

Nordic
Changemaker
Map SWEDEN

HEALTH CHECK OF THE
SWEDISH CHANGEMAKER
LANDSCAPE



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Introduction

Why map the Swedish Changemakers Scene?

The Nordic Changemaker Map Sweden (NCM Sweden) is a starting point of getting a better overview of the field for Changemakers in Sweden and has the potential to be an important piece of the puzzle in overcoming the barriers the market is currently facing.

Who is a Changemaker?

The Nordic Changemaker Map defines a changemaker as a person or project that has identified a societal challenge, developed a solution, and assembled a team to solve the problem in practice.

According to the European Commission's report "Social enterprises and their ecosystems in Europe – Comparative synthesis", Sweden lags in Europe when it comes to creating favorable conditions for social entrepreneurship (European Commission, 2020). Today we have a difficult-to-navigate sector for social entrepreneurs and Changemakers in Sweden for reasons such as a lack of supportive legislation and an underdeveloped financial market to support new social innovations and the scaling of their impact.

Insufficient knowledge and lack of relevant statistics and continuity on the ecosystem of social entrepreneurship and changemaking is a reality today. Many projects and initiatives are isolated from one another. There is little collaboration between organizations, and, to some extent, there is even competition. Many want to be innovative, relevant and collaborate with similar organizations in the same problem area, but that is difficult to achieve due to limited and often short-term funding. This leads to uncertainty for both Changemakers and innovation promoters and is thus a real obstacle for social innovation to reach its full

potential. This in turn also prevents the sector from growing, as it is considered too risky for both private and public actors to invest in the ecosystem. We're at risk of being caught in the middle where solutions exist, but not enough people dare to invest in them due to the lack of a proper overview.

So far, several time-bound surveys of social business and entrepreneurship in Sweden have been made by individual actors and often results in a static snapshot that creates value for a few. These reports do not necessarily build on previous knowledge, nor are they made available for public use. We want to change this with the project Nordic Changemaker Map (NCM) – as it is made for the entire field's overall development and should be useful from grassroots to policy level.

In addition, no survey has taken place through a grassroots perspective, where the **snowball methodology (see definition in chapter 2)** allows the survey to organically include Changemakers from outside our existing networks.

Carried out by Ashoka Nordic and Reach for Change with support from partners such as The Swedish Postcode Foundation, Graph Commons, and Vinnova, this Nordic Changemaker Map Sweden, is the latest in a series of Changemaker

maps that have been compiled across Europe and beyond. The first map was created in Austria in 2014, and since then ten countries have engaged in similar processes to better understand the state of the local ecosystem of social innovation and Changemaking.

The NCM Sweden is part of the NCM project, a pan-Nordic initiative that takes a health check on the social entrepreneurship sector. The core objective of each national map is to identify key actors and understand both status quos and the desired state for the sector. NCM aims to deepen insights into what support mechanisms need to be enhanced. It can be used as a decision-making tool for a variety of stakeholders eager to strengthen the ecosystem. Both the NCM Sweden and NCM result in digital maps, country reports (such as this one) and an event series during autumn 2021 to co-create recommendations for the development of the field along with experts.

NCM has so far engaged 500+ social entrepreneurs, Changemaker initiatives, and young changemakers from the region that participated in our survey or interviews. While other detailed reports and research articles have been published in Sweden over the past decade, they have not been presented alongside digital interactive maps within a Nordic framework.

Objectives and methodology

For this map we approached over 200 Swedish Changemakers across three categories through what is known as the snowball methodology. We conducted in-depth interviews with 78 of these and engaged 200+ through an extensive online survey. The analysis, insights, and recommendations in this report are thus based on a combination of this extensive collection of data.

In this report we start by laying out the Objectives, Methodology, and Definitions we use, after which we give a short review of previous relevant mappings and status reports before diving into the data we have gathered.

We look at the demographics and spread of Changemakers such as location, strategies used, and targeted areas of impact. We then dive into the analyzed trends and insights from the collected data.

A key focus when setting up all the Nordic maps was to ensure that it was grassroots-led and moving beyond the networks known to Ashoka Nordic and Reach for Change.

We also share recommendations linked to the specific trends. Finally, we conclude by sharing the digital maps, the roadmap ahead, and further details on references and participating Changemakers.

OBJECTIVES

- ▶ Conduct a status check on the challenges and needs of the ecosystem today
- ▶ Create visibility of existing and needed networks for Swedish Changemakers and social entrepreneurs
- ▶ Enhance collaborations and connectivity among stakeholders in the ecosystem
- ▶ Identify trends in the ecosystem of Changemakers and social entrepreneurs

- ▶ Build on previous efforts to raise awareness and increase understanding of social entrepreneurship and Changemaking in society

CATEGORIES

The Swedish Changemaker Map focuses on better understanding the needs, challenges, and trends of:

Social entrepreneurs:

An individual that has set up an organization that exists primarily to address a societal challenge, in an innovative and entrepreneurial way. She/He advocates and engages others in her/his cause.

Young Changemakers:

An individual between 12-25 years old who has gone from idea to action in addressing a societal challenge. The young Changemaker engages her/his community in the developed solution.

