in the development and dissemination of social innovations. They provide tools for networking and coordination of actors at the local level and enable the dissemination of knowledge, content and services on a larger scale. Nevertheless, the digital divide, both in terms of equipment and usage, remains an obstacle for the most vulnerable groups.

The level of maturity of the social innovations identified in the country case studies varies significantly, as some of these innovations are in the emerging phase, others are in the experimentation phase or in the appropriation and development phase. Nevertheless, it is important to note that most of these social innovations have not yet entered the institutionalization and transfer phase. This phenomenon can be explained in particular by a lack of connection between the structures implementing social innovations and the public authorities, which would make it possible to encourage the integration of innovations into more systemic and institutionalized approaches.

▶ 3.2 Social innovations in education and socioeconomic integration, especially for young people

Identified as a key sector in four of the five countries in the study (South Africa, Morocco, Senegal and Tunisia), the field of education and socio-economic integration has real potential on the African continent. This is due to a number of factors, such as worsening employment prospects, rising unemployment rates among women and young people, failing education systems, widening inequalities at both national and regional levels, and a sustained rate of population growth (particularly in sub-Saharan Africa).

The socio-professional integration and education sector is also considered a key sector for sustainable development on a global scale, as evidenced by the inclusion of this sector in two Sustainable Development Goals (SDGs) defined by the United Nations: SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth). They are closely linked to SDG 5 (Gender Equality) as education and vocational training are most often empowering for women and girls.

▶ Figure 12. Key socio-economic indicators in the socio-professional integration and education sector

| Indicators | Regional average | South Africa | Cameroon | Morocco | Senegal | Tunisia |
|--|---|------------------------|------------------------|----------------------------------|------------------------|------------------------|
| Share of youth ages 15-24 NEET (World Bank, 2019) | NR | 32.5% (2019) | 17% (2014) | 28.5% (2019) (ONDH, n.d.) | 33.1% (2017) | 25.2% (2010) |
| Share of youth female, ages 15-24 NEET (World Bank, 2020) | NR | 34.3% (2019) | 23.4% (2014) | NR | 42% (2017) | 31.2% (2010) |
| Share of youth male, ages 15-24 NEET (World Bank, 2020) | NR | 30.6% (2019) | 10.5% (2014) | NR | 22.9% (2017) | 19.4% (2010) |
| GDP/inhabitant (current US\$) (World Bank, 2020) | Sub-Saharan Africa \$1499.4 (2020) North Africa and Middle East \$6514.3 (2020) | \$5655.9 (2020) | \$1537.1 (2020) | \$3009.2 (2020) | \$1471.8 (2020) | \$3521.6 (2020) |
| Unemployment, youth total (% of total labour force ages 15-24) (modelled ILO estimate) (World Bank, 2020) | Sub-Saharan Africa 12.4% (2019) North Africa and Middle East 25.7% (2019) | 57.5% (2019) | 5.7% (2019) | 22.3% (2019) | 7.7% (2019) | 35.8% (2019) |
| Unemployment, youth female (% of total labour force ages 15-24) (modelled ILO estimate) (World Bank, 2020) | Sub-Saharan Africa 13.1% (2019) North Africa and Middle East 45.1% (2019) | 62.2% (2019) | 6.2% (2019) | 22.9% (2019) | 8.6% (2019) | 38.2% (2019) |
| Unemployment, youth male (% of total labour force ages 15-24) (modelled ILO estimate) (World Bank, 2020) | Sub-Saharan Africa 12.2% (2019) North Africa and Middle East 21.2% (2019) | 53.6% (2019) | 5.3% (2019) | 22.1% (2019) | 7% (2019) | 34.8% (2019) |
| GINI index (World Bank, 2019) | NR | 63.0% (2014) | 46.6% (2014) | 39.5% (2013) | 40.3% (2011) | 32.8% (2015) |
| Unemployment rate for women (ILO model estimate) (World Bank, 2020) | Sub-Saharan Africa 6.4% (2019) North Africa and Middle East 17.7% (2019) | 30.5% (2019) | 3.8 % (2019) | 10.5% (2019) | 7.0% (2019) | 22.4% (2019) |
| Unemployment rate for women (ILO model estimate) (World Bank, 2020). | Sub-Saharan Africa 7.6% (2019) North Africa and Middle East 6.1% (2019) | 26.8% (2019) | 2.9% (2019) | 8.5% (2019) | 6.1% (2019) | 12.4% (2019) |

NR: Not Reported

The high level of social expectations regarding integration into the job market and education offers **opportunities for the development of social innovation by SSEOs**. In South Africa, Morocco, Senegal and Tunisia, various examples of such innovations have been identified and illustrate the strong potential of SSEOs to respond to an important social need that is currently poorly met.

► Figure 13. Examples of socio-economic innovations in education and integration into the job market

| | Case study no. 1: South Africa | Case study no. 2: Tunisia |
|---|---|--|
| Name | Gangstar Cafe, promoted by The Message Trust | Ftartchi |
| Legal form, localization and origin | NGO created in 2014 in Cape Town. | Association created in 2018 in Tunis. |
| Members and volunteers | 7 employees | 8 employees |
| Problem | The youth unemployment rate is very high in South Africa. The lack of quality education leads certain youth to activities linked to gangs and criminal activity. The prison system has limited capacity to reintegrate individuals as members of society once they have entered the prison system. | Many women have culinary talent, but find it difficult to work and earn an income (childcare hours not compatible with work). |
| Solution and activities implemented | Transforming prisons into industrial schools that train craftsmen and deal with the psychological problems of those in their care. | Training of unemployed women in catering services to exploit their culinary skills. |
| Stage of development | Appropriation and Development Phase | Experimentation Phase |
| Interest of the case | The Gangstar Cafe provides training and employment opportunities for previously incarcerated youth to break the cycle of repeat offending, crime and gang activity. | Ftartchi combines vocational training activities for unemployed women with incomegenerating catering activities in an effective and complementary way, enabling it to find a sustainable economic model in the long term. |
| Elements characterizing social innovation | Local partnerships (equipment donation, operational support, network integration). Vulnerable populations: young people released from prison. New solution: almost no rehabilitation programmes for released prisoners. In development: Five years of activity, focus on stabilizing Cape Town's cafés affected by COVID-19. | Solution inspired by existing models, especially in rural areas (catering by women), but combines local and seasonal products. Vulnerable populations: women who are out of work. |

▶ 3.3 Social innovations in healthcare and access to social protection

The global COVID-19 pandemic has highlighted key issues that need to be addressed to **strengthen and improve the availability of and accessibility to healthcare throughout the African continent**. Major inequalities in healthcare access continue to be observed, linked to social status, socio-professional category, gender or place of residence. Furthermore, in sub-Saharan Africa in particular, the low number of doctors per inhabitant, as well as their unequal distribution in the territories, is slowing down the increase in life expectancy (AFD, 2020). Although the Maghreb countries have a less worrisome situation in terms of healthcare, problems relating to regional disparities in providing care, training medical and paramedical staff and extending social protection present, for example, opportunities for social innovation (OECD, 2020).

The healthcare and social protection sector is also considered a key sector for global sustainable development, as evidenced by its inclusion in the United Nations Sustainable Development Goals (SDGs): SDG 3 (Good health and well-being). It is also interesting to note that efforts in terms of healthcare and sanitation also help to reduce inequalities and thus contribute to SDG 10 (Reduced Inequalities).

▶ Figure 14. Key socio-economic indicators in the healthcare and social protection sector

| Indicators | Regional average | South Africa | Cameroon | Morocco | Senegal | Tunisia |
|--|---|---|---|---|---|---|
| Contribution of the Health to the national economy as a % of the national GDP | NR | 8.25% | 4.2% (expenses in 2014) | 6.2% | 4.7% (expenses) | 7.3% |
| Number of physicians per 1000 people | 0.2 (Sub-Saharan Africa) (World Bank, 2017) | 0.9 (2017) (World Bank, 2019) | 0.1 (2011) (World Bank, 2011) | 0.7 (2017) (World Bank, 2014) | 0.1 (2017) (World Bank, 2019) | 1.3 (2017) (World Bank, 2017) |
| Life expectancy | 62 years (2019) (World Bank, 2019) | 64,13 years (2019) (World Bank, (2019) | 59 years (2019) (World Bank, 2019) | 77 years (2019) (BWorld Bank, 2019) | 68 years (2019) (World Bank, 2019) | 77 years (2019) (World Bank, 2019) |

The healthcare and social protection sector offers a **vast field of action for developing social innovations** to meet unfulfilled needs that, for example, may relate to the area of early childhood as well as supporting people with disabilities. In general, this sector appears to be **relatively unexploited compared to its potential**, as many needs are still not addressed.

▶ Figure 15. Examples of socio-economic innovations in the healthcare and social protection sector

| | Case study no. 1: Morocco | Case study no. 2: Senegal |
|---|---|---|
| Name | Groupe Amicale marocaine des handicapés (AMH) | ApiAfrique |
| Legal form and localization | A Moroccan association created in 1992, with establishments located in the regions of Casablanca-Settat and Beni-Mellal Khénifra. | SAS company created in 2016, production in workshop in Ngaparou (in the region of Thiès). |
| Employees, members and volunteers | Approximately 250 employees | 25 employees and approximately 12 people working in partner organizations of this project. |
| Problem | In Morocco, there is a lack of care for people with disabilities from a medical point of view, but also from the point of view of accessibility and social and economic inclusion. | Nearly 27 per cent of Senegalese girls and women consider that poor menstrual hygiene management practices negatively affect their sexual and reproductive health (WSCC, UN Women, 2018). The Senegalese market is dominated by disposable sanitary napkins that are polluting, contain toxic products and are often inaccessible to women with low purchasing power. |
| Solution and activities implemented | Integrated medical rehabilitation care for people with disabilities, Support for related needs, including social and economic inclusion. | ApiAfrique offers washable (organic cotton) and reusable menstrual hygiene management products. At the same time, it offers a digital platform to raise women's awareness about menstrual hygiene management. |
| Stage of development | Institutionalization and Transfer Phase | Appropriation and Development Phase |
| Interest of the case | The AMH has five structures and supports more than 2600 beneficiaries per year, acting in several fields (health, autonomy but also education and training) to ensure comprehensive support for Moroccans with disabilities. | ApiAfrique responds to several social needs (women's education in menstrual hygiene, and indirectly environmental protection) that are not met under current market conditions (due to the lack of credible and affordable alternatives to disposable sanitary napkins). |
| Elements characterizing social innovation | 1) Vulnerable populations: people with disabilities. 2) New solution: previously, there was no care for people with disabilities in Morocco. 3) Partnership with national actors for the development of parasport activities and integration into the job market. 4) Sustainability of the model confirmed with 2,600 beneficiaries and more than 32,000 free procedures performed per year. | New product offer (organic and washable napkins) which at the same time promotes the made in Africa concept (use of local products, local labour, etc.). Vulnerable public: support for women in a fragile situation due to their economic or social situation. Structuring partnership for the business model: each year, donations equivalent to 2 per cent of sales are allocated to partner charities; possibility for third parties to directly finance sanitary napkin kits for women and girls with limited financial means. |

3.4 Social innovations in the agricultural

Identified as a key sector in three of the five countries in the study (Cameroon, Senegal and South Africa), agriculture is "an essential part of the economy of all African countries" (NEPAD, 2014) and plays a particularly important role in sub-Saharan African economies. The contribution of the agricultural sector to national GDP varies from country to country, ranging from 1.88 per cent in South Africa to 22.9 per cent in Cameroon. The agricultural sector is also critically important as a catalyst for job creation across the continent, with land use and livestock production contributing to about 60 per cent of employment in sub-Saharan Africa (Ehuis, 2018). Nevertheless, African agriculture faces a major challenge, which is chronic malnutrition. Before the onset of the COVID-19 pandemic, about 135 million Africans were already facing a food crisis, and about 98 million more people became food insecure (Bayiha, 2021). An alternative approach to traditional agriculture and the development of social innovations in this sector could, in particular, make it possible to combat this food crisis and also improve the living conditions of workers.

The agriculture sector is also considered to be a key sector for global sustainable development, as evidenced by its inclusion in the United Nations Sustainable Development Goals (SDGs): SDG 2 (**Zero Hunger**). As mentioned earlier, the agriculture sector is particularly important for job creation on the African continent and is therefore strongly linked to SDG 8 (**Decent Work and Economic Growth**).

▶ Figure 16. Key socio-economic indicators in the agricultural sector

| Indicators | Regional average | South Africa | Cameroon | Morocco | Senegal | Tunisia |
|--|--|--|---|---|---------------------------------------|---|
| Rural population (% of total population) | 59% (Sub-Saharan Africa) (World Bank, 2020) | 33% (2020) (World Bank, 2020) | 42% (2020) (World Bank, 2020) | 36% (2020) (World Bank, 2020) | 52% (2020) (World Bank, 2020) | 30% (2020) (World Bank, 2020) |
| Contribution of the agricultural sector in the GDP | 15% (Sub-Saharan Africa) | 1.88% (2019) | 22.9% (2015) | 14% (2020) | 15.4% (2018) | NR |
| Agricultural land (% of land area) | 42.5% (Sub-Saharan Africa) (World Bank, 2018) | 79.4% (2018) (World Bank 2018) | 20.6% (2018) (World Bank 2020) | 67.4% (2018) (World Bank 2020) | 46.1% (2018) (World Bank 2020) | 62.7% (2018) (World Bank 2020) |

The agriculture sector thus offers a **multitude of opportunities for the development of social innovations** to address food crises in Africa or to meet decent work objectives. Many innovations concerning the agricultural world are emerging and may, for example, concern the transformation of agriculture by **new technologies** or the transition from traditional and productivist agricultural practices to **agroecological practices** (Urgenci, n.d.).

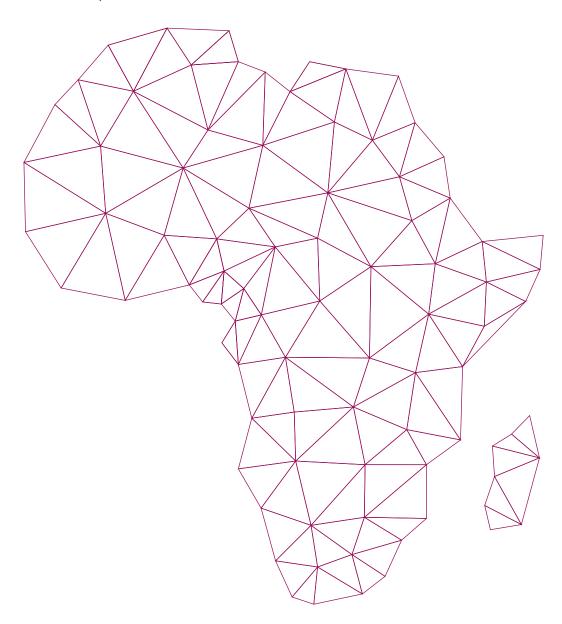
▶ Figure 17. Examples of social innovations in the agricultural sector

| | Case study no. 1: Cameroon | Case study no. 2: South Africa |
|--|--|--|
| Name | Cooperative Credit Union League (CamCULL) | Sakhulwazi Women's Agricultural Co-operative |
| Legal form and localization | CamCULL is a network of credit unions created in 1968, which currently covers all of Cameroon. | It is a cooperative founded in 2006 in the Brown Farms Philippi area on the outskirts of Cape Town. |
| Members and volunteers | 208 savings and loan cooperatives, 220 affiliates; 120 employees | 5 members 2 full-time employees and four part-time employees |
| Problem | The Cooperative Credit Union League addresses the problem of limited access to finance for cooperatives, CIGs and project developers in the agricultural value chain. | The cooperative offers a response to the high unemployment rate among women. |
| Solution and activities implemented | Through its agro-industrial financing programme called ABU (Agric Business Unit), the cooperative participates actively, with all its territorial agencies, in the financing of agropastoral, fishing, agro-industrial and income-generating activities carried out by low-income men and women. This programme is part of the standard CamCULL services and is integrated into the network development system. This is the Cam-CULL Agropastoral Financing Coordination Unit. | À l'origine, il s'agissait d'une coopérative de femmes pour l'apprentissage de la couture. La structure s'est ensuite transformée en coopérative agricole. Ils ont également développé un centre communautaire et une technologie agricole (African Grower) pour permettre aux foyers de la communauté de faire pousser leurs propres produits. |
| Stage of development | Institutionalization and Transfer Phase | Experimentation Phase |
| Interest of the case | The cooperative facilitates access to credit for cooperatives and project holders and contributes to improving people's well-being and promoting local development. Furthermore, it offers payment services, telephone savings, technological support to affiliated credit unions, auditing of affiliated credit unions, monitoring and recovery of the MFI and its members, marketing, staff training and financial education to beneficiaries. New technologies have been integrated into CamCULL's range of services through: - digitizing communication as well as marketing; - investment in online services; - the use of latest generation devices to improve the quality and effectiveness of the services offered. | The cooperative was chosen as a case study to explore the potential of periurban agriculture, using the cooperative model and social agricultural innovation as a potential solution to the problems of food security, unemployment and economic barriers. |
| Elements characterizing social innovation | Partnerships: extra-financial support for their clients, as well as institutional and strategic support. Sustainability/Deployment: The model is largely sustainable as the cooperative collects the most deposits among Cameroonian MFIs (85.4 billion) and distributes more than a quarter of the loans (57.3 billion). The model should be reproducible in other countries. Vulnerable public: cooperatives, CIGs and associations in the agricultural sector, structures which often have difficulties in financing themselves. | Partnerships: operational support and support for developing new innovations with universities and other SSEOs, institutional support for access to resources (land, equipment, human resources, etc.). Vulnerable public: unemployed women and youth. Sustainability and deployment: the model is in the process of being made sustainable, hindered by the lack of funding at present. Development of the project would involve the creation of a processing centre. |

Chapter 4

Overview of country case studies

This chapter presents the five country studies conducted to analyse the contribution of the Social Solidarity Economy in five African countries: Cameroon, Morocco, Senegal, South Africa and Tunisia. Each country study reviews the definition and position of SSE at the national level, presents some examples of social innovations conducted by SSEOs in response to local needs, and analyses the various levers of action and obstacles in this area. The detailed list of organizations interviewed for these country studies is attached (Appendix 1: Interviewees and structures interviewed).



▶ 4.1 South Africa

4.1.1 National context and definition(s)

While South Africa has seen significant reductions in the number of poor people over the past two decades, the intensity of poverty has only slightly decreased. With youth accounting for 57.47 per cent of the country's total unemployed (SA Stats, 2021), South Africa has one of the highest youth unemployment rates in the world. Serious inequalities in South Africa are also perpetuated by a legacy of exclusion and the nature of economic growth, which does not generate sufficient jobs. In this context, the Social Solidarity Economy (SSE) and social innovation are part of the solutions to fight poverty and inequality in the country.

In South Africa, "it is understood that the activities undertaken by SSEOs have the distinct purpose of addressing social and environmental challenges for the benefit of a group or community. The principles of solidarity, reciprocity and mutualism underpin the sector." Furthermore, the SSE "includes non-profit organizations (NPOs) (including non-profit trusts (NPTs), non-profit companies (NPCs) and other associations of persons), Stokvels, cooperatives (including cooperative finance institutions) and social enterprises." (White paper on the social and solidarity economy, 2021).

The white paper also includes a glossary with various terms, especially not-for-profits, social enterprises, etc. For example, social enterprises are defined as: "A company that exists to solve a social or environmental problem while earning a significant portion of its revenue from the sale of goods and services, with the long-term vision of "solving" the problem it is intended to address. It uses its surplus to achieve its intended social or environmental purpose."

While social innovation is one of the implementation pillars of the SSE framework law, it has no formal definition but is understood as a process of creatively solving social and environmental problems to improve community well-being and create social value (Littlewood & Holt, 2018). In the South African context, social innovation focuses both on the development of services and products to serve disadvantaged members of society and on the collaboration of formal and informal enterprises in different sectors (Hart et al, 2015).

According to the Department of Social Development (DSD), the number of non-profit organizations doubled between 2010 and 2015 in South Africa, which clearly shows the importance of SSE in the country. Numerous laws and social and economic measures have been put in place to improve and maintain the SSE as much as possible. Social innovation in South Africa is characterized by very significant and numerous achievements in the field. Many technologies are being developed thanks to the emergence of the Silicon Cape ecosystem on new technological innovations, as well as educational innovations or inclusive finance. There are therefore more and more ICT-based products and services, which represent a lever for the inclusion of populations.

The dynamics of the dual economy in South Africa require recognition of community or informal innovations. In concrete terms, although very promising, social innovation and SSE still face challenges. A dual economy of formalized SSE, coexisting with informal basic structures, operates in the country and if a legislative framework for SSE exists, it is scattered among various complex and sometimes contradictory documents, which hinders the development of SSE structures.

Through the use of case studies, this paper examines how social innovation operates in three sectors of the South African economy and provides solutions to the country's key challenges. It then makes recommendations for the development and growth of SSEOs in South Africa.

4.1.2 Analysis of the levers and obstacles of SSEOs in terms of social innovation

This study focused on three key sectors of SSE and social innovation in South Africa, namely (i) education and integration into the job market, (ii) banking and financial inclusion, and (iii) agriculture. Nineteen interviews were conducted with SSEOs involved in social innovation in these sectors, support structures and institutional actors.

The different cases of social innovation studied are included in Figure 18.

▶ Figure 18. List of social innovations studied within the South Africa country study

| | | _ | • |
|-------------------------------------|---|--|---|
| Name | Ikhala Trust | Sakhulwazi Women's Agricultural Cooperative | FEED (Food Equity, Equality and Democracy) |
| Legal form and localization | NGO located in Port Elizabeth | Cooperative based in Cape Town | SAS located in Johannesburg |
| Sector | Banking and inclusive finance | Agriculture | Agriculture |
| Problem | Informal structures created by rural communities find it difficult to access funding or to be supported by formal structures. This lack of resources therefore limits the visibility and impact of these structures. Moreover, these informal structures are often led by visionary women with strong leadership qualities. However, the lack of knowledge needed to set up sophisticated governance or administrative structures in the structures they create deprives them of access to resources. | The Philippi community in Cape Town faces a very high level of unemployment. The inhabitants have no activities and cannot meet their basic needs. In this community, women and younger people are particularly vulnerable. | It is difficult for food sector entrepreneurs and farmers to connect with peers, experts who can help them improve their projects and scale up. There are also few cooperatives based on solidarity and social benefits and, where they do exist, they are unlikely to be sustainable. A lack of cooperative processes for social innovation in the food system is also noteworthy. |
| Solution and activities implemented | The NGO recognizes and values the differentiated approach of rural communities to entrepreneurship. It therefore identifies potential beneficiaries and provides them with access to grants (between R10,000 and R30,000), mentoring and capacity-building programmes. This allows funded initiatives to become sustainable and access resources. | Establishment of an agricultural cooperative leasing agricultural land to the city of Cape Town. Creation of a centre where the community meets and can learn new skills. Creation of a vegetable garden to feed the children of the community. Partnership with Fresh Life Produce which resulted in the development of technology that allows community residents to grow their own fresh produce. | It is difficult for food sector entrepreneurs and farmers to connect with peers, experts who can help them improve their projects and scale up. There are also few cooperatives based on solidarity and social benefits and, where they do exist, they are unlikely to be sustainable. A lack of cooperative processes for social innovation in the food system is also noteworthy. |
| Stage of development | Institutionalization and Transfer Phase | Appropriation and Development Phase | Appropriation and Development Phase |

| Name | Ikhala Trust | Sakhulwazi Women's Agricultural Cooperative | FEED (Food Equity, Equality and Democracy) |
|--|--|--|--|
| Elements character- izing social innovation | Ikhala Trust invests, through small grants, in informal and very small businesses that would not be able to obtain financing on the regular financial market, as their business is considered very risky and lacks evidence of stability. The trust targets small community-based enterprises in disadvantaged rural and urban communities in the Eastern Cape. It is supported by many partners: financial partners for funds and financial stability, networking and capacity-building of their beneficiaries, etc. This innovation contributes to the development of local enterprises based on local resources and people. | Sakhulwazi Women's Agricultural Cooperative helps to meet the primary needs of the community but also to integrate vulnerable populations in a sustainable way by giving them access to new skills, employment and socio-economic security. These vulnerable populations are women and unemployed youth. The cooperative relies on partnerships that provide operational support, enable it to develop new innovations (with universities and other SSEOs), institutional support for access to resources (land, equipment, human resources, etc.). The model is in the process of being made sustainable, hindered by the lack of funding at present. Development of the project would involve the creation of a processing centre. | The project led by FEED is a concrete case of social innovation because it creates an ecosystem of support for impact projects, the emergence of innovations and the creation of value chains in the urban agricultural and agri-food sectors. The project is aimed directly at agricultural entrepreneurs and, recently, at young people in particular. FEED relies on two types of partnerships: "ecosystem" partners in social entrepreneurship or agrifood, and academic partners for the support and development of innovation-friendly ecosystems. After 19 years of operation, the project is solid and aims to develop nationally. |

| Name | Gangstar Cafe | Spoon Money |
|-------------------------------------|--|--|
| Legal form and localization | SARL based in Cape Town | Limited Liability Company located in Cape Town |
| Sector | Education, socio-professional integration | Banking and inclusive finance |
| Problem | In Africa, the youth unemployment rate remains high. The lack of quality education leads certain youth to activities linked to gangs and criminal activity. The prison system struggles to reintegrate individuals as members of society once they have entered the prison system. | Informal enterprises encounter difficulties in accessing working capital. The vast majority of these businesses are owned by women who lack collateral and financial assets. As a result, these companies do not survive periods of crisis and fail to scale up. |
| Solution and activities implemented | Gangstar Cafe transforms prisons into industrial schools that train craftsmen and deal with the psychological problems of those in their care. | Spoon Money has developed a model using the principles of cooperatives or stokvels to provide loans, savings products to informal business owners. Spoon Money also offers an individual loan service and a cooperative-inspired savings plan. Spoon Money operates completely remotely with the support of community agent networks. This operational innovation allows Spoon Money to have direct access to communities and create income opportunities for people in urban townships. |
| Stage of development | Appropriation and Development Phase | Phase d'appropriation et de développement |

Name **Gangstar Cafe Spoon Money** Elements Gangstar Café is a social innovation as it pro-Spoon Money targets informal businesses in charactervides activities and a reintegration framework urban townships, mainly owned by women, izing social and provides them with access to financing for young people released from prison, filling a innovation mechanisms that they cannot access or at very real gap in the Cape Town area. The innovation high rates through traditional financial actors. reaches the vulnerable public of young people It has developed a risk-based lending model, (18-35 years old) released from prison or already with a reward system that encourages clients to involved in delinquency, and offers them develop healthier financial activities. The structure prospects for personal development through benefits from the support of numerous partners, barista training and psychological support. The mainly in terms of financial and digital mentoring, organization benefits from the support of local as well as for operational development via support partners for the development of its activities: structures or actors in the sector. This innovation development of training and donation of equiphas a very high potential for scaling up as it ment, contacts with beneficiaries, agreements relies on digital operations with the support of for activities within prisons and contact with community agents, and is now starting to expand prisoners. The model is currently in the process to other urban areas. of being made sustainable, since the opening of cafés was put on hold with the pandemic.

Based on the case studies, a number of levers and obstacles, both internal (individual and organizational) and external (ecosystem), affecting the social innovation potential in South Africa were identified in the three sectors studied:

- ▶ At the individual level, the main lever identified is the personal investment of the founders in the project's mission. Nevertheless, this can potentially lead to founders being overburdened and unable to pursue all interesting opportunities due to lack of time and capacity, making the SSEO unviable in the long term. In terms of technical skills, respondents mentioned that they relied on previous experience or self-taught skills to launch projects. Through their links with their community, they use their personal network to get volunteers or exchange knowledge with other partners, and thus access products, services or resources that they would not otherwise be able to access. The difficulty of maintaining this network in parallel with the high operational requirements was mentioned.
- ▶ At the organizational level, SSEOs that are able to generate sufficient income to hire staff¹ can be attractive in terms of values, purpose and work culture. Nevertheless, it is difficult for them to retain key employees because of competition from for-profit organizations offering better compensation. This staff turnover restricts the sustainable development of social innovation projects. This makes it difficult to access key skills such as fundraising, research and development, marketing and sales, monitoring and evaluation that can help improve innovation and access to resources, such as funding. The smaller the organization, the more difficult it is to attract qualified people who can focus on finding funding opportunities or ensuring compliance to access funding.

SSEOs reported that their legal status could be a lever for accessing financial resources: access to financial or supply resources is conditional for some legal structures or requires the use of hybrid forms (such as combining an NGO for grants and a trust for income-generating activities). It would appear that social innovation in South Africa is more associated with and supported by social entrepreneurs and thus support programmes and funding schemes are more directed towards social entrepreneurs and social enterprises than other types of SSEO. Thus, one might think that this type of legal status encourages the capacity to innovate, or to identify with the concept and ecosystem of social innovation, but one cannot conclude that other types of SSEO are less likely to develop social innovation projects.

¹ Most SSEOs in South Africa are run by one person.

However, overall, the complexity of legal and administrative systems such as registration, funding applications, tenders and access to tax benefits creates a high organizational burden, especially for smaller structures. Lastly, access to networks and infrastructure was often cited as a leverage point, as it allows SSEOs to meet certain operational needs by tapping into networks, although these are limited, often closed and not sufficiently involved.

▶ At the environmental level, the various laws governing the different types of SSE structures, although fragmented, already create a favourable framework for SSE to develop social innovation. Nevertheless, there is a lack of coordination or support: SSEOs that do not have their own legal structure tend to adopt a structural form according to the resources available to the funding actors, who are also coordinated by different governmental policies and structures. This makes it difficult to define the ecosystem (Anton Russell, Fetola). On the other hand, the implementation of policies is, however, complicated by the complex governmental structure (national, provincial and local levels), and by the differences in political will, knowledge and implementation capacity at these different levels regarding SSE. Politicians tend to be far removed from the local context in the field, and therefore lack knowledge of the SSE, the perspectives of its practitioners, and the obstacles to the sustainability of their SI projects.

As far as access to funding is concerned, various mechanisms are available. Nevertheless, due to highly bureaucratic processes, SSEOs tend to rely on personal or family funding, volunteering and in-kind donations from civil society, or support from corporate social investments (via grants from foundations and philanthropic organizations or via the sale of products and services). Traditional funding mechanisms are not well adapted to the specificities of SSEOs: their low economic profitability often excludes them from these mechanisms, their social innovation activities and projects are poorly understood or perceived, and they do not have the capacity to adequately measure their impact in order to attract funders such as impact investors, philanthropic actors, etc.

It must also be noted that there is a general lack of appetite by funders for the risk linked to the often unprofitable activity of SSEOs, and therefore a lack of adaptation of the funding offer to their specificities allowing to unlock productivity and success. There are less risk-sensitive funders (typically public actors, impact investors, etc.) but they are too few in number, which creates competition for access to these funds. In terms of market access, large SSEOs, which have the capacity to acquire the right marketing skills can access markets (such as through the *Broad-Based Black Economic Empowerment* mechanism). However, small SSEOs find it difficult to access large markets. They are more dependent on local communities, which often do not have the disposable income to buy goods and services.

Lastly, with regard to the adoption of social innovation by South African society, the interviews revealed a lack of recognition, on the part of political decision-makers and public and private economic actors, of the social and solidarity economy in its capacity to develop innovations. The definition of SSE was only adopted in 2019, and the definition of social innovation remains rather vague for many actors. As a result, many SSEOs develop social innovations without identifying with these concepts.

4.1.3 Strategic recommendations

Based on the above-mentioned levers and obstacles, five strategic recommendations to support SSEOs and social innovation across the country were made:

▶ A need for intergovernmental coordination and a cross-disciplinary approach, for a collective plan led by the South African government, and in particular the *Department of Trade Industry and Competition* (DTIC) and the *Department of Economic Development* (EDD), to make SSE policy operational, specifying priority interventions, roles, responsibilities and actions to enable the facilitation of the development of social innovation by SSEOs and to adjust policy.

- ▶ A better understanding and legal recognition of the SSE and the social innovation process process is crucial. A comprehensive definition, valuing both SSE and the concept of social innovation and their development potentials for the country, recognizing the whole SSE landscape in South Africa, would help to create simple and meaningful indicators. These indicators would help to assess and promote social innovation in South Africa, and allow public policy to reflect the heterogeneity of the sector. Cooperation and development agencies such as the ILO, and international public donors such as the General Representation of the Government of Flanders in South Africa (Flanders State of Art) should continue to support the DTIC and the Industrial Development Corporation (IDC) in the development of the White Paper on the social and solidarity economy.
- ▶ Targeted support to SSEOs to reduce their failure rate. This could be done through greater cooperation between support structures (*Aspen Network of Development Entrepreneurs* (ANDE), Innovation Hub, Fetola), and research structures (*Bertha Centre for social innovation and entrepreneurship* at the University of Cape Town, but also *ANDE*), to provide effective and transformational support to SSE teams, networks and leaders. This should also be done by developing specialized offers for SSEOs, depending on their legal status, for example from support structures, incubators and accelerators. In addition, the *Sound Deep Community Trust* and *Sound Deep Education Trust* are specialist cooperative incubators in the Westonaria area. There is a need for more specialized programmes or structures for cooperatives, stokyels, associations, etc., to meet their needs. Thus, support and research structures could jointly participate in the opening of these specialized incubators.
- ▶ Financial instruments appropriate to the needs of SSEOs (according to their stage of development, legal status, etc.) and specific characteristics (risk, social impact assessment, lack of financial guarantees, etc.) must be created. SSEOs currently find it difficult to access available funds, especially at an early stage, or have to set up hybrid structures requiring extensive knowledge and legal resources to do so. More appropriate funding instruments using mixed funding and a social impact approach should be developed. The SAB Foundation (which finances small, medium and micro enterprises in order to contribute to the economic and social emancipation of historically disadvantaged people) or the First National Bank (FNB) (which is developing partnerships, notably with Fetola, to support social entrepreneurship), could develop funding programmes dedicated to SSEOs. Furthermore, in order to facilitate the matching of funding offers with the needs of SSEOs, the latter must be accompanied by support structures, potentially in partnership with the funders themselves (international and national donors such as the SAB Foundation), in the development of their institutional capacities to fulfil the basic requirements of the funders (construction of a business plan, preparation of an administrative file, measurement of social impact, etc.). Thus, capacity-building is a prerequisite for accessing funding so that it does not present an additional risk for SSEOs.
- ▶ The integration of SSE in volunteer and employment programmes should be developed, with the support of actors already very active in this area, such as the Bertha Centre, or the Social Enterprise Academy. This would boost the development of SSEOs, their success rate and their capacity for innovation, while offering academicians and students the opportunity to increase their collective, organizational and interpersonal skills.

▶ 4.2 Cameroon

4.2.1 National context and definition(s)

At the end of the first phase marking the implementation of Vision 2035, illustrated by the Growth and Employment Strategy Paper (GESP), the Cameroonian economy was hit hard by the combined effects of the COVID-19 pandemic, the persistent security and political crises that paralyse the Far North, North-West and South-West regions, as well as the fall in world oil prices. In fact, Cameroon was aiming for growth of 3.8 per cent in 2020 and an increase to 4.1 per cent and 4.2 per cent in 2021 and 2022 before the pandemic (SNFI 2022-2026, P. 20). This growth perspective has unfortunately been challenged by the various health, security and economic crises. According to government estimates, 90 per cent of businesses were negatively affected by the restrictive measures, and the decline in market demand was estimated at 94 per cent while the decline in production was estimated at 82.6 per cent. This was accompanied by an estimated 52.8 per cent reduction in the number of employees (Ministry of Finance & Ministry of Economy, Planning and Regional Development, 2020). Real GDP declined by 2.4 per cent in 2020, compared to 3.7 per cent growth in 2019 (ADB, African Economic Outlook 2021, p. 119). Despite the dynamic growth generated, underemployment has deteriorated slightly, the income poverty rate has decreased, and social inequalities have increased further (SNFI 2022-2026, P. 19).

To reverse this trend, the Cameroonian government intends to capitalize on the country's enormous natural potential and multiple assets. Thus, it has developed a new National Development Strategy (NDS30) which is aligned with the Sustainable Development Goals setting out guidelines for the structural transformation of the country's economy. The NDS30 is, among other things, intended to develop productivity in the agricultural sector, protect the environment and increase financial inclusion (NDS30. P.48; 65; 67). Because of their connection, weight and strategic stakes in economic and social development, these three sectors are true sources of access to decent employment and wealth creation. The NDS30 intends to promote development of the Social Economy (SE)² and to stimulate the emergence of social innovation (SI) by making the National Programme for the Development of the Social Economy (PNDES) operational. Indeed, there is a growing interest in Cameroon in alternative models of economic growth based on social welfare such as the social economy. The social economy is therefore seen not only as one of the relevant responses to wealth and job creation, economic growth and the fight against poverty, but also as a driver for strengthening the private sector. The government of Cameroon set a number of goals in 2009 through the Strategy for the Development of Small and Medium Enterprises, the Social Economy through:

- Improving knowledge of the social economy sector;
- ▶ Adopting an appropriate legislative and regulatory framework;
- Promoting collective or group entrepreneurship;
- ▶ Facilitating access to finance for social economy organizations (SEOs);
- Promoting the social economy culture SE;
- ▶ Numerous measures have been taken to achieve these various goals and efforts are being continued.

 $^{2 \}quad \text{In Cameroon, official texts use the term social economy to refer to the social and solidarity economy, so the two terms are used interchangeably in this chapter.} \\$

For example, the second point resulted in the passage of law no. 2019/004 of 25 April 2019 governing the social economy in Cameroon, with implementing decrees which are still being consolidated. It must be noted that the social economy in Cameroon is governed by a legislative framework based on Law No. 2019/004 of 25 April 2019 and on Decree No. 2020/0001 of 3 January 2020 on the structuring and functioning of the Social Economy Units (SEUs) network. The law defines SE as "a set of economic activities carried out by organizations and enterprises, based on the principles of solidarity and participation and seeking the collective interest of their members and/or the economic interest of the community," It also incorporates the concept of social innovation (SI) and characterizes it as: "a set of original initiatives carried out in a territory, in collaboration with local actors, the purpose of which is to provide a new response to the population's fundamental needs that are emerging or insufficiently met, in the fields of education, social action, health, culture and employment."

Lastly, according to the second general census of enterprises, social economy organizations (with the following legal forms: CIGs, cooperatives, foundations, associations) account for only 0.2 per cent of the distribution of enterprises by legal form (NSI, 2018). The production fabric is marked by the predominance of very small businesses (VSBs) and small businesses (SBs), which account for 98.5 per cent and include SSEOs. In this context, policymakers are increasingly paying attention to the promotion of priority value chains for the creation of decent jobs (ILO & MIMPMEESA, 2021).

4.2.2 Analysis of the levers and obstacles of SSEOs in terms of social innovation

This study thus focused on three sectors that are essential to the NDS30 and that are promising for SSE and social innovation in Cameroon, namely (i) agriculture, (ii) the environment, and (iii) inclusive banking and finance. Twenty interviews were conducted with SSEOs involved in social innovation in these sectors, support structures and institutional actors, as well as resource contacts.

The study analysed cases of social innovation which are included in Figure 19.

▶ Figure 19. List of social innovations studied within the Cameroon country study

| Name | AGORAH COOP-CA | FEDEC | EcoClean Environnement |
|--|--|---|---|
| Legal form and localization | Cooperative based in Galim | Foundation based in Yaoundé | Cooperative based in Yaoundé |
| Sector | Agriculture | Environment, socio-professional integration | Environment, socio-professional integration |
| Problem | The vast majority of farmers in rural areas of Cameroon face problems of preservation, storage and processing of their products. | FEDEC is involved in responding to the problem of environmental conservation, linked to the lack of monitoring, technical support and long-term financial support for the most economically and socially vulnerable populations. | The cooperative addresses problems related to poor management of urban waste, ecosystem pollution, biodiversity preservation, increased energy use, as well as the issue of socio-professional integration of vulnerable groups. |
| Solution and activities implemented | AGORAH COOP-CA responds to some of the needs of farmers, improving the quality of services and integrating new technologies and production techniques in the implementation of their projects. | The Foundation is committed to supporting biodiversity conservation activities and participating in the development of the Bakola/Bagyiéli (B/B) indigenous people. Through its activities, FEDEC promotes the participation of local communities in the management of protected areas and the protection of natural resources, despite the low contribution of private economic operators established around its protected areas. The Foundation has also facilitated the integration of young indigenous civil servants and mentors nearly 400 indigenous students each year. | The cooperative provides pre-collection and waste recovery solutions with the aim of implementing a circular economy system in the city of Yaoundé and its surroundings. It is active in the production of gas from household waste, and in the manufacture of coal from starchy vegetable peelings. This begins with a comprehensive clean-up of unhealthy areas and the management of waste produced by the population. |
| Stage of development | Experimentation Phase | Institutionalization and Transfer Phase | Institutionalization and Transfer Phase |
| Elements character- izing social innovation | AGORAH COOP-CA responds to some of the needs of farmers, improving the quality of services and integrating new technologies and production techniques in the implementation of their projects. | FEDEC develops activities to protect biodiversity, promote ecotourism and fight poaching in protected areas. It also helps develop fragile communities and promotes the implementation of a new business model oriented towards inclusive and sustainable actions in the region. With the specific goal of protecting the environment, FEDEC trains these low-income people and integrates them into professional activities, thus enabling them to have stable salaried jobs. | The cooperative only precollects 2 per cent of the waste produced per month, with the rest ending up in gullies, ditches, streams or next to houses. Given this situation, the urgency of effective waste management is growing. The cooperative has understood that waste represents an added value in the country's economy, thanks to the large-scale waste pre-collection and recovery. The initiative led by EcoClean Environment is therefore of great interest for the preservation of ecosystems and for the reduction of greenhouse gas emissions. |

| Name | GIC Etoile | Cameroun Cooperative Credit Union League |
|--|---|---|
| Legal form and localization | Common Initiative Group based in Puma | Credit cooperative with a presence in Douala, Yaoundé, Fako, Kumbo, Mamfe, Nkambe, Garoua, Bafoussam, Kumba, Fundong |
| Sector | Agriculture | Banking and inclusive finance |
| Problem | The Etoile CIG faces the problem of post-harvest losses and storage of plantain. The CIG also proposes a response to the threat of the disappearance of wild bees and the challenge of protecting them, as well as the question of market demand for bee products that are useful for food and medicine. | Limited access to finance for cooperatives, CIGs and project developers in the agricultural value chain. |
| Solution and activities implemented | The Etoile CIG produces organic plantain flour to solve the problem of flour needs expressed by households and bakers. To protect and save wild bees, the CIG Etoile creates beehives and locates them near swarms of wild bees, thus providing them with a safe and healthy environment and avoiding the use of pesticides in the treatment of bees. The CIG processes and markets wild bee honey and its derivatives. These products are very popular and sought after in natural medicine. | CamCCUL provides new technological changes to digitize the MFI sector in Cameroon. Through its agro-industrial financing programme, the SSEO participates actively, with all its territorial agencies, in the financing of agropastoral, fishing, agro-industrial and income-generating activities carried out by low-income men and women. |
| Stage of development | Appropriation and Development Phase | Institutionalization and Transfer Phase |
| Elements character- izing social innovation | Capacity to produce high quality organic nutritional products in high demand on the local and regional market. This contributed to the competitiveness of the CIG in the market. | The CamCCUL initiative is a concrete case of inclusive finance that requires a balance between innovation, MFI efficiency and SSEO development. In Cameroon, very few financial institutions promote access to credit for SSEOs. The digital finance proposed by CamCCUL represents an opportunity to accelerate the financial inclusion of the most vulnerable populations, excluded from the formal financial system with an overall national mobile penetration rate of over 80 per cent (World Bank, 2020), compared to a digital financial services usage rate of around 40 per cent (World Bank, 2017). |

These interviews highlighted the common problems of these actors:

▶ At the individual level, SSEO leaders report having technical and managerial skills that are useful in one or more links of the organization's value chain. They believe that they are driven by social, economic and environmental motives in carrying out their SI project. They have an average length of service of about 9 years within their different structures, which gives them the ability to network with actors in the ecosystem operating in the same sector of activity. The skills, abilities, and know-how that come from their personal and professional backgrounds are their main resources and play an important role in the realization and development of the social innovations they develop.

The low representation of women in senior positions in the structures is a limitation observed in terms of the gender approach, although they actively participate in the emergence of SSEOs in Cameroon and more precisely in the regions affected by the survey (North, Centre, Coastal, North West, South and West). In fact, certain socio-cultural stereotypes noted during the study block women's ambitions and aspirations to lead companies. Similarly, the Cameroonian private sector promotes a much more male-oriented management style.

It must be noted that the majority of leaders complain about the lack of useful training to strengthen their technical and managerial capacities in terms of social innovation. Very few of them mentioned psychological barriers (fear of managing growth and innovation within their organization, as well as weak leadership) that could influence their ability to initiate, develop and spread SI.

▶ At the organizational level, the interviews highlighted good team organization, a workforce on which the production capacity depends. Furthermore, the organizational culture of SSEOs characterized by horizontal governance contributes to employee satisfaction and promotes innovation, creativity, flexibility and competitiveness. In particular, it allows structures to place the common interests of their ecosystem and their beneficiaries at the centre of their development actions, and thus to be particularly suited to developing social innovations in the service of their community and their beneficiaries.