Changemaker Initiatives:

A project and/or collaboration between two or more organizations with the objective to create positive societal impact among their

stakeholders. The initiative is driven first and foremost by social impact.

CHANGEMAKER SKILLS

For the purpose of this report all three categories are referred to under the umbrella term 'Changemakers'. By approaching the three types of Changemaker, the map aims to illustrate the wide range of Changemaking players, and the impact created by established social entrepreneurs, aspiring young Changemakers and the collaborative efforts to create societal good by already existing organizations and collaborations.

SNOWBALL METHODOLOGY

To accomplish this goal, we applied the so-called snowball methodology, which is rooted in a nomination system where each engaged Changemaker is given the option to nominate one or more fellow Changemakers among the three categories.

This methodology has been highly successful in previous maps in Europe, and it has also proven to be an important element in this map. Through the nomination approach we engaged 120 Changemakers, which makes up to be 60% of the total 201 participating Changemakers.

About us



Ashoka is the world's largest network of social entrepreneurs and Changemakers. Our vision is an "Everyone is a Changemaker" world,

where all people, regardless of age or position, see their potential to develop solutions to wicked social challenges and feel empowered to act on them.

To accomplish our vision, Ashoka has elected over 3,800 system changing social entrepreneurs from 93 countries into the Ashoka Fellowship and engaged over 50,000 youth globally to accelerate their Changemaking skills.

Ashoka Fellows directly impact the lives of millions of people, and it is through their examples, ideas, and insights that Ashoka has the unique position to keep a finger on the pulse of the Changemaking landscape.



Reach for Change is an international non-profit organization with the mission to unleash the power of social entrepreneurship and create a world where all children and youth reach their full potential. Through the empowerment of local social entrepreneurs (SEs), Reach for Change encourages the development and scaling of innovative solutions to global challenges facing children and youth.

Since Reach for Change founding in 2010, they have supported more than 1 200 social entrepreneurs in 18 countries. Their solutions in turn have supported 4.3 million children and youth across Africa, Central Asia, and Europe.



PARTNERS



The Swedish Postcode Foundation was founded in 2003 by Novamedia

Sweden AB. The Foundation supports non-governmental organizations in Sweden and internationally that actively contribute to the global sustainability goals and create positive changes through concrete efforts. The Swedish Postcode Foundation aims to promote positive social development and seeks long-term solutions to local and global challenges. The foundation especially encourages those organizations that test and develop new methods or collaborate with others that have differing areas of expertise.

Since 2007, the foundation has invested 1.7 billion SEK to over 700 projects.



Vinnova is Sweden's innovation agency, governed by the

Swedish government. They base their work on the global sustainability development goals (SDGs) of the 2030 Agenda adopted by the United Nations. Vinnova's mission is to help build Sweden's innovation capacity, contributing to sustainable growth.

They make it possible for organizations to address challenges together by enabling innovation that makes a difference. Every year, Vinnova invests approximately 3 billion SEK in research and innovation. Their support gives companies and organizations the opportunity to experiment and test new ideas before they become profitable.



Graph Commons is a collaborative platform for making, analyzing, and publishing data

networks. Graph Commons is used to empower people and organizations to transform their data into interactive maps and untangle complex relations to create a positive impact in their communities.

IN COLLABORATION WITH

Swedish initiative for a stronger support system on social entrepreneurship & social innovation:

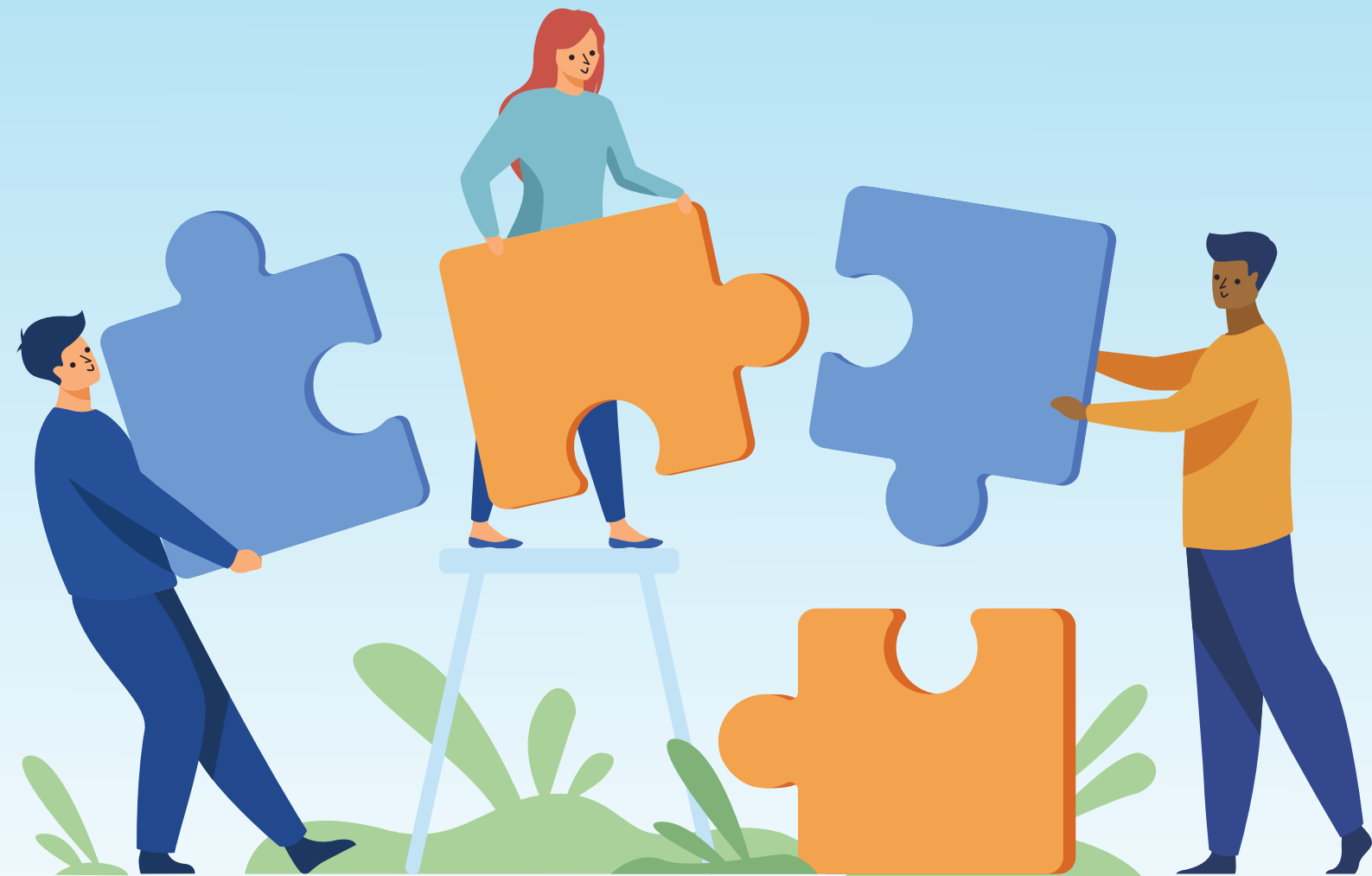
9 actors from different parts of Sweden are now launching the most comprehensive initiative made so far in the country to promote a broader ecosystem and a stronger support structure for social innovation and social entrepreneurship. The initiative is a collaboration between the Social Entrepreneurship Forum (SE Forum), Ashoka Nordic, Coompanion Västerbotten, Reach for Change, Impact Invest, Inkludera, Mikrofonden, Sopact and Linköping University, and in collaboration with Sweden's innovation authority Vinnova.

Network partners:

18 actors from the Swedish ecosystem for social innovation that have been nominating Changemakers for the map. They have also participated in building the recommendations connected to the five main themes in Chapter 6.



The state of social entrepreneurship & changemaking in Sweden



Social entrepreneurship has emerged in Sweden since the 1990s. It is still a small sector characterized by a dominant welfare state and a growing and influential private sector. Prior to the 1980s, the public sector had a monopoly on welfare services, with over 80% of them provided by the public sector.

Due to economic decline and a “welfare state crisis” by the late 1980s, the New Public Management (NPM) approach soon gained traction across Scandinavia and focused on enhancement of productivity, innovation and effectiveness within state agencies and local governments. NPM reforms have involved the introduction to the public sector of market-based methods and instruments.

These reforms have provoked a restructuring of the boundaries between the public, non-profit, and for-profit sectors, as well as the practices of the public sector itself. To illustrate the shift of NPM introducing more market-like conditions, the number of private, for-profit service providers in health and social care has increased by over 300% in the country since 2000.

Many non-profits have faced increasing calls for tenders as a result, often leaving them as subcontractors to the public sector with limited

space and time for innovative thinking (Enjolras, Andersen, Gawell, and Loga, 2021).

So far, social innovations have not been referred to as a ‘sector’ itself but instead as private initiatives without need for “special support” from public policies (until 2018, when the Swedish government temporarily highlighted the field as important for the first time).

There is no database or categorization of social enterprises or social entrepreneurs in Sweden that enables them to be identified, nor an infrastructure for knowledge sharing or an established forum for bringing ecosystem players together.

There have, however, been several reports and book chapters that aim to provide an overview of the theory and practice of social entrepreneurship in Sweden. An overview of the most recent of these follows:

OVERALL

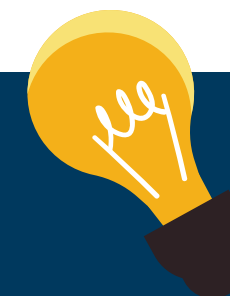
► **The recently published book “Social Enterprise in Western Europe: Theory, Models and Practice”** (Defourny and Nyssens, 2021), and its chapter on “Social Enterprises in Sweden: Intertextual Consensus and Hidden Paradoxes” argues that there are currently four models

in Sweden for social enterprises, even though there are no specific legal structures for them. The model with the strongest policy framework is that of work-integration social enterprises (WISE).