Nevertheless, based upon the data collected, it appears that few SSEOs have adequate equipment and qualified human resources. It appears that the SSEOs interviewed have poor access to financial services and products, and the lack of financial resources available to them hinders their ability to acquire material and human resources.

Furthermore, while most of the SSEOs interviewed have a formalized social innovation strategy, the majority of structures belonging to the agricultural and environmental sector express shortcomings in terms of management in the field of SI (also mentioned as a hindrance at the individual project leader level).

As far as legal status is concerned, as the different actors encountered within the framework of this study have different statuses (cooperatives, foundations, social enterprises), it is not possible to conclude that certain types of SSEO, depending on their status, are more or less inclined to develop social innovation projects.

▶ At the environmental level, good institutional recognition (two ministries in charge of SSE and SI, a framework law governing the social economy and a decree on social economy units) allows SSEOs to work with actors in the ecosystem and to develop social innovations. Nevertheless, difficulties persist in implementing the legal framework and public policies related to SE and SI, which translates into a lack of appropriation of the social economy principles and values by SSEOs in Cameroon. It is important to strengthen the support mechanisms by disseminating the legal framework and policies related to SSE in order to strengthen the development of these organizations. Support for SSEOs and public and private actors is needed in order to achieve a better understanding of the socio-economic dynamics of the SSE.

Other obstacles hinder the development of SSEOs and their capacity to develop SI projects: the absence of procedures for privileged access to public/private markets; poor social recognition of SI carried out by SSEOs; limited access to new technologies as well as difficulty in accessing SI support services and programmes.

In addition, almost all SSEOs state that they have insufficient financial capacity, either due to a lack of information on the steps to be taken or due to a lack of knowledge of existing financing institutions that offer products adapted to SSEOs. In fact, the majority of the founders and managers of the organizations interviewed report a low level of financial education as well as shortcomings in the structuring of business plans.

4.2.3 Strategic recommendations

Beyond the strengths and limitations of SSEOs identified in this study, the analysis of the data and the information gathered allowed the formulation of some strategic recommendations to support SSEOs and Social Innovation at the national level. These recommendations aim not only at enhancing the potential of social innovation carried by SSEOs, but also at supporting the development of SSE and promoting SI in the agriculture, inclusive finance and environment sectors. They are:

- ▶ Engage in the implementation of SE and SI policies, and jointly develop certain public policies with SSEOs. The aim is to continue the implementation of the NDS30, SNFI (2022-2026) and SDSR/PNIA (2020-2030). The ministries in charge (MINEPAT, MINFI, MINADER), in conjunction with their technical and financial partners, should accelerate the implementation of these policies. MINPMEESA should particularly work to make the National Programme for the Development of the Social Economy (PNDES) operational. This would not only allow the emergence of social innovations that respond to social needs but also strengthen the already existing links between the different public and private actors involved in the development of SSE and social innovation. The more SSE actors are involved in the design and implementation of public policies dedicated to SSE and SI, the more these policies will be adapted to the field, appropriated by the actors, and therefore will become effective quickly.
- ▶ Create/strengthen public-private partnerships between the Ministries in charge of SSE and SI (MINPMEESA, MINRESI), decentralized regional authorities (CTD) and SSEOs. It would also be interesting to consider international collaborations in the fields of agriculture, environment and inclusive finance between research structures (IRAD), SSEOs (FEDEC, CMDC, AGORA COOP. CA, CIG ETOILE, etc.) and funders (CamCCUL, CMDC, SCB, Afriland First Bank, etc.) with similar institutions at the international level, with a view to capturing innovative technologies, setting up new adapted financing tools, making it possible to ensure the development capacity of social innovation by the SSEOs.
- ▶ Improve, popularize and implement the texts on SE, on the organization and structuring of SEUs: this involves improving the text on the registration and monitoring of SEUs. In particular, the establishment of the National Council for the Social Economy (CNES) should be accelerated (Article 7 of Law 2019/004 of 25 April 2019) and the creation of an agency for the development of the SE and the SI should be promoted. It is also important to popularize the framework law as well as the decree on networking and the functioning of SEUs through the organization, management and animation of days dedicated to SSE & SI (JENES, JERSICs, etc.), the creation of online communities, networking meetings related to the development of SSE and the emergence of social innovation. The regional and departmental delegations of MINMPEESA, in collaboration with the regions and municipalities, can consolidate existing information and awareness-raising activities in the field, which are carried out by REMCESS, PFAC, the future RENESS, ASSA, FORESCAM, the RERES (under construction) and the RELES already structured in the municipalities.
- ▶ Develop mechanisms to monitor and support SSEOs and SI leaders: this involves providing the necessary support for the development of regional support mechanisms for SSEOs and social innovation. The creation of public and private SSEO incubators should be facilitated and structures that boost social innovation should be supported. It is also important to support SSEOs through training offers and adapted academic programmes, linked to the development of the SSE and the growth of social innovation. This support can be provided by structures already active in the SSE and social innovation field in Cameroon (FORESSCAM, PFAC ASSA, IRAD, PADFA II, the future RENES, PIDMA, etc.).
- ▶ Enhance the creative potential of social innovation in the territories, promoting the development of SE and the emergence of SI. In the current evolving context of the decentralization process, it is important to raise awareness among local elected officials, decentralized state services and local government officials of the activities proposed by the RELES in order to encourage SSEOs and community stakeholders to generate decent jobs and promote the territorial anchoring of SSEOs. The areas where RELES have already developed are particularly appropriate since these actors can constitute a first anchor point and have already built up a certain network within their communities. Furthermore, the regions surveyed (North, Centre, Coastal, North-West, South and West) can also be an initial target

for this territorial enhancement. At the level of decentralized regional authorities (CTDs), public procurement should be oriented towards more social and environmental impact, by intensifying the implementation of social or environmental clauses.

▶ 4.3 Morocco

4.3.1 National context and definition(s)

As the fifth largest regional economy with a GDP of \$112.9 billion PPP (World Bank, 2020) and an HDI of 0.686 (UNDP, 2021), the Kingdom of Morocco has experienced a slight increase in unemployment of 2.7 per cent between 2019 and 2020, from 9.2 per cent to 11.9 per cent, as a result of the global COVID-19 pandemic. According to the Moroccan High Commission for Planning (HCP), unemployment particularly affects young people (15-24 years – at 26 per cent) and young graduates. The Kingdom of Morocco has recently adopted strategic guidelines for a "New Development Model – NDM" (Special Commission on the Development Model, commissioned by King Mohammed VI; May 2021) as a continuation of the "National Initiative for Development – INDH" (2005). This New Development Model is structured around four priorities: structural reforms to boost competitiveness and private sector development (i); improving the quality of education and health services to strengthen human capital (ii); broadening the decentralization process to address territorial inequalities (iii); and (iv) preserving natural resources.

Within this context, developing the social/solidarity-based economy is seen as a lever to contribute to the effective fight against poverty and exclusion, to create new jobs and to organize the informal sector. Over the last decade, the Moroccan government has implemented measures to support the expansion of the SSE. In 2011, the Kingdom of Morocco adopted a National Strategy for the Social and Solidarity Economy for the period 2010-2020, which is currently being revised. This strategy defines SSE as: "the set of economic initiatives seeking to produce goods or services, to consume and to save differently, in a way that is more respectful of humans, the environment and the territories." It promotes the emergence of social economy initiatives in the territories, with the planning of 16 regional plans for the development of the social economy (PDRES) and the integration of the SSE in various sectoral plans such as the Green Morocco Plan. Since 2016, a draft framework law dedicated to the social and solidarity economy in Morocco is being prepared. In September 2021, the Ministry of Tourism, Handicrafts and Social Economy launched a new technical study consultation to update and revise this draft framework law for publication. No reference or definition is offered to define what a social innovation is in the Moroccan context.

Currently, the SSE sector contributes 2 per cent of the national GDP and represents 5 per cent of the labour force, according to the 2019 data of the Observatory set up by the Moroccan Ministry of Tourism, Handicrafts and SSE. Throughout the Kingdom, there are 40,500 cooperatives in 2020, the vast majority in the agricultural and craft sectors (ODCO, 2021). There are about 50 mutual benefit societies, most of which are publicly owned and active in the area of access to healthcare and social protection (ILO, 2019). Lastly, according to data from the Ministry of the Interior, the number of associations amounted to almost 150,000 in 2017. No statistical data on social enterprises are currently available.

4.3.2 Analysis of the levers and obstacles of SSEOs in terms of social innovation

This study focused on three key sectors for SSE and social innovation in Morocco, namely (i) education and socio-economic inclusion, (ii) tourism and handicrafts, and (iii) healthcare and access to social protection. Eighteen interviews were conducted with SSEOs involved in social innovation in these sectors, support structures and institutional actors.

The study analysed cases of social innovation which are included in Figure 20.

▶ Figure 20. List of social innovations studied within the Morocco country study

| Name | Amicale Marocaine des Handicapés (AMH) | Solidarité Féminine | Tibu Maroc |
|--|--|---|---|
| Legal form and localization | Public interest association based in Casablanca. Nevertheless, AMH defines itself as a "social entrepreneurship association." | Public interest association based in Casablanca | Public interest association located in Casablanca |
| Sector | Healthcare and access to social protection | Education and socio- professional integration | Education and socio- professional integration |
| Problem | Lack of care for people with disabilities in terms of medical care, accessibility and social and economic inclusion. | In Morocco, where extramarital relationships are punishable by imprisonment and abortion is prohibited, nearly 50,000 births out of wedlock are reported each year. For fear of the authorities, but also for fear of reprisals from their own families, many young mothers end up abandoning their children. | Despite a growing enrolment rate, the average dropout rate in Morocco remains at worrying levels: 12.2 per cent in lower secondary and 13.9 per cent in upper secondary. |
| Solution and activities implemented | Integrated medical rehabilitation care for people with disabilities, support for related needs, including social and economic inclusion. | Solidarité Féminine aims to help single mothers gain work experience by training them in trades related to catering, pastry-making and the Hammam, and thus prevent child abandonment. To implement this socio-economic rehabilitation programme for single mothers, the association has developed a welcome and listening centre and a comprehensive support programme on several levels. | IBU offers programmes to support the integration and training of early leavers through sports, in order to combat school dropout. |
| Stage of development | Institutionalization and Transfer Phase | Institutionalization and Transfer Phase | Appropriation and Development Phase |
| Elements character- izing social innovation | The AMH aims to respond to the challenges of inclusion of people with disabilities in Morocco by proposing an integrated care offer and by training paramedical staff in disability management. It thus targets a particularly vulnerable public that suffers from a lack of medical care and wellness facilities. The AMH mobilizes a network of local actors to deploy this support. | Solidarité Féminine provides a response to the problem of abandonment of children born out of wedlock and the social reintegration of single mothers. It focuses on vulnerable women who are isolated from their families and communities. To do this, the association mobilizes local resources (a welcome centre open to the neighbourhood) and relies on the mobilization of local staff to listen to them and support them. | The TIBU Association responds to the problem of young people dropping out of the traditional education system, through the field of sports. It primarily targets young people in difficulty aged 3 to 18, but also young adults aged 18 to 35. It offers a socio-economic integration programme through sports that relies on a regional relay (the National TIBU School Tour) as well as the mobilization of ambassadors (former high-level athletes). |

| Name | Ecodome | Casa Mémoire | Anou | Fondation Marocaine de l'étudiant |
|-------------------------------------|--|--|--|--|
| Legal form and localization | Limited liability company located in Casablanca | Public interest association based in Casablanca | Cooperative located in Fez | Public interest association based in Casablanca. |
| Sector | Education and socio-professional integration | Education and socio-professional integration | Tourism and handi- crafts | Education and socio-professional integration |
| Problem | Forty per cent of the Moroccan population lives in rural areas and has difficulty accessing basic infrastructure: schools, preschool centres, shared infrastructure. People in rural areas are often not very involved in the construction of infrastructure projects and have little awareness of the local architectural heritage. | The deterioration and disappearance of the modern architectural and urban heritage of Casablanca, recognized and scientifically referenced, is notable: demolition of the municipal theatre, the Arena, the Vox cinema, Benazeraf or alterations to the Gautier, Racine, Anfa, Moulay Youssef and Massira Khadra neighbourhoods and complexes. This deterioration results in a loss of collective memory within Moroccan society and presents a risk of loss of assets for cultural tourism. | Moroccan artisans face a large number of difficulties in promoting their know-how. Although this know-how is passed on from generation to generation, their products suffer from a lack of visibility, limited market access and strong intermediation. The limited availability of outlets particularly affects artisans living in landlocked regions, especially in mountainous areas. | In Morocco, children in vulnerable situations are taken care of by various organizations such as the national mutual aid, social welfare institutions or, more generally, by the Dar Attalib, so that they can continue their schooling under good conditions. These structures support them until they are 18 years old. After that, these young adults are most often left to their own devices and are often obliged to find a job and drop out of school even if they have a certain intellectual potential. |
| Solution and activities implemented | Eco-Dôme implements sustainable housing and infrastructure programmes mainly in rural areas, involving local people. It is based on an affordable and environmentally friendly construction technique | Casamémoire aims to preserve and enhance the architectural heritage in the broad sense of the word in Morocco, which are the two main goals of the association. Casamémoire develops advocacy actions with public actors. It also offers activities for children to raise awareness and educate them about the urban and cultural heritage and their city. | The website developed by Anou allows artisans to offer their products online on a dedicated platform. This gives craftsmen access to a wider market and better visibility, as end customers have access to information about them. Putting their products online also guarantees them control over their prices, as the site applies a fixed and transparent margin of 20 per cent (for its fee). Anou also offers to train artisan users in digital technology in order to remove the technological barrier that could prevent some from benefiting from the platform's services. | The Moroccan Student Foundation (MSF) identifies young graduates from social welfare institutions in Morocco who wish to continue their studies after high school and supports them in building a life project. |

| Name | Ecodome | Casa Mémoire | Anou | Fondation Marocaine de l'étudiant |
|--|--|---|---|---|
| Stage of development | Appropriation and Development Phase | Institutionalization and Transfer Phase | Development and Appropriation Phase | Institutionalization and Transfer Phase |
| Elements character- izing social innovation | Ecodôme aims to address the problem of exclusion of rural populations from urban development processes by enabling them to learn about more sustainable construction techniques based on ancestral methods. Its solution is aimed at the inhabitants of particularly isolated rural areas of Morocco. It uses local raw materials (soil) for construction and cooperates with a range of public and private actors (municipalities, associations, INDH, etc.). | Casamémoire is an association that combats the deterioration and disappearance of Morocco's cultural heritage by raising awareness among inhabitants and public authorities through a local network of volunteers and trainers. It carries out essential commemorative work to enable the inhabitants to reappropriate their city through architecture. Casamémoire has deployed its model in other cities, including: Rabat-Salé memorial, Fez memorial, Doukkala memorial, Marrakech memorial, which has the most funding across the region, attesting to the reproducibility of its model. | The Anou cooperative aims to respond to the difficulties encountered by Moroccan artisans in developing their know-how and selling their products, and thus in making a decent living from their activity. In particular, it targets artisans of traditional products living in remote areas and precarious conditions. It provides a concrete solution by offering a digital channel accessible to all, but also dedicated digital training. | The Moroccan Student Foundation responds to the challenge of socio-professional integration of young people from social welfare institutions, a particularly vulnerable group, with the goal of developing their self-confidence and opening new professional horizons. To this end, the Foundation is setting up a support programme to mobilize local resources (to provide housing, educational content) and a network of volunteer mentors. |

These interviews highlighted the common problems of these actors:

- ▶ At the individual level, the interviews conducted showed the importance of innovation culture, freedom of expression and the ability to make choices to launch a social innovation project. The support of a mentoring structure is useful to remove mental barriers and to direct the project towards concrete results. Academic courses still do not take into account the issues related to social innovation and the achievement of the SDGs.
- ▶ At the organizational level, the SSEOs are not fully aware of the concept of social innovation and do not value this role of innovator in their communication and in their relations with partners. The establishment of transparent and shared governance is identified as a definite development lever. Nevertheless, organizations still face problems of recruitment and attractiveness. The introduction of programmes dedicated to capacity-building of structures both in terms of financing and technical assistance is a lever that could take several forms. Lastly, the massive earmarking of funding for certain issues (to the detriment of others) may have the effect of diverting certain organizations from developing innovative projects in fields less identified by funding bodies. Access to funding in these fields is more complex.
- ▶ At the environmental level, today, there is no specific legal recognition of the SSE in Morocco, which is an obstacle to the development of the sector. Business conditions (legal, tax, incentives, etc.) are not differentiated and sometimes not adapted to positive social impact projects. SSEOs also face difficulties in accessing public contracts. Information about calls for expressions of interest and requests for project proposals is sometimes difficult to circulate among SSE actors, which does not allow principals to obtain more varied and qualitative offers.

Lastly, the support ecosystem has been developing rapidly in recent years in the relative absence of synergies. To date, the support solutions are mainly concentrated on the Casa-Rabat axis and on awareness-raising and the project conception and initiation phase. Support in the validation and growth phases is still very inadequate.

In general, there is a lack of synergy between the many governmental actors working at different levels of the territory on the issue of social innovation and a lack of overall governance on the issue. Regional public actors give limited value to social innovations. Giving regions a role in accelerating the development of social innovations would allow regions to manage actions at the level of their area.

4.3.3 Strategic recommendations

The first recommendation is **to acknowledge the potential of SSE as a lever for the Kingdom's development by building a common regulatory framework bringing together SSE actors in Morocco under the same umbrella.** This foundational act of the sector should enable SSE organizations to:

- Consider themselves as part of the same sector (mutual benefit society, cooperative, associations, social enterprises subject to dedicated rules on social innovation, governance, profit distribution, etc.).;
- ▶ Focus advocacy actions on social innovation carried out jointly by the different actors with Moroccan institutional partners such as the ODCO, the INDH, the Abdelkader Bensalah Foundation, the regional councils, the UM6P and many others;
- ▶ Achieve critical mass to operate national programmes through groups;
- ➤ Co-create innovative social solutions, adapted to the Moroccan context and to local know-how, which, after proof of concept, could legitimately be promoted as public services or delegated to the public interest;
- ▶ Enhance the value of SSE professions by allowing SSEOs to clearly identify themselves as such.

The second recommendation is **to create dedicated programmes and incentives for the SSE sector to enable them to scale up.** These incentives could take several forms:

- ▶ VAT exemption or reduction of VAT rate according to legal status on income-generating activities of SSEOs:
- ▶ The exemption and reduction of social and employer charges for salaried jobs in SSEOs could be seen as a public investment in the sector;
- Facilitation of tax and legal creation processes for SSEOs;
- ▶ Raising the awareness of the actors involved in administrative procedures to the constraints of SSEOs would facilitate their management;
- ▶ The easing of eligibility criteria for SSEO funding by integrating the specificity of a tangible impact of these structures in the funding models;
- ▶ Encouraging the private sector to invest in SSEOs with a reward model to be developed for this type of investment.

Lastly, the third recommendation is **to support and finance the support structures that help SSE structures and social innovation in Morocco on a regional scale**. Several actions could be implemented: firstly, the recognition and labelling of "expert support structures" which will support SSEOs promoting social innovation and transfer their "know-how" in various fields (business planning, IT and financial management, marketing, accounting services, investment structuring, tenders and drafting of bids, governance methods, R&D, monitoring, evaluation and project development processes); then opening access for SSE structures to "expert support structures" selected by the state via a grant allocation system to promote capacity-building. This system could be attempted on a regional scale around:

- ▶ The creation of a regional social innovation observatory that would coordinate the joint development of theoretical and practical knowledge on social innovation by regional public actors, universities and support structures present in the region. This Observatory could also coordinate the development of a regional support system that responds dynamically to the needs identified by SSEOs that are promoters of social innovation;
- ▶ The establishment of a regional support system for social innovations, offering a complete range of support for project leaders. The DRAIS would provide all the necessary services to project leaders and their local support structures to encourage the expansion and social impact of initiatives;
- ▶ Development of a *Knowledge Hub*: a web platform designed to provide learning resources on favourable conditions for the development of social innovations and to highlight success stories from across the region.

▶ 4.4 Senegal

4.4.1 National context and definition(s)

Senegal is the fourth largest economy in the West African subregion with a GDP in 2020 of \$24.9 billion in current terms. The COVID-19 pandemic has significantly altered the economic outlook with a GDP growth rate of around 0.87 per cent in 2020 compared to 6.2 per cent in 2018, mainly affecting the services sector (tourism and transport) and exports. Senegal has a population of 16.7 million, a quarter of which lives in the Dakar region (0.3 per cent of the territory). Unemployment is particularly high. The unemployment rate for young people aged 15-34 is in fact quite high, at around 24.4 per cent (ANSD, 2016) compared to 7.8 per cent for the 35-65 age group. Senegal's HDI value for 2019 is 0.512.

The social and solidarity economy has a significant (albeit relatively modest) economic weight in Senegal, as it polarizes almost 350,000 jobs and represents almost 5 per cent of national GDP. The number of units in the social and solidarity economy sub-sector is estimated at nearly 45,000 (in other words, about 13 per cent of Senegalese SMEs), with a total turnover of 382.5 billion CFA francs (Dieng, 2019).

The SSE sector has been increasingly recognized by the Senegalese public authorities since the adoption of the Emerging Senegalese Plan (PSE) in 2014. In fact, axis no. 1 of the SEP mentions SSE as one of the economic pillars that should contribute to "the transformation of the structure of the economy in order to support a strong and sustainable growth dynamic." This was followed by the creation of a Ministry of Microfinance and Social Economy in Senegal in September 2017 and the adoption of a Sector Policy Letter on SSE in 2019³, the implementation of which began in 2020⁴. Since June 2021, a major breakthrough has been achieved with the adoption of the SSE framework law which now provides an official definition of SSE.

³ The goal of the SSE Sector Policy Letter is to restructure the SSE sector, and to enable "sustainable access by the majority of the population to adequate financial services for a decisive contribution of the social and solidarity economy to strong and inclusive economic growth by 2024." For this purpose, the sectoral policy considers the following four specific goals: (i) increase the legal security and institutional stability of the SSE sector, (ii) build the capacity of SSE economic operators and structure their demand for financing, (iii) improve the quality of the offer of solidarity and social financial services and its distribution channels, (iv) ensure a clear-sighted piloting of the sector's development actions and an efficient management of the means made available to it.

⁴ See the 2020-2024 Action Plan.

The social and solidarity economy is defined in Article 1 of said law as: "the set of human-centred economic activities with a social and environmental purpose, carried out by cooperatives/mutual benefit societies, enterprising associations and social, responsible and limited profit enterprises." The law provides for the creation of a national SSE file as well as conditions for the registration and deregistration of actors that will be established by decree. Pending the enactment of this implementing decree, the identification of SSE actors for this study was based on the interpretation of the provisions mentioned in the SSE framework law.

The framework law, passed in 2021, also proposes a definition of social innovation as being: "any project by one or more actors in the social and solidarity economy, approved as such under the conditions established by the decree implementing this law, consisting of offering products or services that meet one of the following two conditions: (a) either to meet social needs not satisfied under current market conditions; or (b) to meet social needs through an innovative process of producing goods or services with a high level of uncertainty about the expected outcome".

4.4.2 Analysis of the levers and obstacles of SSEOs in terms of social innovation

As part of the research, 20 interviews were conducted in order to put into perspective examples of social innovations carried out by SSEOs in three sectors of the Senegalese economy, namely education and economic integration, health and welfare and agriculture.

The study analysed cases of social innovation which are included in Figure 21.

▶ Figure 21. List of social innovations studied within the Senegal country study

| Name | Social Change Factory | Ecoles au Sénégal (EAS) | Institut Académique des Bébés (IAB) |
|-------------------------------------|---|---|--|
| Legal form and localization | Association based in Dakar | Association based in Dakar | Individual enterprise located in Dakar, operating through-out the national territory |
| Sector | Education and socio- professional integration | Education and socio- professional integration | Education and socio- professional integration |
| Problem | A significant proportion of Senegalese youth are unem- ployed (24.4 per cent of 15-34 year olds) and are excluded from the life of their community. | In Senegal, 37 per cent of school-age children (6-16 years) are out of the education system (USAID, 2017). More than three fourths of these children have never been enrolled in formal education, often due to socio-cultural beliefs, poverty and distance from home. | I.A.B was born out of the lack of collective solutions for children in Senegal (95 per cent of day-care centres are located in Dakar, even though this city represents only 22 per cent of the Senegalese population, and their price remains high in relation to the average purchasing power of households) as well as the low level of professionalism in the early childhood sector. |
| Solution and activities implemented | SCF offers programmes to build young people's confidence and inspire them to get involved in their communities. These programmes take the form of educational games and positive influence audio-visual content that aim to significantly influence the behaviour and leadership of young people. | EAS has set up a web and mobile reference platform to facilitate access to free, quality curriculum courses in the form of video teaching content produced by local teachers. | IAB has set up a network of community day-care centres throughout the country, as well as a professional training programme for the early childhood professions, in order to give all children the same developmental opportunities and to support families. |

| Name | Social Change Factory | Ecoles au Sénégal (EAS) | Institut Académique des Bébés (IAB) |
|--|--|--|--|
| Stage of development | Institutionalization and Transfer Phase | Institutionalization and Transfer Phase | Appropriation and Development Phase |
| Elements character- izing social innovation | SCF responds to a social need (the integration and "capacity-building" of unemployed young people) that is not met under current market conditions (the education currently offered does not reach these young people, most of whom have dropped out of the traditional school system, to be reached). It is based on an innovative process (an offer of positive influence audio-visual content that can be directly distributed by the media and social networks). | EAS responds to a social need (access to education) that is not met under current market conditions through the innovative use of digital technology for educational innovation. | IAB responds to a social need (the care and well-being of preschool children) that is not met under current market conditions (lack of affordable childcare facilities outside urban areas). |

| Name | ApiAfrique | National Union of Cooperative Women of Senegal (UNFCS) | Senegalese Confederation of Cooperative and Mutual Benefit Societies | Network of Farmers' and Pastoral Organizations of Senegal (RESOPP) |
|-----------------------------------|---|--|--|--|
| Legal form and localization | SAS located in Thiès | Cooperative based in Dakar | Federation Regions of Dakar, Ziguinchor, Diourbel, Saint-Louis, Tamba- counda, Kaolack, Thiès, Louga, Fatick, Kolda, Matam, Kaffrine, Kédougou, Sédhiou | Association located in Thiès |
| Sector | Health and social protection | Agriculture | Agriculture | Agriculture |
| Problem | Nearly 27 per cent of Senegalese girls and women consider that poor menstrual hygiene management practices negatively affect their sexual and reproductive health (WSCC, UN Women, 2018). The Senegalese market is dominated by disposable sanitary napkins that are polluting, contain toxic products and are often inaccessible to women with low purchasing power. | Senegalese women have much less access to training, employment and income. These difficulties are reinforced by the lack of leadership education and the lower capacity for collective organization. | Only 20 per cent of Senegalese have health insurance, and over 90 per cent of workers have no social protection. | Despite their numbers, Senegalese farmers have limited bargaining power to buy raw materials and/or market their products. This results in greater economic insecurity for farmers in rural areas. |

| Name | ApiAfrique | National Union of Cooperative Women of Senegal (UNFCS) | Senegalese Confederation of Cooperative and Mutual Benefit Societies | Network of Farmers' and Pastoral Organizations of Senegal (RESOPP) |
|--|---|---|--|--|
| Solution and activities implemented | Api Afrique offers washable (organic cotton) and reusable menstrual hygiene management products. At the same time, it offers a digital platform to raise women's awareness about menstrual hygiene management. | The UNFCS has established an important professional women's network in Senegal to strengthen women's leadership, as well as to support them economically and socially. | The CSSCM has set up a programme to strengthen women's access to health coverage by developing partnerships with municipalities and mutual benefit societies. The programme consists of entrusting the management of collective fields to village women's groups. The women agree to work one or two days a week and the income from production is mainly used to pay for the healthcare contributions of the women in the groups. | RESOPP has set up a platform to empower Senegalese farmers in different areas: governance of agricultural cooperatives; procurement; marketing; technical support and training; external communication and advocacy. |
| Stage of development | Appropriation and Development Phase | Institutionalization and Transfer Phase | Institutionalization and Transfer Phase | Appropriation and Development Phase |
| Elements character- izing social innovation | Api Afrique addresses several social needs (women's education in menstrual hygiene and, indirectly, environmental protection) that are not met under current market conditions (due to the lack of credible and affordable alternatives to disposable sanitary pads). | The women's professional network developed by the UNFCS responds to a social need (women's integration into the job market and the fight against poverty) that is not met under the current market conditions (due to the scarcity of professional and economic support programmes specifically targeting women). | The CSSCM programme is innovative in that it responds to a social need (social protection for women working in the agricultural sector) for a public that does not benefit from this service in the traditional market. | The platform developed by RESOPP makes it possible to respond to a social need (increasing the capacity of farmers and small producers to act) through the provision of advice, training and support not traditionally offered by traditional economic actors. |

These exchanges made it possible to identify certain levers and obstacles influencing the capacity of SSE actors to carry out social innovation projects:

- ▶ At the individual level, the project leaders interviewed have often been faced with the problems to which they intend to provide solutions, either personally or professionally. Their professional experience has enabled them to develop a network and a great ability to bring their projects to fruition. The obstacles they face are mainly related to the level of human capital, as well as the weakening of community commitment.
- ▶ At the organizational level, the project leaders stressed that the functional agility of "liberated organizations" (in other words, non-hierarchical governance models, promoting the freedom and responsibility of staff, etc.) was a differentiating factor for deploying social innovation, as was strategic support, either formalized (board, support programme) or informal (mentoring, sponsorship, etc.) by high-level experts.

On the other hand, SSEOs face difficulties in attracting and/or retaining qualified human resources, as well as in mobilizing financial resources and developing sustainable or durable business models. They have an insufficient command of administrative and fiscal procedures, and find it difficult to formalize their activities (hence, poorly structured processes). They also complain about the lack of reporting tools or instruments to measure impact.

▶ At the environmental level, the implementation of the new orientation law on SSE should allow the creation of an incentive framework for SSEOs carrying social innovation, in particular through (i) the implementation of a process for granting SSE status, (ii) a support fund for SSE, (iii) a permanent framework for consultation of SSE actors as well as (iv)support for local authorities, and more particularly the integration of SSE in local development plans and the promotion of grassroots development. Nevertheless, concerns remain about the degree of appropriation by actors of this new public policy framework.

For a long time, the State's lack of vision regarding the SSE has led to a lack of cross-sectoral coordination, a lack of or inadequate support measures for the sector, as well as low investment in support networks and structures. Access to funding remains one of the main concerns of SSEOs, as demand far exceeds the available supply of both public (direct grants) and private funding. Despite growing awareness, the financial products offered by traditional financing structures remain poorly adapted to the realities in the field, and alternative funding mechanisms (CSR, crowdfunding, etc.) have not yet reached the necessary degree of development in Senegal. For example, microfinance is developing strongly in the country (400 microfinance institutions, National Microfinance Fund which supports some SSE actors) but is far from meeting the sector's funding needs.

Lastly, like other actors in the Senegalese economy, SSEOs often encounter difficulties and/or high costs in accessing electricity, the cellular network, the Internet, the road network, etc., which hinders the implementation of their social innovation projects. Investment in human capital (especially in the use of new technologies) should accelerate the emergence and distribution of social innovations in society. This also entails promoting a culture of innovation (acceptance of change) as well as increased confidence in Senegalese youth and their ability to provide solutions to social and environmental challenges.

4.4.3 Strategic recommendations

In the (economic, social) context of Senegal, SSE and social innovation are of great help both in achieving the country's development goals (SEP, etc.) and in meeting the needs expressed by society. In order to make the most of this potential, and in the light of previous presentations and analysis, we propose the following policy recommendations:

► From the point of view of public policy framework

- Further coordinate policies to promote SSE and support social innovation with youth policies;
- ▶ Consider the informal sector as a window of opportunity for the development of SSE, social entrepreneurship and social innovation. The activities developed within this informal sector are also eminently social and often compensate for the lack of public services (urban transportation, residential waste collection, security of public places, water and fuel supply, etc.);
- ▶ Depoliticize the SSE framework and the allocation of resources of the (future) Support Fund for the Social Solidarity Economy (FAESS). In Africa, SSE is sometimes reduced by public authorities to funding women's activities or is equated with providing subsidies or redistributing resources (as a result, its economic dimension is often neglected or even ignored).

► From the point of view of the SSE sector organization

- ▶ Promote, by all possible means, a good appropriation of the new regulatory framework by SSE and social innovation actors. This requires good information for the various stakeholders so that they fully understand the issues, challenges, opportunities and implications (economic, social, legal, etc.);
- ▶ Better connect SSE development to regional development. SSE can be a major instrument from the point of view of making public policies more territorial, especially by supporting the emergence and development of community or territorial SSE clusters. For each given territory or cluster, opportunities for the development of SSE-related activities would be identified, then local actors (entrepreneurs, economic actors, communities, etc.) would be supported for better structuring (into cooperatives, SSE enterprises, etc.) and then for development (modernization, sustainability, etc.).
- ▶ From the point of view of access to markets, rely on public procurement and household demand to develop the SSE and promote social innovation. In Senegal, the public procurement budget amounts to nearly 2,000 billion CFA francs annually (Public Procurement Regulatory Agency ARMP, 2018). Access to public procurement for SSE structures promoting social innovation should be encouraged, in particular to stimulate both the supply or production of goods and services by SSEOs, and to boost social innovation.
- ▶ From the point of view of knowledge about SSE and social innovation, promote the production of knowledge about SSE and social innovation. Although much work has been done around the world on SSE and social innovation, the truth is that very little is known about these issues in Africa in general and in Senegal in particular. An important challenge is therefore generating compelling data and knowledge on these issues, which will increase not only the understanding of internal dynamics, but also the effectiveness of public policies. This will all require dynamic partnerships between the three main actors: universities, the State and SSE and social innovation actors.
- ▶ From a sectoral policy perspective (education, agriculture, health and welfare): The sectoral policies defined by public authorities around the three sectors studied in this work (education and economic inclusion, health and welfare, agriculture) have nevertheless not identified SSE or SI as levers or instruments for the development of the sectors concerned. As a result, they do not address how the supply or production of goods and services by SSE organizations, on the one hand, and social innovation, on the other, would positively impact the development of the relevant sectors of activity. The cross-disciplinary nature of SSE or social innovation certainly requires global approaches (such as those implemented in Senegal through, for example, a ministry in charge of SSE or a law on SSE orientation), but it also requires a stronger articulation between the national and sectoral levels.

▶ 4.5 Tunisia

4.5.1 National context and definition(s)

In Tunisia, the ten years following the 2011 Revolution have been marked by significant socio-economic progress, notably in terms of poverty reduction, access to education for all and women's rights. Nevertheless, the young democracy still faces major challenges. In fact, some key sectors of the economy, such as tourism, have been badly affected by the years of political uncertainty and, more recently, the health crisis. Unemployment remains at high levels, especially for young people and graduates. Inequalities in access to employment and economic opportunities are sometimes exacerbated by significant regional disparities between the coastal regions, which produce 85 per cent of the national GDP, and the central

regions, which struggle to diversify their activities. Beyond these development issues, Tunisia is preparing to face the consequences of climate change: In fact, 94 per cent of land is threatened by deterioration and desertification, which could lead to a 5-10 per cent decline in agricultural GDP by 2030.

Within this context, the structures of the social and solidarity economy offer alternative development models that can provide a sustainable response to societal and environmental challenges. Reflecting the growing attention paid to this sector by the various actors, including the social partners (ILO, 2020), Law No. 2020-30 on the social and solidarity economy was passed in June 2020, and defines the sector as "an economic model composed of a set of economic activities with a social purpose [...] to meet the collective needs of its members and the general economic and social interest, and whose main purpose is not to share the profits." This includes cooperatives, including mutual benefit societies for agricultural services subject to law no. 2005-94 of 18 October 2005, development groups in the agricultural and maritime fisheries sectors, mutual benefit societies, microfinance associations, mutual insurance companies, associations governed by decree-law no. 2011-88 of 24 September 2011 carrying out an economic activity with a social purpose, companies (with the exception of single-member limited liability companies), as well as economic interest groups. This law lays the foundation for legal and administrative structuring of the sector with the creation of two structures: the "Higher Council of the Social and Solidarity Economy" (article no. 7) and the "Tunisian Authority for the Social and Solidarity Economy" (article no. 8). It is a strong signal that the public authorities are aware of the potential of the SSE to meet the challenges of sustainable development. Nevertheless, more than a year after the law was passed, the concrete implementation of the measures is still pending.

The Tunisian SSE landscape is made up of both historical actors, often linked to the agricultural sector (cooperatives, development groups, mutual benefit societies), and structures that have been revived since 2011 (associations, social entrepreneurs). According to the strategic study on SSE in Tunisia carried out by the Ministry of Development, Investment and International Cooperation with the support of the UNDP and the Swiss Agency for Development and Cooperation (SDC) (2020), the sector represents at best 1 per cent of the GDP of the Tunisian economy and 0.6 per cent of the working population, in other words, some 21,000 jobs, 58 per cent of which are in associations. The associations have 12,368 salaried jobs, plus all the volunteer work, in order to estimate the real economic weight. Agricultural cooperatives employ almost 4,900 people, or 2.7 per cent of all agricultural employment. In general, SSE organizations in Tunisia are characterized by a limited sectoral and regional distribution (mainly affecting the agriculture, tourism, handicrafts and environment sectors, which often develop from Greater Tunis). Most of them are small (fewer than 50 employees) and relatively recent (many structures were created after 2011).

4.5.2 Analysis of the levers and obstacles of SSEOs in terms of social innovation

This case study is based on qualitative interviews with 20 actors, including social economy organizations, support structures and public institutions in charge of policies supporting the social economy sector. These interviews made it possible to highlight examples of social innovation carried out by SSEOs in three key sectors in Tunisia: education and economic integration, health and welfare and agriculture.

The study analysed cases of social innovation which are included in Figure 22.

▶ Figure 22. List of social innovations studied within the Tunisia country study

| Name | L'Artisanerie | Sciencia | Ftartchi Atelier |
|--|---|---|--|
| Legal form and localization | Association located in Tunis | Limited liability company located in Menzah | Association based in Tunis |
| Sector | Tourism and handicrafts | Education and socio- professional integration | Education and socio- professional integration |
| Problem | Tunisian craftsmen face difficulties in accessing the market: they are cut off from the distribution and creation networks, which leads to the disappearance of know-how, or the deterioration of local identities that are distorted to adapt to the market. | According to the 2015 PISA survey, 66 per cent of Tunisian secondary school students have level 1 science skills (the lowest level) compared to an average of 21.2 per cent in OECD countries. Disparities in access to these skills are particularly high by area of residence and, even more so, by level of household wealth. | Tunisian women face great difficulties in terms of integration into the job market. Despite recent improvements, Tunisia is ranked 135th on the Global Gender Gap Index in terms of economic opportunities for women (World Economic Forum, 2018). In the third quarter of 2018, Tunisian women represented 28.9 per cent of the labour force and the unemployment rate for women was 22.9 per cent (compared to 12.5 per cent for men). |
| Solution and activities implemented | The Artisanerie programme seeks to build the capacity of women involved in handicrafts by purchasing raw materials and marketing their products through a sales outlet in Tunis, allowing them to focus on their core business. | Sciencia offers workshops, popularized scientific content and kits to awaken the scientific curiosity of children aged 6 to 16, to develop their ability to interact with their environment and their capacity to seek information. | The Ftartchi Atelier programme offers a training programme for unemployed women in catering services to tap into their culinary skills. The women benefiting from the training are then integrated through the association's solidarity catering service. |
| Stage of development | Appropriation and Development Phase | Appropriation and Development Phase | Experimentation Phase |
| Elements character- izing social innovation | The programme provides a response to the problem of integrating Tunisian artisans into distribution networks that do not find a solution in existing intermediation networks. It is aimed primarily at artisans in economic difficulty, the majority of whom are women. The programme is based on a local resource centre (L'Artisanerie) which operates through a community network of partners in a multi-actor approach. | Sciencia offers an alternative solution to conventional education to address the problem of science awareness and training for children aged 6 to 16 who have difficulties at school. It is based on a learning model based on playful experience rather than on the vertical transfer of knowledge, and thus helps to restore pupils' self-confidence and inspire new vocations in science. Sciencia works with a network of local partners to find places to hold master classes (including coworking spaces and leisure parks). The facilitation of the community is done through ambassadors. | Ftartchi Atelier responds to a social problem that is still insufficiently addressed by existing training schemes: the integration of Tunisian women in the catering sector through economic activity. It is aimed primarily at women who are excluded from the labour market. The programme is based on an open kitchen space, the Ftartchi Atelier, where women receive accelerated skills training. The innovative character of the programme lies in the combination of vocational training activities with income-generating catering activities, thus enabling it to find a sustainable economic model in the long term. |

| Nom | ApiServices | SMSA Al Aghaliba |
|--|---|---|
| Legal form and localization | Mutual agricultural service society (SMSA) based in Fernana | Mutual agricultural service society (SMSA) located in Kairouan |
| Sector | Environment | Environment |
| Problem | Tunisian beekeepers encounter difficulties in the supply chain and in the marketing of their products and do not benefit from appropriate training. Waste from beekeeping activities (beeswax) is not recovered despite its great potential. | Tunisian farmers are forced to use environmentally unfriendly chemical fertilizers in order to overcome difficulties in the supply of agricultural inputs and to limit their operating costs. |
| Solution and activities implemented | Apiservices works to build the capacity of beekeepers, through training and appropriate follow-up, to enable them to benefit from a fairer income in a very competitive market. It also offers beekeeping equipment for sale at stable prices, and develops solutions related to the circular economy and adaptation to climate change, such as isometric hives resistant to global warming and beeswax recycling activities. | SMSA offers farmers compost fertilizers, which take longer to be absorbed by the soil, but which provide the necessary nutrients during soil preparation and fertilize the soil in the long term. Lastly, the SMSA has a dedicated agricultural extension service to improve the skills of co-operators and farmer members. |
| Stage of development | Appropriation and Development Phase | Appropriation and Development Phase |
| Elements character- izing social innovation | Apiservices responds to the problems of training and market access of Tunisian beekeepers, which considerably hinder their ability to make a decent living from their work. By targeting beekeepers who are removed from the training system, Apiservices offers an integrated circuit of training and provision of resources to beekeepers as close as possible to their production sites. This circuit makes it possible to mobilize actors locally in the use of beekeeping products in all their forms. | The project developed by SMSA AL Aghaliba aims to combat the phenomenon of pollution of agricultural land faced by farmers in the Kairouan region. It aims to support them in the various stages of cereal production (training, access to finance, etc.) in order to facilitate their economic and social inclusion and boost the regional development of their disadvantaged areas. |

If these structures are driving forces in the development of social innovation in Tunisia, it is appropriate to focus on what can be identified as the obstacles and levers that they encounter in the implementation of their projects.

- ▶ At the individual level, the project leaders interviewed noted the importance of personal commitment and unwavering confidence in the social utility of their mission. Running a social innovation project also requires a high degree of versatility, to be able to perform both operational and strategic tasks at the beginning of the project. Lastly, in-depth knowledge of the SSE sector and market trends is also an essential element in the implementation of a social innovation project.
- ▶ At the organizational level, human resources are a key issue: in fact, it is essential for a project to be supported by staff who are both qualified in their fields and aware of the challenges of the SSE, which leads to an awareness of the notions of shared governance or limited profit-making. These profiles are still relatively rare, but are likely to increase in number, thanks in part to the development of academic courses dedicated to social innovation. SSE actors support each other through sectoral networks, which allow them to share good practices and capitalize on each other's experience.

▶ At the environmental level, although SSE structures seem to be supported by a public policy framework committed to them, whether in terms of legal advances or major strategic choices (SSE is one of the pillars of the national employment strategy), the reality in the field is still marked by major difficulties. In fact, the actors interviewed complain that there is a significant gap between these official decisions and the lack of concrete implementation: local authorities are often ill-equipped to provide support to initiatives led by SSE organizations. Administrative procedures are cumbersome, and the lack of dedicated support measures or tax relief – some of which are provided for in Law No. 2020-30 but still require implementing decrees to become effective – is perceived as a real obstacle to activity.

Lastly, the funding needs of SSE structures are still lacking: often based on a hybrid model, they depend on subsidies from private or international donors and do not manage to develop sufficient equity reserves due to the lack of suitable tools. The existence of a system of unsecured zero-interest loans, set up with Initiative Tunisia for structures run by young entrepreneurs, was hailed as a facilitating factor by the actors. The SSE law has provided for specific funding mechanisms for the sector, such as the establishment of cooperative banks, preferential credit lines or a guarantee fund for SSE enterprises, but this is a work in progress that still needs to be implemented, and which should also mobilize many banking and financial institutions (banks, microfinance institutions, funding bodies, etc.).

4.5.3 Strategic recommendations

The development of social innovation and SSE organizations in Tunisia must therefore go through stages of structuring the sector. Three main recommendations can be highlighted to work towards this goal.

The first recommendation is **to** accelerate the establishment of a committee, a process and criteria for labelling SSE structures provided for in the law of 30 June 2020. Although the passing of the law is a strong symbol of the commitment of the public authorities, the planned provisions have still not been applied and some of them need to be clarified in terms of their implementation. This labelling of SSE structures is a prerequisite for the implementation of targeted support measures as well as specific funding mechanisms, for the feedback of reliable and updated statistical information on the SSE sector as well as for achieving a sense of belonging of the actors to the social and solidarity economy sector.