The second type is the non-profit social enterprise, the third is the social-purpose business, and the fourth is societal entrepreneurship. The Swedish chapter written by Gawell (2021), describes which models are affected by which policies (e.g., labor-market policies and enterprise policies at the national level affect WISE, shifts in welfare structure and public procurement affect non-profit social enterprises, and the general business climate affect social-purpose businesses).

► **EURICES and EMES (European Commission)** delivered 28 country updates in their latest ‘Social Enterprises and their Ecosystems in Europe’ series from 2018-19. The Swedish fiche (European Commission, 2019) gives an overview of the state of social enterprise at that time and a historical perspective of its evolution, as well as an overview of the number and nature of organizations. Key points from the update include:

► **Vinnova’s end year report in 2020**, evaluates the progress of their official



On legal frameworks:

No specific legal framework applies to social enterprises and none of the existing legal forms automatically fulfil the EU operational definition. However, the following legal forms offer structure for social enterprises with appropriately adjusted statutes: economic association (ekonomisk förening), non-profit association (ideell förening), and limited company (aktiebolag).

On fiscal frameworks:

Social enterprises have the same fiscal framework (including taxation) as other ventures. They register with tax authorities as they start economic activities and are taxed for potential profits on the same terms as other ventures, regardless of legal form and including non-profit associations.

On statistics:

Due to the lack of coherence between legal forms (and thereby statistical data) and the EU operational definition of social enterprise, the following numbers are based on different types of estimates combined with discussions of validity and reliability.



On policy:

In the last decades, focus has centered on what policy makers refer to as 'competitive neutral policies,' thereby avoiding initiatives targeting specific groups of enterprises or other types of organizations. Policy schemes related to social enterprises have felt (and still feel) affected by this general approach.

On finance:

Financing social enterprises varies depending on size, age, etc., and in many ways connects closely to public policies and procurements as well as grants from Swedish ESF Council and Swedish Inheritance Fund. No systematic account illustrates social enterprises' financial demands developing over time in Sweden.

directive "to support the development of social businesses" between 2018-2020, as part of the government's overall strategy to build a "sustainable society through social business and social innovation" (Hugosson and Wefer, 2020).

The report's overall finding is that the government's directive has given legitimacy to and space for Vinnova to speed up their support and work in the social innovation field.

After this period, there is more maturity in the system, knowledge about collaboration and new funding models has increased among both social businesses and the public sector.

The support system around social businesses have also strengthened, but it is too early to see the long-term effect of the investments and initiatives made. Still, early results indicate that things are moving in the right direction. The work will thus continue, and Vinnova will focus on strengthening civil society's ability to innovate over the coming years so that they can contribute fresh perspectives and solutions on societal challenges (ibid).

► **Tillväxtverkets' year-end report "Support the development of social entrepreneurship and social enterprises"** was published in February 2021 and summarizes the main outcomes of its government directive to support social business and social entrepreneurship within the frames of the Swedish government's strategy for social business and social innovation from 2018 (Hinn, Carlsson and Uppman Helminen, 2020) It concludes that there is a need to develop the market for the social businesses' services, especially from the public sector via procurement. A second point i access to capital for social business which is still seen as an issue and where there is a lack of funding

mechanisms adapted to social businesses, especially if they are nonprofit.

Finally, there is a need for a sharper definition that includes social businesses in the welfare system and recognition of social business as important players to achieve Agenda 2030.

OTHER REPORTS OF SE RELEVANCE IN SWEDEN AND THE NORDIC REGION:

► **EUCLID/European Social Enterprise Monitor Sweden (2020-2021):** This report from May 2021 is a result of the European Social Enterprise Monitor's (ESEM's) aim to close the current gap on social enterprise data to inform decision-makers in government and civil society. It was published in parallel with those of 7 other EU-member states and provides a descriptive analysis on social enterprises and social entrepreneurship in Sweden today.

It points out that sustainable business models and funding are among the main challenges for social entrepreneurs in Sweden today. It also points out the important role of intermediaries (Dupain et al., 2021).

► **The forthcoming European Action Plan for the Social Economy (autumn 2021)** will set the

broader frameworks for the social enterprise and entrepreneurship sector in the Nordics. It will be presented here.

During the synthesis and interpretation of results of the NCM Sweden, there has been an effort to align trends and recommendations with those already proposed nationally and internationally to identify future areas of collaboration and collective impact.

The trends, insights, and recommendations identified in this report are chosen as the five most apparent from the mapping exercise, but as the overview of related projects shows, these are closely aligned to a larger landscape.