The second recommendation concerns **structuring a long-term dialogue between the Tunisian public authorities and the SSE structures that bring social innovation**. This is achieved through:

- ▶ The creation of a representative body for the SSE, led by a group of representatives of SSE organizations, which will be able to set up real mediation work between actors in the field and public authorities, in order to ensure that the movement initiated by the vote on the law continues to progress towards better consideration of everyone's needs. This body would be the main contact for the future Tunisian SSE Authority provided for by the law of 30 June 2020;
- ▶ The organization and facilitation of SSE Conferences at the level of each governorate, making it possible to identify specific local needs and to feed into the construction of the National Action Plan to support employment and the social economy in Tunisia, with specific programmes by governorate;
- ▶ The establishment of an SSE Academy a short training programme for public officials from the various ministries involved in supporting the sector. This training could be developed jointly by the SSE representative body and the Tunisian SSE Authority, with the goal of raising awareness and informing public officials.

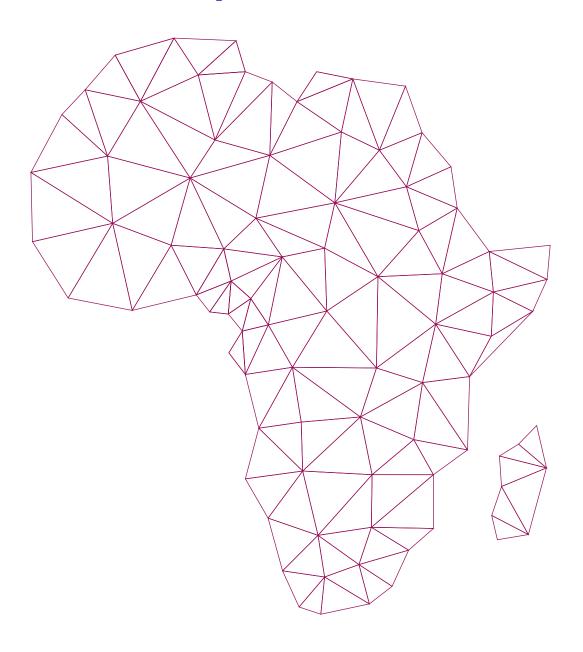
Lastly, the third recommendation concerns the establishment of an ecosystem and adapted financing services to support SSE structures promoting social innovations. This recommendation is part of the announcement of an allocation of 30 million dinars from the National Employment Fund (FNE) to the SSE within the framework of the 2022 finance bill, which will be piloted by the Tunisian Solidarity Bank (BTS):

- ▶ The implementation of a national reference system for social innovation allowing Tunisian actors (SSE structures, support structures, public and private decision-makers, inter/national donors, etc.) to identify a social innovation based on a list of shared criteria, to qualify and evaluate the positive impact generated, and to target the allocation of financial and technical resources. The development of this reference system could be co-piloted by the Tunisian SSE Authority and the BTS, with the involvement of the SSE representative body and the INNORPI;
- ▶ Development of thematic funding programmes for SSE structures in promising sectors such as education and economic inclusion, sustainable agriculture, health, crafts and tourism.
- ▶ The development of suitable financing tools, such as solidarity bank savings, zero-interest loans, impact investing or crowdfunding (see law no. 2020-37 of 6 August 2020 on crowdfunding) must be supported: although some of these tools are beginning to be recognized by the legislative framework, their use by economic actors is still marginal, even though they offer solutions that are compatible with the values and specificities of SSE organizations. For example, innovative SSEOs can apply for an unsecured interest-free loan of between 3,000 and 50,000 Euros from Initiative Tunisie, a network of associations working to promote youth entrepreneurship (Initiative Tunisie, n.d.).

These steps could allow a better coordination of the different stakeholders of the SSE sector and thus lead the organizations to be able to scale up and become more important in the Tunisian economic landscape.

Chapter 5

Cross-disciplinary lessons on SSEOs as actors of social innovation in the five countries of the study



▶ 5.1 Positioning of SSE organizations within the ecosystem

5.1.1 Observations and determinations

The sense of belonging of organizations to the social economy sector, and a fortiori to the social innovation ecosystem, remains complex in most of the countries covered by this study. In fact, it is still difficult for African organizations to claim their belonging to this sector in a context where the institutional recognition of the SSE through a specific framework is still recent or only partially achieved, and where the share of the informal sector in the national economy is high. Furthermore, with rare exceptions, the SSEOs interviewed do not systematically recognize themselves as actors in social innovation, even though, given their vision, their raison d'être, but also their practices and activities, they implement projects that are classified as social innovation. Thus, few SSE organizations rely on social innovation as a differentiating factor.

More than a marker of their identity, social innovation is perceived within SSE organizations as a culture, even an approach, guiding the activities and programmes put in place. The social innovation approach within SSEOs can be triggered by various elements, including:

- ▶ The identification or experience of a need not covered by the project leader(s) and the desire to provide new solutions;
- ► The scarcity of resources leads actors to pool and/or invest collectively to make up for this short-coming;
- ▶ **Opportunism** and the development of social innovations to meet needs identified by available funding programmes.

Although the structuring of social innovation approaches varies from one SSE organization to another, **very few have formalized a strategy and/or roadmap on social innovation**, which may hinder the scaling up or replication of social innovation projects. This is also reflected in the support services offered to SSEOs, which very rarely include a social innovation component, as this support is not a need expressed in these terms by the SSEOs. Furthermore, many structures are specialized in social innovation but do not specifically target SSEOs and therefore do not offer support adapted to their needs.

Lastly, it is important to recall the impact of the COVID-19 crisis on SSEOs when reflecting on the importance of the ecosystem on their activity. In fact, it is not only the SSEOs within the health sector, but all sectors that have been impacted in one way or another, as is the case for traditional economic actors. The impact on the agricultural sector has been variable, due to the drop in international trade, with some sub-sectors benefiting from the renewed interest in local products, while others have suffered from the slowdown in exports (Senegal, South Africa, Cameroon, etc.). Tourism is a strongly impacted sector, due to the closure of borders (affecting all the countries in the study), which has also had a strong impact on crafts, the main outlets for which were linked to tourism. Nevertheless, for many SSEOs and tourism entrepreneurs, this has been an opportunity to rethink their services offered to local people and towards more rational tourism (enhancing the existing local heritage rather than building ad-hoc infrastructures, proposing more sustainable service, more respectful of local people and the environment, etc.). Many SSEOs had their activities interrupted due to the quarantine and other exceptional health measures, both in the service sector and in the secondary sector (closure of production units, layoffs, etc.). Many volunteer-based activities suffered from a lack of volunteers due to travel restrictions or fear of virus spread. However, SSEOs are recognized in many countries as having been key actors in the response to the crisis, thanks to their resilience and adaptability. Many SSEOs have innovated in order to be able to offer new services in response to the specific difficulties of the COVID-19 crisis (manufacture of masks, delivery services to maintain the business of solidarity grocery shops and maintaining connections, etc.).

5.1.2 Identified challenges

These various observations and findings lead to the identification of four major challenges for the five countries in the study:

- ▶ A challenge to observe and study innovation practices by SSE organizations over the long term. In the countries covered by the study, social innovation by SSEOs is not a research topic per se. Thus, knowledge of these issues is very limited and confined to acknowledging the informal sector culture and the involvement of family circles in social innovation initiatives. Moreover, the value created by these innovation processes is very rarely measured.
- ▶ A challenge of positioning and visibility for SSE organizations as full-fledged actors in social innovation. Beyond the issues of acknowledging the SSE sector, SSEOs are not necessarily recognized and valued as actors in innovation, even though they create social value.
- ▶ A challenge to better involve SSE organizations in defining local public policies. As actors in the social innovation ecosystem, SSEOs should be consulted to build frameworks and systems that take into account the realities in the field.
- ▶ The challenge of structuring SSEO social innovation approaches. As mentioned above, the support proposed to SSEOs very rarely address issues related to social innovation. However, many SSEOs are developing social innovations, and there is therefore a need for more support on these issues.

► 5.2 The internal conditions for innovation within an SSEO

5.2.1 Access to skills and human resources

The interviews highlighted the existence of a **set of key personal skills among social innovation project leaders**, such as initiative-taking, risk-taking, versatility (strategic analysis and strong operational skills), resilience to change and the ability to work in teams. In general, administrative and financial management skills are particularly in demand during the development and scaling up of innovations. In addition to these skills, there is a state of mind marked by a certain openness, an optimistic or even militant vision, and a strong feeling of confidence in the social utility of the project.

The interviews also show that most of the skills are acquired or developed by the project leader in a situation, in response to a problem. Obtaining a specific diploma or certification is not identified as an essential prerequisite for social innovation. However, a number of the people interviewed for this study have secondary or higher education in fields related to the one in which the innovation is developed. In Cameroon, for example, almost two thirds of the project leaders interviewed have a higher level of education. All the project leaders, whether or not they have a secondary or higher education diploma, stated that they were not sufficiently aware of and exposed to the challenges of social innovation during their training. In fact, the latter rarely or only marginally integrate the cross-disciplinary skills required for the creation, development and management of an innovation project.

The lack of qualified human resources and recruitment difficulties are emphasized by the SSEOs as a major obstacle to the development of their activities and to social innovation projects. These difficulties can be explained by various factors, including: a lack of promotion and appreciation of SSE professions, a lack of knowledge of the SSE sector and its values among the general public and young people, poor compensation, lack of job security, a lack of incentive framework (no exemptions from employer's contributions or taxes, no direct subsidies for employment, etc.).

In addition to these recruitment problems, there are difficulties in retaining qualified human resources within organizations. In fact, the respondents in the study reported frequent changes in their teams, which destabilized their structure. The causes of this high turnover are much the same as those related to recruitment: job insecurity and low pay. In some contexts, family and/or community pressures may also act as a hindrance to the development of SSE and social innovation. In Senegal, some of the social entrepreneurs interviewed expressed the lack of support from their family circles for their activities, due to the risks associated with the sector.

5.2.2 The development of operational and financial management capacities

The SSE organizations interviewed for the study cited the lack of administrative, accounting and financial management capacity as a major hindrance to the development of social innovations. While management capacities are needed throughout the deployment of the social innovation project, they are all the more important in the development and scaling-up phase. Respondents noted the lack of resources and IT tools needed to facilitate reporting, as well as the difficulty in recruiting qualified people to provide these support functions. Hybrid structures are emerging to compensate for the absence of financial and fiscal rules favouring certain legal statuses, such as associations, and to take advantage of benefits enjoyed by other statuses depending on opportunities (Tunisia, South Africa). Lastly, most point to the complexity of administrative and tax procedures as an additional hindrance.

Measuring the social and environmental impact of the projects implemented is still not sufficiently addressed by the organizations and project leaders. This can be explained in part by the high stakes involved in releasing funding to support the SSE and social innovation, as well as the lesser dissemination of impact measurement tools and methodology developed with academic actors. In Senegal, some actors cite risks of bias in impact measurement at different levels. For example, impact is more likely to be perceived in the case of large projects that already have substantial resources (as opposed to small projects whose impact needs to be recognized to obtain funding). Qualitative impact is, moreover, often more difficult to measure than quantitative impact, thus limiting the impact measurement of certain projects that do not have a ready-made methodology.

5.2.3 Access to funding and markets

Access to funding depends in particular on the status of the SSE organization carrying the project, even if, from the outset, access to funding and the funding model depend on the combination of several factors: the nature and social vocation of their activity, the legal status, the size and level of structuring of the organization, the stage of development (Pact for Impact, 2022). In countries that do not yet have a specific framework on social and solidarity economy or an operational SSEO labelling process, it can be difficult for SSE organizations to choose the most appropriate legal status(es) to fund social innovation projects and build a sustainable economic model.

This is particularly the case in Tunisia, where some project leaders have noted an acute need for legal advice in order to choose the most appropriate status pending the publication of the implementing decree that will specify the operational procedures for becoming a "social enterprise".

In fact, SSEOs whose legal status is legally and operationally recognized by decree find it easier to defend their legitimacy and to reassure funders. Thus, SSEOs that are legally and institutionally recognized as SSE actors find it easier to obtain funding, although this remains a challenge for the SSE as a whole. The size of the structure also plays a role, regardless of the status, in access to funding.

In South Africa in particular, there is a significant lack of funding for early stage projects, with investors being risk averse, even though this is where the funding needs are greatest. On the other hand, the sample studied did not make it possible to state with certainty that the more mature and solid SSEOs find

it easier to attract funding commensurate with their needs. For example, some very large and mature organizations still identify access to finance as a limit to their development and management capacity.

In general, the **SSE organizations surveyed continue to encounter problems accessing funding** for various reasons:

- ▶ On the one hand, public funding is often insufficient or inadequate. In some countries, no public funds are dedicated either to SSE or to social innovation (Cameroon) or they are very few and therefore very competitive (Tunisia). Furthermore, where such funds exist, the procedures are often complex and the lack of communication about the calls for applications severely limits the possibility of obtaining more diversified and qualitative application offers (South Africa). Similarly, according to the SSEOs interviewed, the State does not always meet its financial commitments. It is common for the State to sign partnerships or contracts but not to perform them, or to do so late, with long contracting periods that are out of sync with the challenges of small structures (Morocco, Senegal);
- ▶ The methods for accessing funding from international lenders are still complex, especially for small organizations. In fact, eligibility criteria are sometimes difficult to comply with and the constraints of donors change frequently (new rules, new protocols, etc.), resulting in a significant administrative burden for SSEOs and making it difficult to adapt to these changing constraints;
- ▶ Traditional financing (bank loans, equity investments, public or private grants) remains difficult to access. Overall, SSEOs face several hindrances in accessing funding: lack of information on existing funding, poor support for small, rural or isolated structures, lack of administrative capacity to access funding, lack of financial guarantees and difficulty in accessing short-term funding tools to address short-term cash flow issues, difficulty in mobilizing long-term funding. Despite the efforts made by different financial partners in some countries such as Cameroon (grants, loans and counterparty donations) or the development of regulatory frameworks conducive to the development of microfinance (Senegal, Tunisia), the mechanisms for accessing funding do not seem to be used much by SSEOs, perhaps due to lack of information. Thus, although the regulatory frameworks exist, this does not necessarily translate in the field into easier access for SSEOs;
- ▶ Lastly, funding specifically dedicated to the early stages of development of social innovation projects is very limited, even though some funders, public funders, international funders or financial institutions, have difficulty finding projects, which suggests a significant gap between supply and demand. These funders, who are generally in search of higher returns, are inherently more risk averse to social innovation projects, and are looking for projects at a more advanced stage, rather than focusing on innovative and experimental projects (South Africa). For example, crowdfunding has been the subject of several laws very recently (August 2020 in Tunisia, February 2021 in Morocco), but it is a mode of financing that is not yet widely used by SSEOs, probably due to a lack of information and management capacity by the structures.

Lastly, **access to public and private markets** remains an important issue to enable SSEOs to find outlets for their social innovation:

- ▶ SSEOs face difficulties in **accessing private contracts** in some countries, notably due to strong competition with large companies (South Africa). SSEOs have difficulties in convincing other actors in the value chain of the importance of the social innovation approach;
- ▶ SSEOs face difficulties in accessing public contracts, despite the existence of specific clauses and simplified procedures in countries like Cameroon. There is therefore a challenge linked to making better use of public procurement to stimulate the supply or production of goods and services by SSEOs, and to boost social innovation. In fact, in most countries, public procurement is a very important part of economic activity. Thus, if it were subject to specifications that were favourable or adapted to SSEOs (adapted response times, search for social impact, possibility of responding as a consortium, etc.), and if their existence was properly communicated to the structures concerned, this would enable them to secure substantial orders and to solidify their economic model (develop the sale of goods or services and be less dependent on subsidies and sponsorship, for example).

5.2.4 Embodiment in governance

The governance of social innovation projects within social enterprises is still very much embodied by a single person (the founder) and not greatly institutionalized. This can jeopardize the sustainability of social innovation projects, particularly when founders become overburdened and unable to seize relevant opportunities due to lack of time or capacity (South Africa). In other SSEOs with more collective governance, such as associations or cooperatives, governance is more participatory and horizontal (Cameroon).

In addition, there is still a lack of appreciation of bottom-up innovation by employees. In fact, interviews with SSE organizations revealed a low propensity of senior staff, and in particular of founders, to delegate to young staff, a dynamic that can be explained by a too low capacity of organizations and founders to take risks (Morocco). There are also very few innovative forms of governance within the structures covered in this study (such as "disadvantaged" people being part of the governance) or in their ecosystem (such as multi-actor governance for projects that are regional in scope).

Lastly, although many social innovation projects led by SSEOs are aimed at women and their liberation and empowerment (Cameroon, Tunisia, South Africa, Senegal), women are still poorly represented in the governance of the structures. In fact, certain socio-cultural stereotypes block women's ambitions and aspirations to lead companies. Professional culture promotes a much more male-oriented management style.

5.2.5 Interaction with the ecosystem

The lack of cooperation with public authorities hinders the scaling up of social innovation, since it generally requires some form of political backing in order to be standardized and institutionalized. In general, the SSEOs note a lack of knowledge and recognition by the public authorities of social innovation projects. This is notably due to the lack of a law recognizing SSEOs, or to the lack of maturity or operationalization of the legal framework when it exists. In fact, this lack of recognition leads to a number of difficulties at the tax and financial level. Furthermore, when structures dedicated to the promotion of SSE or SI exist, they have limited human and financial resources and therefore do not enable the dissemination of SSE/SI ecosystems (Senegal).

Networking with other SSEOs/project leaders/youth associations was often cited as an important support lever in the implementation of social innovation projects. In fact, these networks allow for best practices and experiences to be shared, provide opportunities for collaboration and allow for a better understanding of trends (Tunisia, Senegal).

The capacity of SSEOs to innovate also depends strongly on how well they are rooted, their proximity to and knowledge of local communities. In fact, the existence of a network between SSEO collaborators and local communities allows SSEOs to have access to products, services or resources to which they would not otherwise have access, thus strengthening their capacity to innovate (South Africa). Some sectors are particularly concerned with this anchoring and networking challenge. For example, in the field of agriculture, the lack of partnerships that promote a value chain approach is a hindrance for SSEOs. Social innovation in products or services can therefore be linked to changes in the production, storage and marketing process, to facilitate exchanges throughout the value chain. All the SSEOs in this study mentioned the importance of developing partnerships and maintaining a strong link with their community, without the sectoral value chain aspect emerging as a determining aspect or as a potential source of innovation. In this respect, the lack of an SSE label, which would make these products recognizable to consumers, is often highlighted as an element that could bring greater recognition.

Likewise, the digital capacity-building of SSE structures and the importance of digital marketplaces are also determining factors for SSEOs and their ability to offer social innovation services/products. Indeed, some SSEOs are developing innovations in these areas, particularly in the craft and agricultural sectors. Several cases of social innovations address this point (FEED and the development of agri-food ecosystems through technological innovations in South Africa, CamCCUL and the establishment of digital spaces for

access to financial products for agricultural actors in Cameroon, or Anou and their distribution platform for artisanal products in Morocco).

SSEOs need to develop more cooperation with the private sector in the context of corporate social responsibility (CSR) development. In fact, there is no real dynamic aimed at encouraging synergies between the private sector and SSEOs, even though the establishment of such partnerships could make it possible to develop open social innovation strategies (Tunisia, Morocco, Cameroon). In fact, private companies can call on the agility and innovative capacity of SSEOs to develop projects, in a partnership of equals. In particular, large companies, which may lack the flexibility to develop innovations, can collaborate with SSEOs, actors in the field rooted in their communities, to support or develop operational and socially efficient solutions.

► 5.3 Levers of action identified to create a favourable environment for SSEOs and the development of social innovation activities

5.3.1 A plea for recognition from SSEOs

Despite a growing awareness of the role and importance of SSE, the respondents underlined a still high need for institutional recognition, which is therefore a priority lever for action to create a favourable environment for SSEOs that promote social innovations. This need is linked to the level of maturity of the structuring of SSE frameworks in the different countries: some countries already have a framework dedicated to SSE, such as Tunisia, Cameroon and Senegal. On the other hand, others have started work on the development of a specific SSE framework, such as Morocco and South Africa.

The presence of a legal framework specific to the SSE is necessary to support SSEOs in the developing their social innovation activities, but it is not sufficient. In fact, even in the most advanced countries in terms of SSE that were studied, SSEOs have identified major needs for their growth (Cameroon, Tunisia, Senegal):

- ▶ Major operationalization issues. The SSEOs report that the human and financial resources allocated to them are too low, that there is a lack of integration of the SSEOs in building the systems and that there are significant operational delays, particularly in the adoption of the implementing decrees and in the setting up of the dedicated public policy bodies and programmes;
- ➤ Communication and promotion challenges regarding existing mechanisms. Better communication on these issues would enable SSEOs to have a better knowledge of the legal framework and more easily access support services (Senegal, Cameroon);
- ► Challenges of regionalization of support policies. The emergence and development of community or territorial SSE clusters could enable SSEOs to develop their SI activities (Senegal, Tunisia).

5.3.2 A need for operational tools and access to funding

The offer of support is not sufficient to meet the needs of SSEOs for support in accounting, administrative, legal and financial processes. In fact, the current support offered struggles to integrate the constraints and specific needs of SSEOs and therefore fails to support them on all the issues on which specific support would be necessary. Moreover, the support offered to SSEOs is often limited in time, with very little direct follow-up or technical assistance following the support programme to meet the high demand from SSEOs (Morocco, South Africa).

There is also the challenge of pooling and sharing resources in order to create a favourable environment for the development of IS by SSEOs. In order to respond to this need, different solutions have been proposed, such as:

- ▶ The creation of a one-stop shop or agency bringing together all the services and tools necessary for the development of SI activities carried out by SSEOs;
- ▶ The creation of shared management structures to achieve the effect of scale that would enable certain parts of administrative procedures to be outsourced thanks to the pooling of resources and tools;
- ▶ Supporting structures in developing their institutional capacities to fulfil the basic requirements of funders (construction of a business plan, putting together an administrative file, etc.) via training in partnership with support structures / funders.

Social innovation could be stimulated by creating collaborative frameworks between researchers and practitioners (SSEOs, social entrepreneurs, etc.). For example, social innovation laboratories could be set up, in conjunction with universities, to prototype social innovations in different ways (community services, action research, community placements, etc.). The creation of such collaborative frameworks would allow the sharing of knowledge and opinions, the propagation of collective activism and the promotion of social innovation (Senegal).

5.3.3 The challenge of recognizing the value of professions and training

SSE professions need to be promoted and showcased more in order to highlight the full range of career opportunities in the SSE/SI sector. This could be achieved in particular by developing and systematically using free shared platforms to make employment opportunities available within the SSE sector (Morocco).