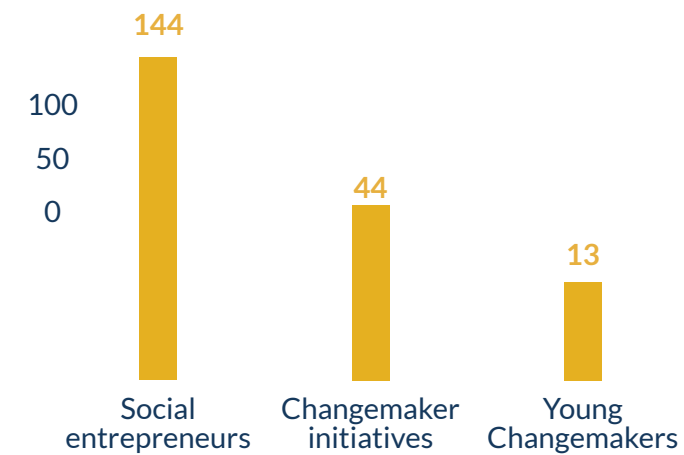
Demographics



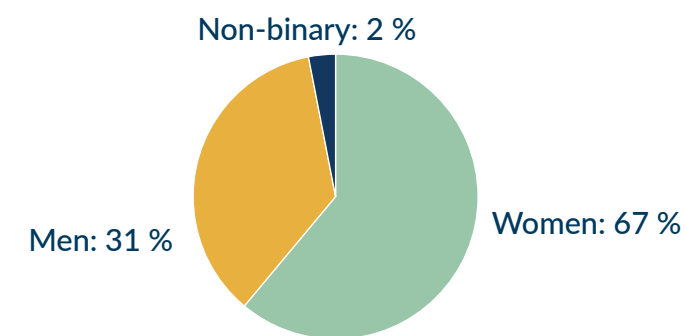
The NCM Sweden has compiled 78 in-depth interviews with social entrepreneurs, young changemakers, and Changemaker initiatives, thereby collecting information on the work and experiences of 201 Swedish Changemakers. Below we list specific data on the participants such as their geographical location, gender, age, etc., as well as the main societal issues they are addressing.

PARTICIPATING CHANGEMAKERS

201 online surveys were collected.
80 in-depth interviews were conducted of approximately 1 hour each.



Gender

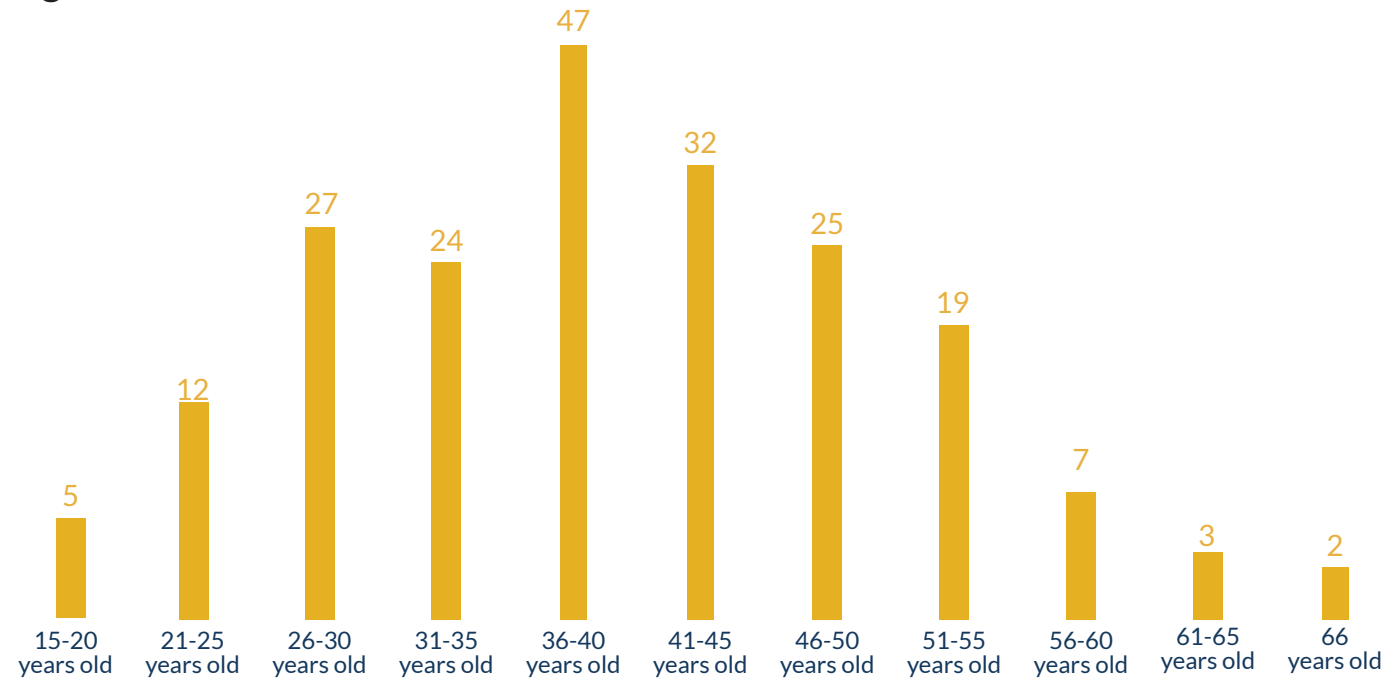


Geographical distribution

(indicated # of Changemakers in the blue circle)

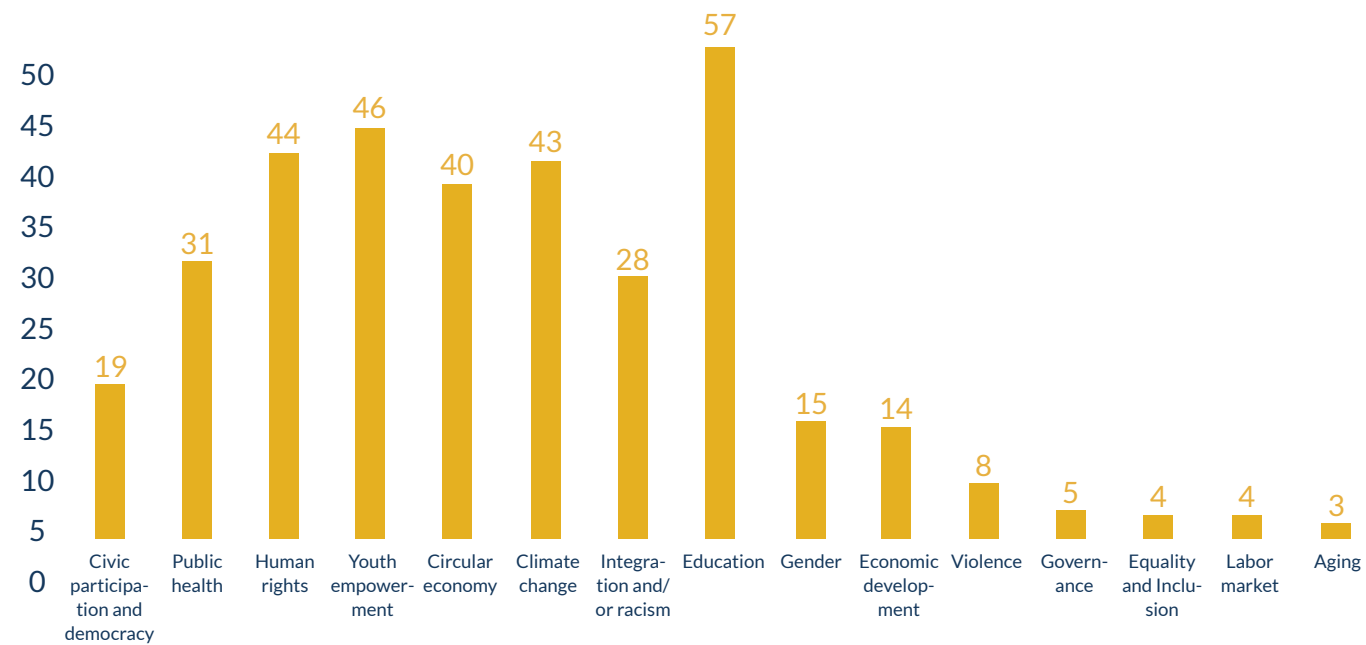


Age



Thematic Distribution

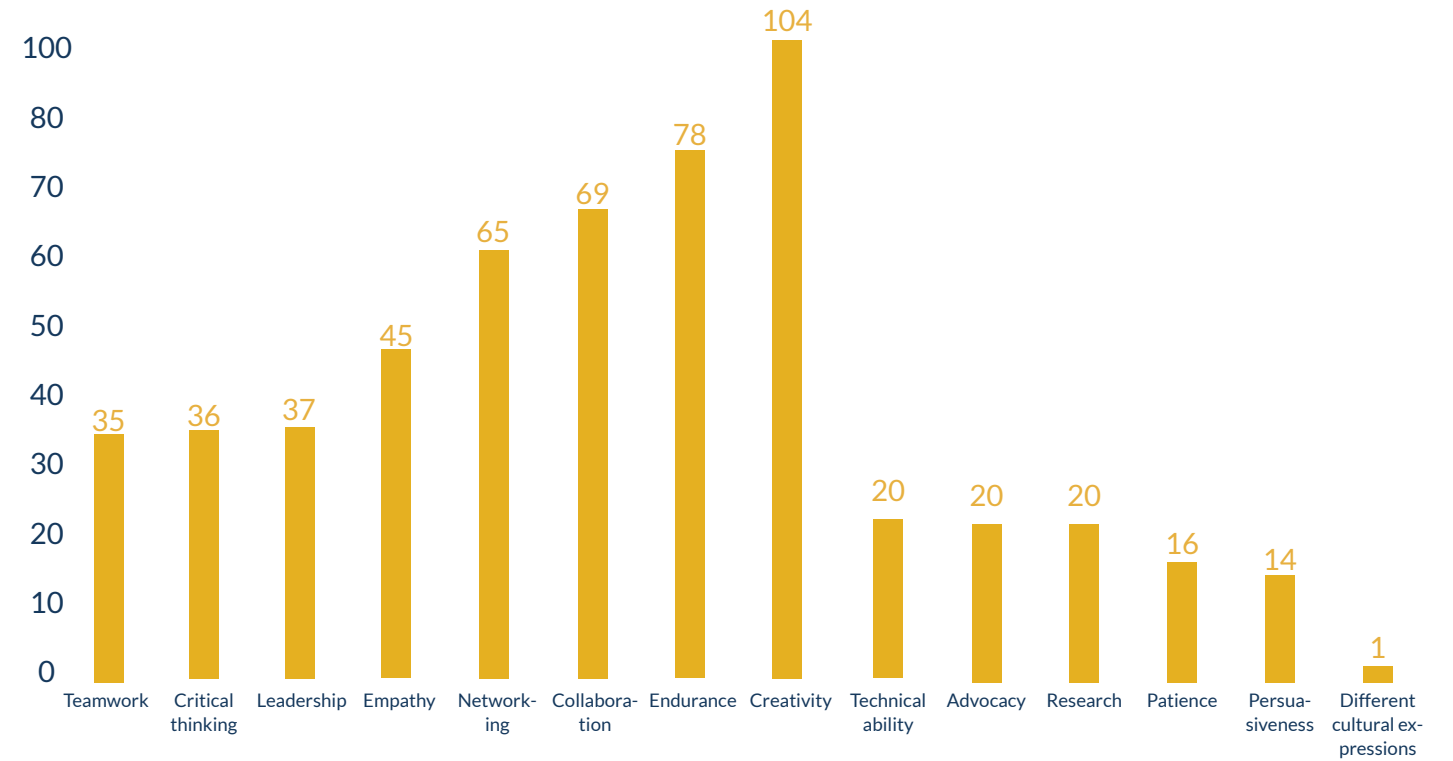
(indicated changemaker could select 2 key thematic areas)