New training opportunities around the SSE and SI professions could be developed to encourage new vocations and prepare the professionals of tomorrow. To this end, partnerships could be established with training structures (universities, schools, etc.) and SSE actors (State, networks and professional interest groups, social enterprises, etc.) (Senegal, Tunisia).

SSE and IS may become more visible by means of more specific actions in schools and universities, such as by holding competitions and challenges dedicated to SI. They can be sector- or topic-specific (health, education, agriculture, etc.), or general (all sectors and topics) (South Africa).

5.3.4 The challenge of raising awareness among public actors

It must be noted that SSEOs are **sometimes heavily dependent on public authorities**, particularly from the point of view of scaling up social innovations. In fact, social innovation very often requires some form of political support to be institutionalized. While structural support from the State is necessary for standardization of SI, public decision-makers often intervene on political grounds, which are sometimes at odds with social or economic considerations, and this can hinder the development of SI activities.

However, public actors are not sufficiently aware of the challenges of the SSE and social innovation. This lack of awareness and knowledge of the SSE sector, as well as of the activities, programmes and solutions developed by SSE actors, can have various consequences, such as:

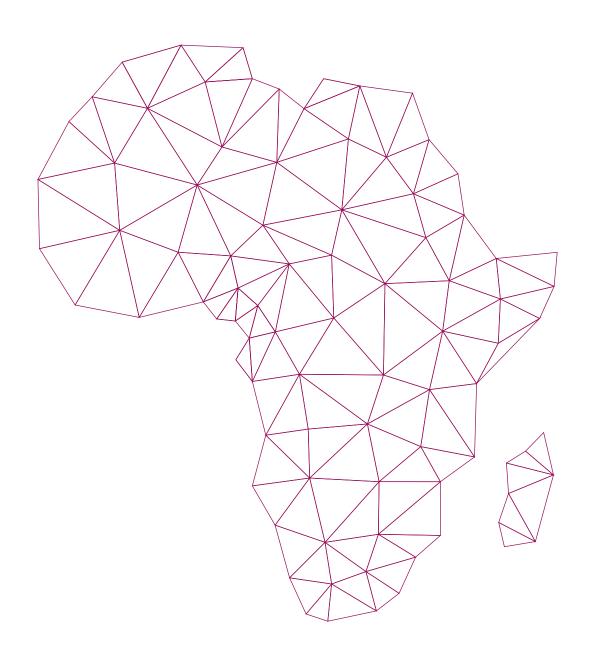
- ▶ Decision-making and implementation processes that are too long and not adapted to the realities and/ or constraints experienced by SSEOs in the field;
- ▶ The use of foreign structures or experts even though the necessary expertise exists at the national or local level.

There is therefore a challenge to produce evidence-based knowledge on SSE/SI, which will increase not only the understanding of internal dynamics, but also the effectiveness of public policies.

Lastly, there is a real need to develop dynamic partnerships between universities, SSE and SI actors, the private sector and the State, which would enable public actors to be more aware of the issues at stake in the SSE and social innovation sector.

Chapter 6

Conclusion and strategic recommendations



▶ 6.1 Closing remarks

What place do SSE organizations have in the social innovation ecosystem in Africa?

Despite considerable development potential, SSE organizations occupy an important but insufficiently recognized place in the social innovation ecosystem of the five countries studied. The social and solidarity economy is present in each of the countries and contributes between 1 per cent and 5 per cent of national GDP to the national economy (see Chapter 4), as well as to job creation. Nevertheless, the lack of a dedicated legal framework for SSE or the operationalization of such a framework hinders the visibility of the wider SSE sector as well as the measurement of its socio-economic contribution. Thus, many structures that fall under SSE in terms of key values and principles (in countries without a national SSE register) are not naturally associated with it. Likewise, they make little or no reference to the concept of social innovation to describe their responses to the social and environmental problems of their region. They do not claim to be "social innovation actors" but, through the social and environmental purpose of their activity and their ability to mobilize actors and resources locally to provide services to populations in vulnerable situations, they participate de facto in a social innovation process. The appearance of the concept of social innovation in the context of framework laws on SSE (notably the draft SSE framework law in Senegal adopted in 2021) reveals the beginning of a recognition of the link between SSE and the generation of social innovations. Nevertheless, this research initiative shows that the place of SSEOs as actors in social innovation needs to be better recognized in order to gain legitimacy.

What form(s) does social innovation by SSE organizations in Africa take?

The innovative nature of social innovations is not the innovation of products, processes or technologies used, but rather the ability to capture a social/environmental need that is poorly covered and to provide a new response to it in a logic that is either remedial (filling the gaps in the existing system) or transformative (changing the system).

The case studies conducted in the five countries of the study identified social innovations in three key sectors. First of all, in the field of education and professional integration, various examples of innovation have been identified to support young people who have dropped out of school or are continuing their studies, or to help them re-enter the job market after periods of unemployment, etc. Secondly, the health and social protection sector offers a vast field of action to respond to needs that have not been met that may, for example, involve the area of early childhood, feminine hygiene or the support of people with disabilities. In general, this sector appears to be relatively unexploited compared to its potential, as many needs have yet to be addressed. Lastly, the agriculture sector offers a multitude of opportunities for the development of social innovations in response to food crises in Africa. Many innovations in agriculture are emerging and may, for example, involve the fair marketing of agricultural products through new technologies or the transition from traditional and production-oriented agricultural practices to agro-ecological practices.

Overall, social innovation helps to address several of the Sustainable Development Goals (SDGs) and, in particular, access to decent work (#8), youth inclusion (#4), reducing inequalities in access to employment for all (#10), and partnerships (#17). Thus, SSEOs deploy social innovation projects that make it possible, either as an end or as a consequence, to offer decent jobs to vulnerable populations: women and young people without training and without prospects of a stable income, etc. New technologies are used in the majority of social innovation projects to disseminate knowledge and educational content, and to facilitate access to a market in a fair and transparent manner for small producers or craftsmen.

What elements characterize and influence the progress of social innovation of SSE organizations?

The social innovation approach of the SSE structures solicited within the framework of this research initiative is not the result of a strategy or a formalized action plan beforehand. Most of the time, it becomes involved in response to the identification or experience of a social/environmental need that is not met or is inadequately met, in reaction to the scarcity of resources (making it necessary to pool resources and investments), or opportunistically in relation to the support programmes of (inter)national donors.

Different factors have an influence on the capacity of SSE structures to engage in and carry out this social innovation process:

- ▶ Internally, the ability of project leaders to set up projects is a determining factor, as this ability is often acquired in the field rather than through their academic experience, and is motivated by personal commitment and community roots. Access to qualified human resources aligned with the structure's values is essential for the successful completion of projects. Most of the SSE structures that participated in the study report difficulties in recruiting and attracting employees. This often translates into a lack of support functions (accounting, administrative, financial, human resources) that are sufficiently solid and sustainable to support the scaling up of projects and the preparation of complex applications to obtain funding or large-scale contracts. Likewise, the constant search for funding to ensure economic equilibrium makes it difficult to allocate time/resources to operating process improvement and strategic planning. Access to human resources, management methods and access to funding are often determined by the legal status chosen by the structures. This research project shows that SSE structures often wonder about the most appropriate status for their activities and evolve along the way. The research conducted has not led to a comparative analysis of the innovation capacities of SSE structures according to their status, but constitutes interesting potential research for the future.
- ▶ Externally, SSEOs can rely on support structures to strengthen certain aspects of their operations or activate certain levers. Most SSEOs are in need of this type of support and do not currently have sufficient access to it. These support services are concentrated in capital cities or very large cities with dynamic economies, and therefore inaccessible in rural or isolated areas. This poses a challenge for the regional structuring of support, with services adapted to the needs and challenges in rural areas. Similarly, they could benefit from preferred access to public contracts or customized financing, but these options are still limited. They still have difficulty accessing traditional funding (bank loans, equity investments, public or private grants) due to the risky nature of their activity and the lack of social impact recognition. This also limits their ability to turn to more innovative funding (social bond, etc.), especially since they often lack the administrative and financial capacity to manage the requirements of such funding. Lastly, the use of community savings could be a particularly appropriate response to the needs of SSEOs, but it was rarely mentioned as a funding lever by the respondents in the study.

How to support and monitor SSE organizations in their social innovation process?

Many levers can therefore still be activated or reinforced to support and accompany SSE organizations in their social innovation process. Some countries have already developed policies to promote SSE (Cameroon, Tunisia) but they need to be more operationalized, and social innovation and the capacity of SSEOs to carry out social innovation projects need to be more systematically discussed and taken into account in SSE policies in order to promote synergies and highlight these issues. Relations with local political decision-makers, which are crucial for the scaling up and acceptance of the project locally, are sometimes difficult due to a lack of knowledge and awareness by elected officials. Furthermore, there are programmes and support mechanisms for social innovation (such as the Francophone African Incubator (IFA) in West Africa, or the Afric'innov network, Impact HUB, Jokkolabs, etc.), but very few of them specifically target SSEOs. Similarly, programmes and structures for supporting and assisting SSEOs are still relatively limited in number and capacity, and do not cover all stages of development of

the structures. While funding programmes have a motivating effect on the capacity of SSEOs to develop social innovations, the potential is still underutilized and the sustainability of this effect must be reinforced (favouring multi-year investments, establishing a minimum of support and follow-up for project leaders, etc.).

Thus, there are various courses of action to support SSEOs in implementing social innovations: first of all, it is a matter of responding to the demand for legal recognition of SSEOs (lever 1), then it is a matter of facilitating their access to non-financial services and operational support to build their management capacity, a necessary condition for the development of social innovation projects (lever 2) Access to funding must also be streamlined in order to stabilize the economic model and facilitate the risk-taking necessary for the development of social innovations (lever 3). The courses of action also involve the SSEO ecosystem and their propensity to support and assist the development of innovations. It is a matter of promoting jobs and training in the social and solidarity economy to facilitate access to and the development of skills within the structures (lever 4) and lastly to make public actors aware of the SSE and its potential to participate in the sustainable and inclusive development of their areas, thanks in particular to its capacity to develop social innovation projects (lever 5).

► 6.2 Levers of action and strategic recommendations

Lever 1: A plea for recognition from SSEOs

SSEOs express a strong need to be recognized as social innovation actors in the service of achieving the Sustainable Development Goals. In fact, the absence or lack of maturity of institutional frameworks recognizing the specificities of SSE (South Africa, Morocco) does not provide visibility to the SSE sector and fully contribute to its development. In order to respond to the plea for recognition expressed by the SSEOs, the following actions can be decided:

- Promote the establishment of national legal frameworks to recognize the social and solidarity economy, while respecting the cultural, economic and historical diversity of each African country. These legal frameworks would enable the SSE sector to be recognized as a lever for social and environmental development centred on the human being, while ensuring the diversity of status and needs of the organizations that comprise it. Creating such legal frameworks involves establishing a continuing dialogue between regulators and SSE organizations to better take into account the specificities of the sector;
- ▶ Support the operationalization of mechanisms by public decision-makers so that national legal frameworks for the recognition of SSEOs are effective where they exist. In fact, in countries with a legal framework dedicated to SSE, better communication on the existing mechanisms could be developed and mechanisms could be regionalized. In addition, these institutional frameworks could include a definition of social innovation adapted to the local context (as in the case of Senegal, Cameroon). This would contribute to the recognition of the social innovation promoted by SSEOs as the driving force behind the country's development. A challenge also lies in linking policies to promote the SSE and support social innovation with other public policies (such as those on employment, youth, public procurement, finance, etc.). These public policies will be more inclusive by taking into account SSE actors and characteristics, and will better support SE development;

- ▶ Establish regional legal surveillance on SSE recognition frameworks at the African level to facilitate sharing best practices. Several initiatives already exist at the international level (FAO, OECD, International SSE Forum), but a specific review of the legal frameworks developed by African countries would make it possible to better take into account regional specificities and facilitate the South-South and South-South-North cooperation that may result. Such work would highlight the issues raised and the consultation processes adopted in countries that have put in place a legal framework for SSE;
- ▶ Promote sharing best practices in SSE recognition and governance through cooperation programmes and dedicated events. For example, bilateral technical cooperation programmes could be established to allow, over time, best practices to be exchanged between African countries on policies for recognizing and supporting the SSE. Similarly, regional summits could be organized on a rotating basis by States and communities committed to SSE/SI during dedicated meetings or major international events (ILO Academy, GSEF Forum);
- ▶ Encourage recognition of the SSE as a lever for social innovation in the service of the SDGs within the regional strategies prepared by the African Union, based on collective citizen dynamics such as the *I4Policy* hackathon; In fact, the Pan-African I4 POLICY organization holds Policy Hackathons aimed at improving public innovation policies, including social innovation, in collaboration with public decision makers (*i4policy*, n.d.);
- ▶ Encourage the passage of a resolution on the Social Solidarity Economy at the United Nations to recognize the social solidarity economy as an important agent for sustainable development. Such a resolution would help to fully integrate SSE into the initiatives of UN agencies and guide the development of targeted measures.

Lever 2: A need to access services and support programmes

SSEOs express a need for support and operational tools to enable the development of their social innovation activities, at all stages of their development. In fact, the SSEOs report a lack of resources and/ or tools, related to administrative, legal and/or accounting issues. In order to respond to this issue of operational tools for SSE structures, different strategies can be implemented, including:

- ▶ Facilitate the creation of networks and support groups for SSEOs that promote social innovation. All of the social innovation project leaders mentioned the need for support, mutual aid and cooperation, particularly in the early stages of the project. The creation of such groups would encourage the exchange of ideas and best practices among actors in the field. Local policymakers can support this kind of approach, as in the case of RELESS in Cameroon, created by decree;
- ▶ Support the creation of shared management structures that pool the support functions of different SSEOs. Many SSEOs highlight their difficulties with certain procedures, particularly administrative procedures, due to a lack of access to resources and/or tools. The creation of shared management structures has multiple benefits, since it would allow SSEOs to pool support functions, to acquire greater weight to facilitate dialogue with the State or international donors, and to promote access to more important markets through pooling and the collective;
- ▶ Encourage the creation of an engineering agency for leaders of social innovation projects, based, for example, on the Avise model in France. These agencies would support SSEOs in engineering issues, sharing resources and tools, and would contribute to the recognizing the value of SSE actors. In addition, these agencies could be responsible for organizing community/territorial clusters for SSE development;
- Make the support mechanisms for SSEOs more regional. The actions of SSEOs and the social innovations generated by these structures are closely linked to their ecosystem. It would therefore be essential to propose regionalized support systems to be better able to respond to the specific needs of SSEOs linked to their ecosystem;

➤ Support the structuring of a range of programmes to build the social innovation capacities of SSEOs in conjunction with support structures, particularly in rural areas. These programmes could be delivered in person or online by distributing digital tools and resources translated into local languages. At the same time, hackathons and other events could be set up at the local level to further equip SSEOs.

Lever 3: A need for access to funding

SSEOs also continue to face major difficulties in accessing funding, whether from international donors, the State or traditional financial institutions. In order to facilitate access to funding for SSEOs that promote social innovation, various recommendations are proposed:

- ▶ Develop platforms to link SSE structures with public and private funders in order to promote mixed funding and risk financing. In fact, the public sector has funds that do not need to generate returns and can therefore use them to attract more traditional investors by reducing their risk. Innovative investors must be made aware of SSE and social innovation, the risks involved in these investments, and the value of the extra-financial impact (see last point of this lever);
- ▶ Strengthen existing national, regional or global funds, by combining a funding offer proportionate to the level of maturity of the social innovation project conducted by the SSEO and customized technical support. The type of funding (grant, loan, equity, etc.) would depend on the type of need or project, and the type of structure. This fund could be financed by public actors through international cooperation, and administered by development agencies. For example, the FID (Innovation Fund for Development), a new French initiative hosted by AFD, aims to "stimulate, accelerate and deploy innovative solutions with high impact potential, proven by rigorous scientific evidence, to meet the challenges of fighting poverty and inequality and transforming public development policies" (Innovation Fund for Development, n.d.). It deploys different stages of funding, depending on the level of maturity of the innovation and also has a category dedicated to public policy transformation. It would also be relevant for this fund to deploy a section specifically dedicated to SSEOs to support social innovations;
- ▶ Encourage the development of financing products and services adapted to the needs of SSE organizations, such as the zero-interest loan. The goal of the zero-interest loan is to strengthen the personal contribution of beneficiaries in order to create a leverage effect for obtaining bank financing. The implementation of a legal framework dedicated to zero-interest loans could thus allow SSEOs promoting SI to access funding more easily and to be more aware of it, since it is a funding mechanism that is currently seldom used by SSEOs;
- Develop financial management and fund-raising support programmes for SSEOs with the backing of support structures;
- ▶ Facilitate access to public contracts by SSEOs. Various measures could be put in place to guarantee open and equitable access for SSEOs to public contracts, such as simplifying procedures or organizing information sessions on how to put together an application;
- ➤ Support the development of social and environmental impact measurement to enhance the extra-financial impact of SSE actors and their social innovation projects with their public and private funders and partners;
- ▶ In addition, in order to meet the dual challenge of operational tools and access to funding, a **quality label for innovative SSEOs** could be created. Such a label could allow these structures to join a network that would promote access to funding and resources and protect the interests of network members. It could also structure the creation of value chains involving SSEOs throughout the chain. The label could be aimed primarily at innovative SSEOs, so as to encourage other SSEOs to develop social innovations. For example, several labels exist in France in this area. The label "ESS ADN" is a citizen and independent label that identifies and promotes structures with a strong social and ecological impact. At the regional level and for social impact in general, French Impact has created the "Territoire French

Impact" label, which aims to promote and strengthen synergies between actors, to encourage the emergence, development and dissemination of social innovations.

Lever 4: The challenge of recognizing the value of professions and training

In general, the SSE and social innovation sector is not well enough known by the general public, or is not necessarily viewed in a very positive light. In fact, there are very few vocational training courses integrating SSE and SI topics on a pan-African level, and professional opportunities in the SSE sector are very poorly promoted. In order to enhance the value of the SSE sector in general and to encourage new professions, the following actions could be implemented:

- ▶ Integrate SSE and IS topics in university academic training. There are two alternatives for this purpose: the first is to design new curricula in a cooperative manner; the second is to rework existing academic curricula to integrate the social innovation aspect into traditional curricula in order to reach a wider audience;
- ▶ Create local job fairs and trade shows related to the SSE The lack of promotion of professions and training associated with the SSE and social innovation is partly caused by a lack of knowledge of the opportunities offered by the sector. A career forum dedicated to the sectors that promote social innovation could, for example, give greater prominence to SSEOs. In addition, communication campaigns aimed at promoting professional opportunities in the SSE sector could be launched in order to reinforce the attractiveness of SSE among youth and to encourage careers. These campaigns could be publicized through traditional media and/or social networks;
- ▶ Launch a pan-African SSE and social innovation research and outlook network, whose mission would be to support the cooperation of educational and research institutions in this area and to conduct action/research programmes on social innovation projects carried out by SSEOs;
- ▶ Encourage the documentation and sharing of success stories or case studies of social innovation projects led by SSEOs. In order to raise awareness of SSE and SI issues, especially in schools and universities, it would be worthwhile to rely on existing and relatively mature structures that can talk about their experience in the sector and present their concrete achievements;
- ▶ Build on the work done by cooperation and development agencies such as the ILO, policymakers and social partners on SSE and SI training. For example, the ILO's Academy on SSE, the organization's training arm, offers quality content (ITC & ILO, 2021). By capitalizing on pre-existing work, the ILO could be an actor to highlight SSE/SI careers and training.

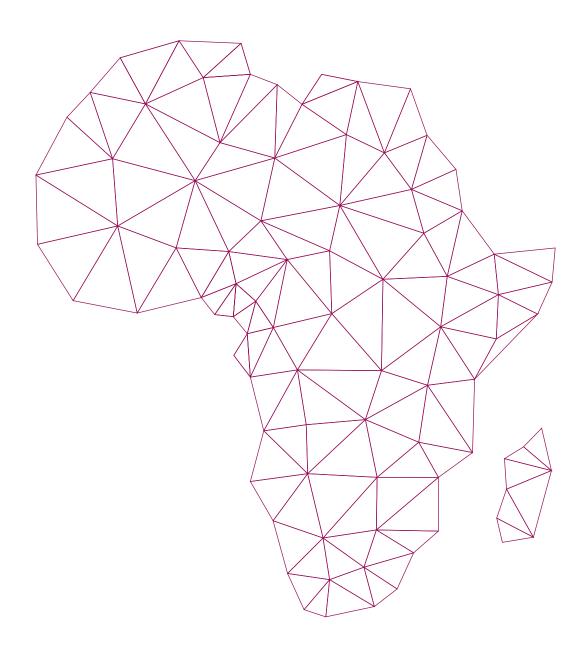
Lever 5: The challenge of raising awareness among public actors

The SSEOs express a need for awareness-raising and training of public actors in social innovation issues. In fact, although the social innovations of SSEOs are largely dependent on public authorities for standardization and institutionalization, there is a great lack of knowledge about the SSE sector and the activities, programmes and solutions developed. In order to increase the effectiveness of public policies and foster the development and scaling up of social innovations, the following measures could be implemented:

▶ Train public agents in SSE and social innovation topics. In particular, it would be important, if not essential, to train the public actors who will be called upon to develop public policies on these subjects, so that they are fully equipped to determine the most appropriate policies for this sector. This training could be established in conjunction with universities and training organizations and could include initial training that would be supplemented by continuing education components;

- ▶ Continue and support research on social innovation in Africa to assist in informing and raising the awareness of public actors on SSE and SI. This research could also shed light on the links between informal economies and the social and solidarity economy;
- ▶ Create multi-stakeholder cooperation programmes between donors, innovative SSEOs, social entrepreneurs, traditional enterprises, structures representing youth, etc. The creation of such arrangements would enable public actors to see the potential of social innovation carried out by SSEOs and could make them aware of the impact of such innovative approaches;
- ▶ Promote cooperation between public actors from different countries. Some African countries already have public policies concerning SSE and SI and are therefore more aware of these issues. Meetings between representatives from different countries on these subjects could lead to improved knowledge among public actors as a whole;
- ▶ Organize events to bring together actors in the field and local public actors. These events would allow public actors to have a better vision of the realities and daily life of actors in the field, and in particular of members of innovative SSEOs;
- ▶ Support the creation of statistics on the SSE, in collaboration with national statistical institutes, the World Bank, etc. These statistics will contribute to research on social innovation and will be a tool for raising awareness among public decision-makers.