The survey was constructed by asking organizations to choose among the societal issues they are working on, mostly out of a given set. Each of these topics are reflected in the below graph by the connections the participating organizations have.

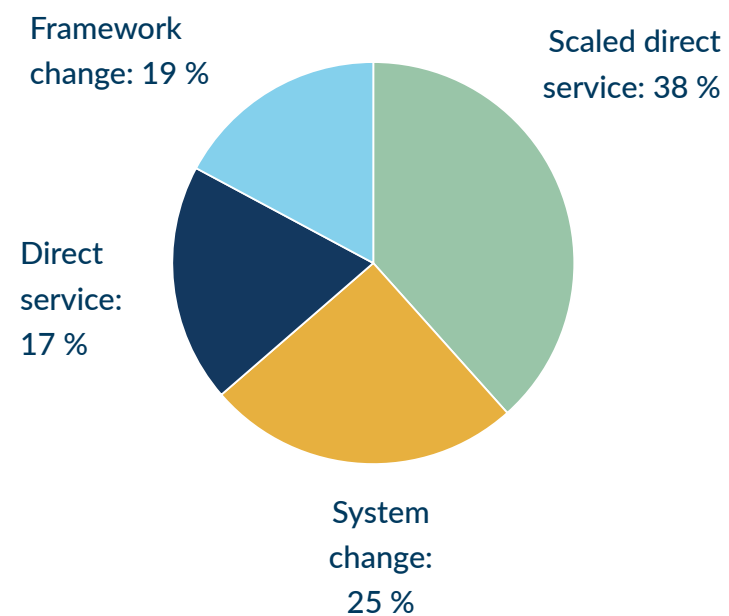
Skills

(indicated skills Changemakers have used mostly in their journey so far. Each participant could select 3 skills)



Levels of Impact

(indicated levels of impact Changemakers are working on)



Direct service: relates to work in populations needing services, food, and/or a direct benefit to their wellbeing.

Scaled direct service: refers to models that unlock efficiency and impact through well-managed logistics of a solution.

System Change: occurs when the pattern of behavior in a given system, changes.

Framework change: is a way to organize people around a Purpose

Themes & Recommendations



The in-depth interviews resulted in analysis of main themes and key insights on an individual, organizational and ecosystem level. Below you find a summary of the trends identified per level for the interviews as a whole.

INDIVIDUAL LEVEL

The driving factors for Swedish Changemakers (i.e., what drives and motivate them to embark on their journey) are partly the personal connection to the problem itself. Many of the Changemakers have experienced the societal problem they are working on either directly or indirectly.

Interestingly, many of the Changemakers responded in the interviews that they started out young, often thanks to personal values such as fairness and inclusion being instilled in them by family or close community members. A majority of the Changemakers we interviewed also said they were sensitive to injustices from an early age.

Apart from Changemakers often being triggered by experiencing the problem itself, the moment they decided to start their changemaker journeys was frequently triggered by an “aha period” such as a strong sense of discomfort with the status quo. This was many times combined

with a strong inner drive that the person had to do something to challenge the status quo.

The importance of having someone in your community seeing you and your passion/skills, and thus indirectly pushing you to dare to act as a Changemaker, also became clear during the interviews. Schoolteachers, university professors, a relative, or someone already active in his/her field – all of these gave the Changemakers we talked to the extra push needed to take the necessary leap to act.

ORGANIZATIONAL LEVEL

One of the enabling factors for impact is the importance of **finding one's tribe**. Whether it is from one's region, city, university, or employer, many of the interviewees pointed to the power of networks. Some also pointed out that people in the sustainability field in general are very willing to open doors and help. Many of the interviewees also pointed to the importance of timing for launching your idea, as public opinion and what is viewed as trendy at a particular moment in time matters. The Agenda 2030 framework was pointed out by a few as a helpful tool to facilitate partnerships and collaborations. Other enabling factors were team passion and the founder's passion for and/or frustration with the problem they wish to solve.