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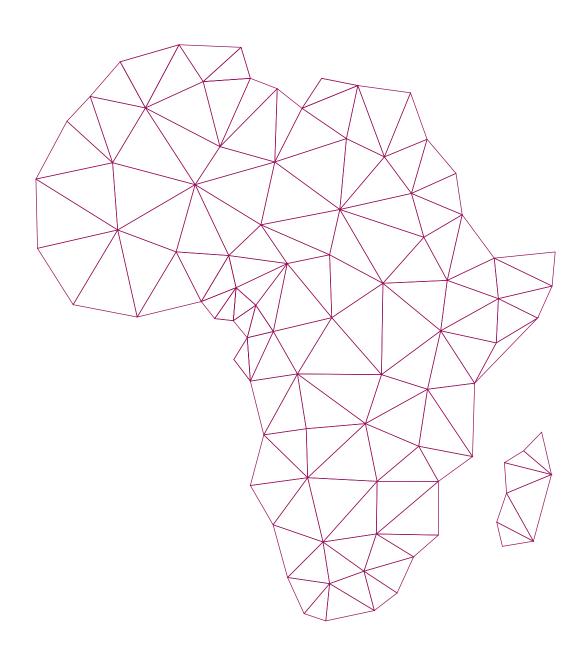
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Appendices



Appendix no. 1 List of Structures and Contacts Interviewed

South Africa

- 1. The Clothing Bank Abdurahmaan Panday Director of the Cape Town site at the Appliance Bank
- **2.** Sakhulwazi Women's Agricultural Cooperative Rose Makosa (deceased at the time this report was drafted), Founder.
- 3. Ma Se Kind Shamile Cajee Director and Founder
- 4. FEED Nicola Coundourakis Co-founder and senior strategy director
- 5. Ikhala Trust Bernie Dolley Founder and Director
- 6. Siyazisiza Trust Brendon Nithianandham Procurement Chain Director, Rural Value Chain
- 7. Spoon Money Nicky Swartz Founder
- 8. Khaltsha Cycles Sindile Mavundla Director and co-founder
- 9. Gangstar Cafe Mark Slessenger Assistant Director
- 10. Push Local Ventures Siyabulela Kela Deputy Director
- 11. Street Side Bakery Zikhona Madubel and Luvuyo Goboza Directors and co-founders
- 12. The Justice Fund / Community Chest Lorenzo Davids Director and co-founder
- **13.** Aspen Network of Development Entrepreneurs (ANDE) Nonceba Qabazi South African Regional Programme Associate
- 14. ILO South Africa Kerryn Krige Chief Adviser, SSE project
- **15.** The Minister of Cooperative Governance and Traditional Affairs (COGTA) Conrad Jardine Public Participation Director, Gauteng Cooperative Governance Department.
- **16.** The Industrial Development Corporation of South Africa Ltd (IDC) Molefe Pule Senior Manager, Social Impact Maximization
- 17. Rlabs Rashieda Panday Partner and assistant at Rlabs
- 18. Shawco Delicia Govender Global Foreign Studies Coordinator
- 19. Fetola Anton Russel Director of Small, Medium and Microenterprise Support

Cameroon

- **1.** Galim Cooperative Society for the production, drying, storage and marketing of grain (AGORAH COOP-CA), Céline Motchue Choula, Chairperson of the Board of Directors
- 2. GIC ETOILE, Ndjeyick Pouhe Joseph, GIC Delegate
- 3. MAHMULPA, Asta Youssoufa, President of the cooperative
- **4.** ERN Environmental Restoration Network, Kevin Nfor Ntani, Delegate
- 5. EcoClean Environnement, Dr Elisée Embolo, Director of the cooperative
- **6.** FEDEC Foundation for the Environment and Development in Cameroon, Serge Mebere, Programme Coordinator
- 7. Cooperative Credit Union League (CamCCUL ltd), Tadah Mekem Jolivo Laure, Head of Project and Marketing Division
- 8. Crédit Mutuel Du Centre, Natalien Nienvenu Tipane, Branch Manager
- 9. The Cameroon Mayors' Network for SSE, Jean Paul Betchem, Permanent Secretary
- 10. FORESSCAM, Atangana Etienne Didier, President
- **11.** Support project for the development of agricultural sectors (PADFA II), Marigoh Bouquet Hélène Rosalie, National Coordinator
- 12. France Africa Partnership for Co-development (PFAC), Pauline Effa, National Coordinator
- **13.** Actions for Solidarity and Development in Africa (ASSA), Paul Alexandre UM II, Country Representative
- **14.** Ministry of SMEs, Social Economy and Handicrafts, Ahanda Joseph
- 15. Ministry of Scientific Research and Innovation (MINRESI)/IRAD, Ngonkeu Eddyn
- **16.** Ministry of Agriculture and Rural Development (MINADER), NDONGMO Raymond, Assistant Project Manager No. 1 (Cooperative Registration Unit)
- **17.** Ministry of SMEs, Social Economy and Handicrafts, Vincent Chrysostome Ndongo, Deputy Director of Social Economy Development, responsible for implementing the social economy promotion policy
- **18.** Ministry of Youth and Civic Education (MINJEC), Atangana Laurent, Director of the Multi-functional Centre for Youth Development-Ocean
- **19.** University of Douala, Fr Joseph Pascal Mbaha, Head of Geography Department, University of Douala
- **20.** Special Equipment and Intercommunity Intervention Fund (FEICOM), Daniel Elisé Ntye Ntye, Head of the Local Studies and Forecasting Division

Morocco

- 1. Amicale Marocaine des Handicapés AMH, Amina Slaoui, President and founder
- 2. Caisse Centrale de Garantie CCG, Meryem Id-Lkadi, Head of Specialty Products, Innovation & Investment Department
- 3. Casa Mémoire, Amine Hannaoui, Treasurer
- 4. Very Small Business Centre, Abdellatif Badr, Adviser and project manager for support and training
- 5. Coop Lab, Lamia Housni, Director of the Entrepreneur Academy & P-Curiosity Lab of UM6P
- **6.** Coop Lab, Sarra Saber, Social Entrepreneurship Lab, in charge of supporting social and green start-ups
- 7. Crédit Agricole du Maroc, Abdeljabbar Bouroua, Director of the Solidarity Economy within the bank
- 8. Douar Tech, Fay Cowper, National Coordinator
- 9. Ecodôme Maroc, Youness Ouazri, Director
- 10. Moroccan Student Foundation FME, Hamid Ben Elafadil, President
- 11. L'Heure joyeuse, Oumaïma Mhijir, Head of operations
- 12. Impact Lab, Salma Kabbaj, Director
- **13.** Inatlantis, Mouhcine Mitallan, Director
- 14. Maroc Numéric Funds MNF, Dounia Boumehdi, Executive Director
- 15. Moroccan Centre for Innovation and Social Entrepreneurship MCISE, Nisrine Ouazzani, Director
- **16.** Moroccan Centre for Innovation and Social Entrepreneurship MCISE, Naouar El Houti, Knowledge Manager
- **17.** Moroccan Centre for Innovation and Social Entrepreneurship MCISE, Meryem Kabbaj, Entrepreneurship and social impact expert
- **18.** Office for Development and Cooperation ODCO, Youssef Hosni, Director of the OCDO, agency attached to the Ministry of Tourism, Handicrafts and Social and Solidarity Economy
- 19. Moroccan Social and Solidarity Economy Network REMESS, Sarah Moussaid, Director
- 20. Solidarité Féminine, Hafida Elbaz, Board Member and former Executive Director
- 21. Tibu, Mohamed-Amine Zariat, President and founder

Senegal

- 1. APIAFRIQUE, Ms Marianne Gning, Founder & CEO
- 2. CAPER-SAS, Mr Mohamedine Diop, Director
- 3. Centre for listening and coaching for sustainable development (CEDD), Mr Ababacar Sy, President
- **4.** Senegalese Confederation of Cooperative and Mutual Benefit Societies (CSSCM), Awa Sow, Coordinator of development actions for women, Deputy Secretary-General of MIFTAH (platform of cooperatives for sharing, information, transformation and aid for humanitarian action)
- **5.** CTIC (ICT incubator), Mr Noumounthi Abdoulaye Diao, Senior Acceleration Specialist & Support Manager
- 6. Daral Technologies, Mr Amadou Sow, Founder and CEO
- 7. SSE Leadership Branch (ministère de la Microfinance et de l'Économie sociale et solidaire), Ms Khadi Samba, Director
- 8. Écoles au Sénégal (EAS), Mr Chérif Ndiaye, Founder and president
- 9. Empire des Enfants, Mr Diagne, General Coordinator
- 10. Enda Tiers-Monde, Mr Cheikh Gueye, Prospects and strategy manager
- 11. Institut Africain des Bébés (IAB), Ms Fa Diallo, Founder, president
- **12.** Analysis and Research Laboratory on Economic and Social Transformations (LARTES), Fr Abdou Salam Fall, Director
- 13. m-Louma, Mr Aboubacar Sidy Sonko, Founder and CEO.
- 14. Make Sense, Mr Mamba Souare, Founder, director of impact partnerships and innovations
- **15.** Network of regional social and solidarity economy actors (RACTESS), Mr Malick Diop, National Coordinator
- **16.** Network of Farmers' and Pastoral Organizations of Senegal (RESOPP), Mr Mamadou Fall, Head of Animal Production, Gender and Grassroots Organizations
- 17. Sen Finances, Ms Denise Ndour, General Administrator
- **18.** Social Change Factory (SCF), Mr Sobel Ngom, Founder, Executive Director of Consortium Jeunesse Sénégal
- 19. National Union of Women Cooperators of Senegal (UNFCS), Thioro Fall, Coordinator
- 20. Xam Sa Bopp, Ms Coura Ndiaye, Foounder

Tunisia

- 1. Sciencia, Latifa El Ghezal, Co-founder
- 2. ADVI, Mohamed Madhkour, Managing Partner
- 3. Dream in Tunisia, Sarah Toumi, Founder and Managing Director
- 4. Ftartchi, Xavier Bresnu, Co-founder
- 5. L'Arche, Linda Meganem, Co-founder
- 6. Shanti, Mehdi Baccouche, Co-founder
- 7. Le Lemon Tour, Nicolas Planchenault, Co-founder
- 8. Najen Nature, Nadia Jendoubi, Founder
- 9. SMSA Apiservices, Jalel Chaabani, President
- 10. SMSA AlAghaliba, Saif Eddine Romdhany, Manager
- 11. Al Badil, the cultural alternative, Selim Ben Safia, Founder and Managing Director
- 12. Nexus, Naouel Jabbes, Executive Director
- 13. ILO, Fakhreddine Mhadhbi, Project Coordinator
- 14. Lab'ess, Sonya Zaïem, Assistant Director
- 15. COSPE, Alessia Tibollo, Country Representative for Tunisia
- **16.** TAMSS, Chema Gargouri, Founder and President
- 17. Afrikwity / Cofundy, Thameur Hemdane, Founder
- 18. Ministry of Vocational Training and Employment, Anissa Ayari, Director, SSE Unit.

► Appendix no. 2 Regional networks, programmes and structures supporting SSE and social innovation

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|---|-------------------------|--|-------------------------|---|---|--|
| Institute of Interna- tional Social Cooperation (ICOSI) | NGO | Senegal, Tunisia, Morocco, Algeria, Comoros, Senegal, Benin, France | Multisector | Project leaders in the associative, cooperative and mutual benefit fields; elected officials and local authorities, State and national administration; trade unions | ECOSI promotes, disseminates and protects the issues of the social and solidarity economy. The main areas of intervention are: 1) Advocacy, promotion of SSE and collective entrepreneurship, 2) International cooperation and networking of SSE actors, 3) Support and assistance to project leaders, especially in the cooperative sector, 4) Promotion of innovative and environmentally friendly agricultural practices and 5) Fight against inequality, especially for youth and women. | https://icosi. org/ |
| Fondation Drosos | Foundation | Morocco, Tunisia, Lebanon, Egypt, Syria, Jordan, Palestine, Germany, Switzerland | Multisector | Children, adolescents, young adults | Planning, development and support to directly improve the living conditions of beneficiaries. | https://drosos. org/en http://www. cm6-micro finance.ma/en/ |
| Heinrich Böll Foundation | Foundation | Tunisia, Kenya (local office) Uganda, Tanzania, Somalia, South Africa (local office) Namibia, Zimbabwe, Nigeria, Senegal (local office) | Multisector | SSE actors, impact project leaders | The Heinrich Böll Foundation is a think tank for social-ecological transition and participatory, pluralistic and inclusive democracy. It acts to promote exchanges and cooperation in particular between actors in civil society. | https:// tn.boell.org/ fr/etiquettes/ economie- sociale-et- solidaire |
| Impact Hub | Association | Ghana, Mali, Nigeria, Rwanda, Sudan, South Africa, Burundi, Zimbabwe | Multisector | Entrepreneurs, impact project leaders, entreprises, public sector actors, associa- tions, NGOs | Impact Hub is a network that supports impact project leaders. It offers various services: 1) support services for entrepreneurs and impact project leaders at different stages of their projects (incubation, start-up, change of scale); 2) support services for companies wishing to develop a culture of innovation and social impact and strategic advice in terms of organization and operation; 3) support and advice services for public sector actors (studies, public policy recommendations, links with social and impact entrepreneurs/companies); 4) services for creating alliances between impact entrepreneurs and associations/ NGOs. | https:// impacthub.net |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|-------------------------|---|--|---|--|---|
| Makesense Africa | Association | Cameroon, Senegal, Lebanon, Philippines, India, Mexico, Peru, France | Multisector | Entrepreneurs and Impact project leaders, citizens, civil society organiza- tions, State and administration, elected officials and local governments | Makesense Africa's mission is to create tools and programmes for collective mobilization to enable everyone to take action and build an inclusive and sustainable society. Makesense Africa provides: 1) training in 21st century skills (creativity, collaboration, initiative-taking); 2) support and incubation of impact projects (start-ups, multi-stakeholder projects) and 3) development of communities and ecosystems around the Sustainable Development Goals. | https:// makesense.org/ en/ |
| Réseau en- treprendre | Association | Senegal, Morocco, Tunisia | Multisector | Entrepreneurs and business leaders | The Réseau Entreprendre's ambition is to help entrepreneurs with job creation potential succeed by passing on to them the know-how and experience of experienced and active business leaders. | https://www. reseau- entreprendre. org/en/ homepage/l |
| Environne- ment et Dévelop- pement du Tiers Monde (ENDA) | NGO | Senegal (Enda Lead Afrique, Endaecopole), Ethiopia, Mali, Madagascar, Tunisia (Enda Interarabe) | Multisector (priority action sectors are identified at the level of each entity of the ENDA network) | Project leaders, women, youth, marginalized households, micro- enterprises, microentrepre- neurs | ENDA is a network of autonomous entities that carry out projects and programmes in all development areas and issues. Born in the South, to serve the people of the South, Enda Third World has always led a fight against marginalization of the disadvantaged and for sustainable development. | http:// endatiers monde.org/fr |
| International Association of Investors in the Social Economy (INAISE) | Association | Uganda, Benin, Guinea, Burkina Faso, Senegal, Congo, Togo | Multisector | Associations, companies, organizations, cooperatives, community enterprises, participatory enterprises, employee-owned enterprises, start-ups | INAISE is an international network of organizations whose goal is to provide funding for social and environmental projects. It is active in funding social and environmental projects, impact projects in the fields of environment, sustainable development, SSE, healthcare, North-South relations, art and culture, education and training. | https://inaise. org/en/ |
| IesMed | Cooperative society | Tunisia, Algeria | Multisector | Social economy actors (mainly social enterprises, federations, networks), public and private sector actors. | IesMed is positioned as a Mediterranean platform for SSE support. IesMed provides leadership and management of international programmes or projects related to SSE. At the request of its partners, IesMed develops products, services and R&D projects applied to collective and solidarity entrepreneurship in the Mediterranean region. | https://iesmed. eu/en/ |
| Enactus | Association | Ghana, Morocco, Senegal, Nigeria, Eswatini, Egypt, South Africa, Zimbabwe, Kenya, Tunisia | Multisector | Students, including high school students, public organizations, companies, associations, foundations | Enactus supports, assists, engages and trains students in the implementation of social impact projects. Enactus provides training services for the development of skills associated with entrepreneurship/ social innovation, as well as services for the promotion and development of entrepreneurship. The quality and impact of student projects are evaluated by professionals at various regional and national events and finally at the annual World Cup. | https://enactus. org/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|--------------------------------------|--|-------------------------|---|---|--|
| Cospe | International solidarity association | Morocco, Tunisia, Senegal, Algeria, Niger, Egypt, Mozambique, Eswatini, Zimbabwe, Angola, Malawi, Cape Verde | Multisector | Social economy actors (mainly social enterprises, federations, networks), public and private sector actors. | COSPE is a non-profit association working in the field of international cooperation and solidarity. As a financial and technical partner, COSPE contributes to the development and implementation of programmes/projects for: 1) protecting human rights and basic freedoms, 2) promoting women's rights and gender equality, 3) supporting refugee populations and victims of war, 4) antiracist training and support for gender equality policies for ethnic minorities in Italy, 5) the right to education and the dissemination of an intercultural vision 6) development of small businesses and income-generating activities, 7) rural development and support for agriculture, 8) environmental protection and support for sustainable development, and 9) development education activities and public awareness campaigns on topics of global interest. | https://www.cospe.org/ |
| African Social and Solidarity Economy Network (RAESS) | Association | Morocco, Tunisia, Senegal, Egypt, Mali, Burkina Faso, Cote d'Ivoire, Guinea, Congo, Cameroon | Other | SSE structures, State and administration, local elected officials and local authorities, international institutions, private sector structures | RAESS is an association that works to promote, recognize and develop the SSE on the African continent. It supports the advocacy of its national members and lobbies, promotes national/regional/intercontinental cooperation (pooling of knowledge, experiences and pooling of resources) and contributes to bringing the voice and proposals of SSE both locally and globally. | http://www. ripess. org/?lang=en |
| SwitchMed | Other | Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Tunisia | Other | Project leaders, social enterprises, entrepreneurs, start-ups, public organizations, associations | SwitchMed aims to achieve productive, circular and shared economies in the Mediterranean by changing the mode of consumption and production of goods and services so that human development is dissociated from environmental degradation. | https:// switchmed.eu |

► Appendix no. 3 National networks, programmes and structures supporting SSE and social innovation

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|---|--------------------------------------|-------------------------|--|--|---|
| Aspen Network of Development Entrepreneurs (ANDE) | Associa- tion | South Africa | Multisector | SME | ANDE provides financial and educational support to SMEs. It also networks SMEs in a mutual aid logic and with the goal of facilitating knowledge sharing between them. Lastly, ANDE produces research and studies and offers a variety of training courses for SMEs. | https://www. andeglobal.org/ south-africa |
| The Department of Trade Industry and Competition (DTIC) | National public organiza- tion | South Africa | Multisector | South African economy, South African popu- lation, informal economy actors, social economy (SE) actors, women, youth, black South African population | DTIC implements initiatives, public policies and other projects with the goal of promoting economic development, empowerment and emancipation of the black community. It is also responsible for implementing the various laws and regulations organizing trade. | http://www. thedtic.gov.za |
| University of Cape Town - Bertha Centre for social innovation and entrepreneur- ship | National public organiza- tion | South Africa | Multisector | Project leaders, social entrepre- neurs, students, South African population | The centre promotes social innovation, entrepreneurship, innovative funding and impact investing; provides education on social innovation; funds and supports social innovation; and conducts research and produces studies on social innovation, impact investing and innovative funding. The Centre facilitated the creation of the first Social Impact Bond (SIB) in South Africa. | https://gsbber thacentre.uct. ac.za |
| SAB Foundation | Founda- tion | South Africa | Banking and finance | Companies, projects and innovations that benefit women, youth, people living in rural areas and people with disabilities, projects that are likely to create jobs. | The Foundation provides funding to small, medium and micro enterprises to contribute to the economic and social empowerment of historically disadvantaged people. It issues requests for project proposals and grants. It received a grant from the Government of Flanders to the South African Department of Economic Development and the ILO to create a policy and regulatory framework that will support the development of a social economy sector. | https:// sabfoundation. co.za |
| Flanders State of the art | Public organiza- tion | South Africa | Multisector | Social economy actors in South Africa | An actor that provides strong support to the social economy and social enterprises through requests for project proposals, funding and support for projects to raise awareness of the social economy and to develop the social economy in South Africa. It is a partner of the ILO and the Ministry of Economic Development in policy support as well as work on funding the social economy in general. | https://www. flanders.org.za/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|---|--------------------------------------|-------------------------|---|---|--|
| Industrial Development Corporation (IDC) | National public organiza- tion | South Africa | Multisector | Social entrepreneurs, start-ups, companies, impact project leaders; | The IDC supports entrepreneurs and helps the growth and emergence of sustainable industries. It also proactively identifies and funds high impact, labour-intensive projects. The IDC funds industrial development projects in South Africa and elsewhere (funding, project management, research and policy support, fund management, capacity-building). | https://www. idc.co.za/ https://static. pmg.org. za/150421idc. pdf |
| The National Development Agency (NDA) | National public organiza- tion | South Africa | Other | Civil society organizations (CSOs) | The NDA helps CSOs to develop. It facilitates the process of formalizing CSOs (organizing training, registration, and verifying compliance) and builds the capacity of CSOs (incubation programme, support, training, mentoring). Lastly, the NDA works on the sustainability of CSOs and supports them in mobilizing resources and funding. | https://www. nda.org.za |
| The Depart- ment of Economic Development (EDD) | National public organiza- tion | South Africa | Multisector | Economy of South Africa and actors in the South African economy | The EDD worked with the ILO on a white paper, a draft document outlining the South African government's proposals to create an enabling environment for the social economy and initial legislation to structure SE in South Africa. The EDD will be the governmental body that will coordinate and manage ES when an ES Act is established in South Africa. The EDD also coordinates the contributions of government departments, state entities and civil society to ensure economic development in South Africa. Lastly, it aligns economic policies, state plans and agencies with development goals. | https://www. ilo.org/africa/ media-centre/ news/ WCMS_672936/ langen/index. htm https://sociale- conomypolicy. org/ |
| Innovation Hub | National public organiza- tion | South Africa | Multisector | Entrepreneurs, companies, project leaders | A local public organization in Gauteng that promotes economic development and competition by encouraging innovation and entrepreneurship. It runs various programmes for beneficiaries: skills development programme, incubation programmes in bioeconomy, green economy and smart industries, waste management, business development and innovation incentive programme. It also facilitates access to facilities, land and funding. Lastly, it facilitates requests for project proposals. | https://www. theinnova tionhub.com |
| Social Enterprise Academy | Non- profit organiza- tion (NPO) | South Africa | Education | Businesses, entrepreneurs, organisations, potential entrepreneurs, youth | It runs a support programme for emerging social entrepreneurs, social enterprises and NPOs (non-profit organizations); it also trains beneficiaries in social entrepreneurship, social impact measurement, social enterprise and helps them acquire leadership and management skills. The Social Enterprise Academy offers support for the creation of social enterprises. Lastly, it runs an internship programme as part of a partnership between the Bertha Institute (University of Cape Town), the University of Oslo and South African social enterprises for students to raise their awareness of social entrepreneurship. | https://www. socialenter prise.academy/ za/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|---|--|--------------------------------------|-------------------------|--|--|---|
| Fetola | Limited liability corpora- tion | South Africa | Other | Entrepreneurs, companies | Fetola is a leading SME development agency. It implements business and supplier development programmes. Its accelerator, incubator, training and mentoring programmes also support entrepreneurs in their projects. | https://fetola. co.za |
| First National Bank (FNB) | Traditional company | South Africa | Other | Entrepreneurs, project leaders | FNB is the originator of the "FNB Social Entrepreneurship Impact Lab," a project set up in partnership with Fetola and funded by FNB. The Lab supports the growth and investment potential of organizations that address pressing social, environmental and economic issues in South Africa. It is an incubator to help entrepreneurs strengthen their skills, develop their products or services, refine their appeal to potential investors and funders. | https:// fetola.co.za/ entrepreneurs/ opportunities/ social-entrepre neurship- impact-lab |
| Oribi Village | Associa- tion | South Africa | Other | Entrepreneurs, impact project leaders | Oribi Village is an impact incubator that provides skills development and training programmes and support to entrepreneurs. | https://www. oribivillage.com |
| Sound Deep Community Trust et Sound Deep Education Trust* | Trust | South Africa | Other | Cooperative project leaders in the community of Westonaria | The Philani Incubator and Cooperative Development Programme is a coaching and training programme for the 30 cooperatives in the Westonaria community. It also facili- tates access to funding for its beneficiaries. | https://www. sdtrusts.org.za/ project/philani incuba tor-and- cooperative- development- programme |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|----------------------------|--------------------------------------|-------------------------|--|--|-------------------------|
| RENESS in construction (National SSE network) | Associa- tion | Cameroon | Other | Mutual benefit societies, associations, economic interest groups (EIGs), social enterprises, municipal district foundations, local, regional, national and international organizations, RELES; RERES | RENESS works to promote the social economy. It helps build the institutional and operational capacities of social economy networks and units. It also promotes the exchange of experiences between networks. It capitalizes on and disseminates good practices and positive experiences in the social economy to its members and to national and international opinion. RENESS also ensures that social economy units are represented at the level of national and international decision-making bodies and increases consultation and partnership between social economy networks and units. Lastly, RENESS is in charge of developing collective utility services. | Not Reported |

| Ministry of Small and Medium Busi- nesses, Social Economy and Handicrafts (MINPMEESA) | National public organiza- tion | Cameroon | Other | Cooperatives, mutual benefit societies, associations, foundations, social enterprises. The DES (Department of Social Economy) is the MINP-MESSA body responsible for the implementation of the Ministry's SSE policy. | MINPMEESA works to improve knowledge of the social economy sector. It supports the adoption of an appropriate institutional, legislative and regulatory framework and promotes collective or group entrepreneurship. MINPMEESA also works to facilitate access to funding for social economy organizations (SEOs) and to promote the culture of the social economy. | https://www. minpmeesa. cm/site/ |
|---|---|----------|---------------------|---|---|---|
| Network of Mayors of Cameroon for the Social and Solidarity Economy (REMCESS) | Associa- tion | Cameroon | Other | Municipal- ities, local authorities, SSE organizations | The actions of REMCESS consist mainly of implementing advocacy actions common to all members in order to enable mayors to acquire the necessary means for the development of SSE in their regions. It also provides for specific technical support to help decentralized local authorities support SSE organizations. | https:// remcess. wixsite.com/ info |
| Cameroon Cooperative of Social and Solidarity Economy Trainers (FORESCAM) | Coopera- tive | Cameroon | Other | SSE actors, but especially cooperatives | FORESSCAM specializes in developing cooperatives in agriculture, services, health, ICT, sanitation, environmental protection, cosmetics and fashion. FORESCAM is an incubation programme and also offers co-working spaces, and trains policymakers in SE and cooperatives. | https://www.facebook. com/pages/ category/ Education/ Coop%C3% A9rative-des- Formateurs-en- %C3%89 conomie- Sociale-et- Solidaire-au- Cameroun- 115073973 276248 |
| Cameroon Cooperative Credit Union League (CamCCUL) | Coopera- tive | Cameroon | Banking and finance | Women, farmers, youth SME | A cooperative that gives women, farmers, SMEs and youth access to credit, payment and savings services by phone. It also provides technology support to affiliated credit unions to digitize the CamCCUL network. In addition, it offers auditing service to affiliated credit unions. CamCCUL monitors and collects from the MFI and its members. It offers marketing services, through support to the affiliated MFI on innovative products for growth. Through its statistical services, it ensures that information and declarations are reported on time by the beneficiaries. Lastly, it provides introductory financial literacy training to beneficiaries. With regard to insurance, CamCCUL is in talks with local partners (ACTIVA), to formalize the agricultural and health insurance service. This operation is slow to materialize because of the many risks to which the agricultural sector is exposed. | https://camccul.cm/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|---|--------------------------------------|-------------------------|---|--|---|
| France & Africa Partnership for Cameroon Co-develop- ment (PFAC)* | Associa- tion | Cameroon | Other | Companies, cooperatives, local authorities | PFAC offers CSR support to companies and training and awareness programmes on CSR issues. It works to energize territories by supporting local communities and elected officials and helping them to develop the local economy. It also provides support in structuring cooperatives. | https://www. facebook.com/ www.pfac.cm/ about/?ref= page_internal |
| Local SE Networks (RELES) | Associa- tion | Cameroon | Other | Mutual benefit societies, associations, economic interest groups (EIGs), social enterprises, municipal district foundations, local, regional and national organizations | RELES supports its affiliated units by mobilizing the potential available to support their actions and offers a framework for consultation to social economy units. It centralizes, analyses and forwards the concerns and complaints of its members to local, regional and national officials. It also ensures that the principles and values of the social economy are respected by the affiliated units. RELES acts as a guarantor of the reality and veracity of the activities of the structures that are affiliated and contributes to the promotion of development at local level. Lastly, it promotes the exchange of experiences, advice and training for the benefit of its members. | Not Reported |
| Regional SE Networks (RERES) | Associa- tion | Cameroon | | Mutual benefit societies, associations, economic interest groups (EIGs), social enterprises, municipal district foundations, local organizations, RELES, RENES | RERES collects, analyses and forwards the needs and concerns of the RELES to the RENES. It maintains a file of affiliated RELES and serves as an interface between the RELES and the different administrations at the regional level. RERES also promotes regional development and seeks to create and develop collective utility services. It also promotes the exchange of experiences between the networks and keeps records of the activities of the RELES and forwards the activity reports of the RELES to the regional officer in charge of the social economy. RERES promotes the exchange of experiences, advice and training for the benefit of its members. Lastly, it periodically reports on the activities conducted and submits its report to the Ministry of the Economy. | Not Reported |
| Special Fund for Equip- ment and Intermunicipal Intervention (FEICOM) | National public organiza- tion | Cameroon | Banking and finance | Decentralized regional authorities | FEICOM centralizes and redistributes taxes, regional taxes and other municipal and regional taxes in accordance with the regulations in force. It makes available to the beneficiary regions, municipalities, groups of local authorities and urban communities the corresponding shares of the general decentralization allocation determined by the government. FEICOM also pays the salaries of the chairmen and members of the offices of the regional councils, as well as the municipal magistrates. It participates in financial operations aimed at promoting local economic development, in conjunction with the other administrations and structures involved. FEICOM mobilizes national and international resources as well as financial intermediation in the search for and management of resources from decentralized cooperation, in favour of decentralized local authorities. | https://feicom. |

| Name of structure or | Type of | Country(ies) covered in | Area(s) of intervention | Beneficiaries | Services offered | Connection to |
|---|---|----------------------------|-------------------------|---|--|---|
| network | legal status | Africa | intervention | | | resources |
| Office of Handicrafts and the Social Economy with the Ministry of Tourism, Handicrafts and Social Economy | National public organiza- tion | Morocco | Multisector | SSE actors, private and public sector actors | In charge of implementing public policies in favour of the SSE and establishing a regulatory and institutional framework for the SSE in Tunisia. It is also responsible for developing a Tunisian strategy for the SSE. This ministry produces scientific research and studies on SSE in Tunisia and establishes national and international partnerships with public and private actors to develop and promote SSE. Lastly, it promotes SSE by facilitating access to funding and markets for SSE actors, through SSE awareness projects, etc. | https://mtataes. gov.ma/fr/ |
| Office of Development and Coopera- tion (ODCO) | National public organiza- tion | Morocco | Other | Cooperatives | ODCO implements awareness and legal assistance programmes for cooperatives. It provides economic support to cooperatives. It also conducts diagnostics and monitoring of cooperatives to ensure that they are in compliance with standards. It develops statistics on cooperatives and provides post-creation support to newly created cooperatives. Lastly, it also supports actors in creating cooperatives. | http://www. odco.gov.ma/ |
| Moroccan SSE Network (REMESS) | Associa- tion | Morocco | Other | Cooperatives, associations, mutual benefit societies, foundations, economic interest groups, professional unions, public sector actors, private sector actors | It is an association that facilitates public spaces and debates on issues related to the SSE. | http://www. remess.ma/ |
| Moroccan Centre for Innovation and Social Entrepreneur- ship | Associa- tion | Morocco | Other | Social impact project leaders, high school students | This association establishes incubation and training programmes for impact project leaders. It also facilitates their access to markets. It also hosts physical and virtual spaces that promote collective thinking, networking, access to coaching and mentoring, etc. Lastly, the association sets up programmes to raise awareness of social entrepreneurship as well as competitions. | https://www. mcise.org/ |
| CoopLab* | Unknown | Morocco | Other | Moroccan cooperatives | CoopLab is a laboratory of expertise and support for cooperatives. It implements training and support programmes for cooperatives. It also supports cooperatives and helps them to have better access to a variety of markets. CoopLab is also a place where knowledge, ideas and innovations for cooperatives are generated. It has already worked with the ILO. | https://sd.um6p. ma/new/L%27 UM6P-et-la- Fondation-OCP- annoncent-le- lancement/?id =5f3e1cd7355 ee06f29eb65cf |
| Centre for Incubation and Research- Action through the Social and Solidarity Economy (CIRA-ESS) | National public organiza- tion | Morocco | Education | SSE actors, youth | CIRA-ESS is a space for collective thinking through research/action and entrepreneurship with high societal impact. It supports and encourages innovative projects with a social and environmental impact, but also supports projects carried out by SSE organizations and young people. It also implements incubation programmes. | https:// lematin.ma/ journal/2019/ fsjes-dotee-d- centre- dincubation- recherche- action-ess/ 315405.html |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|---|---|--------------------------------------|-------------------------|--|--|---|
| Social Development Agency (ADS) | National public organiza- tion | Morocco | Other | Microenter- prises, poor populations, community, public or private entities | LADS promotes, selects and funds actions in favour of underprivileged populations, microenterprises and projects of social and economic interest initiated by any community, public or private entity, with the aim of promoting the development of employment. | https://lnt.ma/ agence-de- developpe ment-social- quatre- programmes- sociaux-menu/ |
| Mohammed VI Centre for the Support of Solidarity Microfinance | Founda- tion | Morocco | Banking and finance | Microen- terprises, disadvantaged populations, community, public or private entities | The foundation trains microcredit association agents and promotes microfinance. | Not Reported |
| OCP Foundation | Founda- tion | Morocco | Multisector | Startups, VSEs, youth, entrepreneurs, project leaders, associations, cooperatives, SSE actors | The OCP Entrepreneurship Network is the foundation's programme dedicated to SSE and entrepreneurship that encourages initiative and innovation. The Foundation aims to raise awareness and educate its beneficiaries about entrepreneurship through its initiation projects. The foundation also supports the projects of its beneficiaries by setting up support programmes for startups and VSEs and incubation programmes. It also develops and hosts coworking spaces and offers direct support to cooperatives and associations. Lastly, the foundation implements projects to promote the SSE. | https://www. ocpfoundation. org/sites/ default/files/ documents/ Rapport- Fondation-OCP- Fr-2016.pdf |
| Abdelkader Bensalah Foundation | Founda- tion | Morocco | Other | Actors of the social innovation ecosystem in Morocco (social innovators, regional organi- zations, support structures), actors from the public and private sectors and civil society | The foundation implements a programme for assistance, financial and technical support for social innovators. It also offers an educational support, networking and co-construction programme for social innovation actors. Its research/action programme is dedicated to enhancing the Moroccan social innovation experience. Lastly, it also implements an annual request for project proposals programme open exclusively to employees of Holmarcom Group companies. | https://www. fondation- bensalah.ma/ |
| Bidaya | Associa- tion | Morocco | Other | Impact entrepreneurs, start-ups with strong social and environ- mental impact, leaders of high impact projects | Bidaya supports and helps its beneficiaries to access funding exclusively dedicated to start-ups with a strong social or environmental impact. It also implements incubation programmes, awareness-raising activities and promotes high-impact entrepreneurship. Lastly, Bidaya also provides consulting services. | https://www. bidaya.io/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|---|--------------------------------------|--|---|--|--|
| SSE Depart- ment within the Ministry of Microfinance and Social and Solidarity Economy | National public organiza- tion | Senegal | Multisector | SSE structures, microfinance structures, specific audiences (women, youth, vulnerable communities), actors in the informal economy | The Department's goal is to support the microfinance sector and the development of SSE by implementing funding and supervision mechanisms in order to facilitate access to funding, information and technical support for SSE structures. | https:// www.micro- finance-ess. gouv.sn/fr |
| General Delegation for Rapid Entrepre- neurship of Women and Youth | National public organiza- tion | Senegal | Multisector (with priority to agriculture, livestock, fisheries, crafts, tourism, cultural industries, infra- structure, transport and logis- tics, energy, digital economy, innovation, services) | Very small and medium enterprises (VSME), leaders of entrepre- neurial projects (women, youth) | The role of DER/FJ is to help stimulate entrepreneurship. It provides financial support for business creation projects and income-generating activities. It provides support for formalizing entrepreneurs. DER/FJ works to have a positive impact on financial inclusion by increasing the number of beneficiaries who have access to banking services. It also helps establish entrepreneurial ecosystems by sector. | https://der.sn/fr |
| Union of Associations of Local Elected Officials (UAEL) | Associa- tion | Senegal | Multisector | Local elected officials and authorities, State and public administration, international cooperation actors | UAEL's goal is to foster dialogue between associations of elected officials, the State, populations and development partners in order to (1) contribute to the promotion of decentralization, decentralized cooperation and local development; (2) raise awareness of SSE among local actors and convince them to develop public policies aimed at promoting SSE in their local economic strategies | http://www.adl. sn/acteur/uael |
| Network of actors and regional authorities for the SSE in Senegal (RACTES) | NGO | Senegal | Multisector | SSE structures, State and public administration, local elected officials and regional authorities | The goals of RACTES are to promote SSE in local and national economic policies for a more resilient, sustainable and inclusive economic system; to support local and national SSE public policies and programmes; to support the Ministry of Microfinance and SSE on issues such as the development of the SSE orientation law, the redesign of SSE funding and support mechanisms. | https:// www.ractes. sn/?lang=en |
| Sen Finances Foundation | Founda- tion | Senegal | Banking and inclusive finance | Microfinance actors or decentralized fi- nancial systems (institutions that provide community- based financial services to disadvantaged economic agents in cities and rural areas) | The goal of Sen Finances is to strengthen the local financial system by helping to expand the availability of credit. It supports capacity-building for management, negotiation and innovation in decentralized financial systems (DFS). It develops financial services corresponding to the needs of the microfinance sector and facilitates synergies and partnerships for the technical and institutional support of DFS. More generally, it contributes to analysis, research and documentation in the field of microfinance in Senegal. | http://www.senfinances.sn/home/presentation/missions-et-objectifs/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|--|---|--------------------------------------|--|--|---|---|
| Platform of non-state actors (PFAnE) | Associa- tion | Senegal | Multisector | Private sector organizations, trade unions, civil society. | PFAnE's mission is to provide an appropriate and unifying framework for exchanges and solidarity between non-state actors, for effective citizen participation in public policies and for greater contribution to promoting good governance. It helps to raise awareness and encourage the participation and inclusion of non-state actors in the development of SSE policies. | http://www. plateforme-ane. sn/ |
| Municipal Development and Solidarity Fund (FODEM) | Local public organiza- tion | Senegal | Multisector (in particular trade, transporta- tion, market gardening, fish trade, tailoring, mechanics, carpentry, shoe repair, food processing) | Entrepreneurs in the informal sector or in individual busi- nesses, project leaders, people in precarious situations, elected officials and local authorities | FODEM is a refinancing fund for mutual benefit societies that aims to provide access to funding (in the form of loans) for entrepreneurs operating either in the informal sector or as individual businesses. It also provides support to project leaders who create economic activities and jobs (business incubator programme). | https://fodem. sn |
| Regional Development Agency (ARD) | Local public organiza- tion | Senegal | Multisector | Local elected officials and authorities | ARD's general mission is to support the coordination and harmonization of local government interventions and initiatives in local development. It ensures the consistency of interventions between local authorities in the same region, on the one hand, and with national policies and plans, on the other. It responds to requests for SSE assistance from local authorities. | http://www. resacoop. org/sites/ default/files/ documents/ zoompays/ ZoomSenegal MissionsARD. pdf |
| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
| National Agency for Employment and Self- Employment (ANETI) | National public organiza- tion | Tunisia | Multisector (with a focus on integration into the job market) | Job seekers, project leaders who want to become self-employed, young people seeking profes- sional training, companies seeking to meet their human resources needs | ANETI's main mission is to implement the government's policy on job promotion. In particular, it is responsible for (1) stimulating the job market through the network of employment agencies and self-employment; (2) providing the necessary support to promote small businesses and self-employment; (3) developing information on employment and vocational qualifications; (4) implementing programmes to promote youth employment and integration into the job market; and (5) providing vocational information and guidance for training applicants in order for them to enter the job market. | https://www. emploi.nat.tn/ fo/en/global. php |
| National Federation of Tunisian Cities (FNVT) | Associa- tion under the Ministry of the Interior | Tunisia | Multisector | Tunisian municipalities | The FNVT aims to support the municipal sector and protect the interests of municipalities. Its goals are to build the capacities and skills of Tunisian municipalities; to bring the voice of Tunisian municipalities to national authorities; to strengthen intermunicipal cooperation; and to represent Tunisian municipalities at the international level and promote decentralized cooperation. It pioneered the Lab'baladiya training workshops on agriculture and the social economy. | http://fnvt.org/ |

| Name of structure or network | Type of legal status | Country(ies) covered in Africa | Area(s) of intervention | Beneficiaries | Services offered | Connection to resources |
|---|---|--------------------------------------|---|--|--|---|
| National Artisanry Office | National public organiza- tion | Tunisia | Handicrafts | Artisans and artisan support structures | Facilitate and support access to funding; support the development of new products (technical/artistic support, providing researchers/students/professionals to support research and innovation in the handicrafts sector); facilitate access to the national and international market; agreements and protocols in the handicrafts field; quality control | http://www. artisanat.nat. tn/en/welcome/ |
| Tunisian Social Solidarity Union (UTSS) | NGO | Tunisia | Multisector | Low-income families and individuals, project leaders | UTSS aims to develop the concept of solidarity and mutual aid among the various formations of society, to foster a sense of volunteerism for the benefit of the needy, and to contribute to a general and integrated policy in the field of social solidarity. It offers social promotion programmes; social assistance programmes; income generation and self-development programmes; microcredit programmes; and beneficiary assistance payments. | http://www. utss.org.tn/ |
| Office of Development and Coopera- tion (ODCO) | National public organiza- tion | Tunisia | Multisector | Cooperatives and cooperative unions | ODCO's mission is to support the development of the cooperative sector through: 1) Approval of the requests for name validation; 2) Maintaining the central cooperatives register; 3) Supporting cooperatives and their unions in the fields of training, information and legal assistance; 4) Funding of outreach and training campaigns for the benefit of cooperators; 5) Supporting social works for the benefit of the cooperative members; 6) Controlling compliance with current legislation by the cooperatives and their unions; 7) Collecting and disseminating documentation and information relating to cooperation; and 8) Advising and making recommendations on any legislative or regulatory reform concerning the creation and development of cooperatives. | http://www. odco.gov.ma/fr |
| Tunisian Centre for Social Entrepreneur- ship (TCSE) | NGO | Tunisia | Multisector | Social impact project leader (with a particular focus on women and youth), governments and public institutions, international NGOs | TCSE's mission is to create an ecosystem for innovation and social entrepreneurship through an inclusive approach. TCSE provides 1) innovation support and training services; 2) space rental services; 3) study and survey services and 4) design and consultancy services. TCSE also runs a shared digital platform focused on social innovation (Insane Impact). | https://tcse. network/ |
| Tunisia of Tomorrow | Associa- tion | Tunisia | Multisector (espeiclaly culture, education, agriculture, sports/ healthcare, environ- ment/ sustainable energy, entrepre- neurial, art) | Volunteers (resident in Tunisia, or from the Tunisian diaspora), SSE structures. | The overall mission of Tunisia of Tomorrow is to create and develop a community of Tunisian citizens and friends of Tunisia committed to contributing to the establishment of the Social Solidarity Economy (SSE) model in Tunisia. The association offers support to social impact projects; supports and events to popularize the values of social entrepreneurship in Tunisia; as well as the promotion of products from social enterprises. | https:// tunisia- tomorrow.com/ |

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|------------------------------|----------------------------|--------------------------------------|-------------------------|--|---|----------------------------|
| Lab'ESS | Associa- tion | Tunisia | Multisector | Impact project leaders (social entrepreneurs, civil society organizations), government and admin- istration, private sector organizations | Lab'SSE's vision is to support the associative movement and to support social entrepreneurship as a lever for solidarity-based, inclusive and sustainable development. On the one hand, Lab'SSE provides hosting, promotion, training and support services for social entrepreneurs and addresses Tunisian civil society organizations to scale up through inclusive support programmes. On the other hand, it has a facilitating role since it allows the connection between the various actors involved (civil society, the State and the private sector) in order to create synergies that are conducive to the acceleration of impact projects. | https://www. labess.tn/ |
| DarESS | Other (pro- gramme) | Tunisia | Multisector | SSE actors, companies, universities, civil society, associations, State and administration, local elected representatives and local authorities | DarESS is a national SSE resource centre that aims to strengthen the capacities of the different types of actors in the Tunisian SSE ecosystem; to produce resources and operational tools for SSE actors; to capitalize on experiences and enhance the value of best practices to fuel SSE pedagogy. | http://www. daress.tn/ |
| Shanti | Associa- tion | Tunisia | Multisector | SSE actors, impact project leaders, associations, companies, public organizations | Shanti's mission is to build innovative and creative solutions to today's social, economic, cultural and environmental problems in a collective and concerted manner. It offers training, coaching, technical and material capacity-building for beneficiaries, and support or replication of social innovation projects to improve the living conditions of the population. | http://www. shanti.tn |

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