When it comes to **obstacles for impact**, we found more examples and trends here than we did with the enabling factors. A few Changemakers pointed out that shifts in behavior and mindset often need to happen before demand for a solution arises. Again, timing plays a role here. It may not always be favorable to the organization to be the first mover in a certain field. It can be hard to be understood, as well, especially by other sectors (e.g., municipalities).

Power imbalance between cross-sector partners seems to be more of a rule than an exception. Some pointed out that collaborating with the public sector is difficult, as the public sector lacks understanding of how the Changemakers operate. The same issue was raised when it comes to attracting big corporate partners.

Moreover, long-term impact takes time, which makes it hard to attract immediate support and investment. Some Changemakers even said that they feel that investors are not taking them seriously because they are doing good for society and not striving to earn money.

The **funding challenge** is a negative trend raised by everyone we talked to during the project. There seems to be a negative spiral in

place — where not enough funds lead to limited capacity, which leads to not enough time to develop or invest in talent. Many are **stuck in survival mode**. There is a funding maze hard to navigate, and no access to flexible funding, which means no or little funding for organizational development. It seems easier to find funding for start-up and scaling, but not the phase in between, thus making it easy to get stuck in the **project funding “graveyard.”**

ECOSYSTEM LEVEL

Although scaling direct impact is the most practice of Changemakers we interviewed and surveyed, the ambition amongst the majority is to have impact on a system level.

Scaling deep

“Impacting cultural roots” Changing relationships, cultural values, and beliefs, ‘hearts and minds’

Scaling out

“Impacting cultural roots” Changing relationships, cultural values, and beliefs, ‘hearts and minds’

Scaling up

“Impacting laws and policy” Changing institutions at the level of policy, rules and laws.



Also, many said that scaling can easily be misunderstood by partners, as it is not just about numbers and might come at the cost of scaling deep.

Scaling impact does not necessarily mean scaling the organizational size, for instance. It can also be scary for the Changemaker because of a need to let go of some control when forming alliances and partnerships.

Another dilemma for the ecosystem is the **non-suitable organizational forms** for Changemakers. Many are forced early on to choose between being a for-profit or a non-profit or choose to make a hybrid version to trick the system which comes with additional administration burden.

Finally, most of the people we interviewed said that **“everyone talks about it (social entrepreneurship) but few know what it means”**. This was echoed in the bigger data set from the survey. However, from the interviews it seems like this is not a major issue.

The knowledge about the field is increasing amongst key players (such as municipalities and corporations), but the public is still unaware of it.



Media is also portraying social entrepreneurs increasingly, but there is a question, especially from younger social entrepreneurs, around who gets included in the Changemaker identity.

There is a **need for more win-win partnerships for impact**. Hindrances such as competition, lack of budgeting for coordination that is required, defaulting to a mere branding exercise, and uneven power balance remain.

During our last analysis meeting, we prioritized the themes according to relevance, and produced these five main themes.



THEME 1

Stuck in Survival mode due to funding gaps

The main obstacle for any entrepreneur, and especially Changemakers, is “lack of funding”. Many Changemakers we interviewed are stuck in survival mode due to funding gaps, which prevent them from having the impact they want and risk undue stress.

INTRODUCTION

Financial resources are critical for Changemakers, as for all other enterprises. Access to capital is more complex than for other enterprises as they generate social impact and can only distribute profit if at all. Therefore, they are not always well-suited for investors e.g., due to non-profit status or difficulties attracting investors (European Commission report, 2020).

84% of Changemakers that took part in the survey answer that lack of funding is a key obstacle to scaling impact. An interesting finding here is that while lack of funding is obviously the first thing that comes to mind about impact obstacles, funding is not the number one solution to creating impact. The ability to reach

out and find a community to build networks with, seems to be the main obstacle. We will explore this further under **Theme 5 – Finding your tribe.**

But what exact funding are we talking about? It is important to avoid generic claims that Changemakers “need finance”, as there are diverse needs depending on where they are on their journey (e.g., starting up, covering operating costs, finding investments, prioritizing growth).

Also, when talking about financing social innovations, social finance is often used as a catchphrase when describing the full range of financing models that can be applied to support them. These models put societal impact at

the core and can range from debt-to-equity investments or hybrid models.

Many Changemakers are also supported by grants or have income-generating models that rely on a combination of funding sources.

In this mapping, we included Changemakers with different organizational forms including limited company (43%), non-profit (35%), and SvAB (limited companies with special profit allocation, or impact business) (14%) — all of which have distinct funding streams such as grants, impact investments, sales, procurement, and partnerships (IPO) with the public sector.

NATIONAL TRENDS

The Swedish Meeting place for Social Innovation’s (MSI) report, European Social Enterprise Monitor Swedish country analysis from 2021 (MSI, 2021), points out that the lack of long-term and strategic funding to strengthen social innovation is the major challenge to growing impact for social enterprises and social entrepreneurs.

Ramboll Consulting’s recent report “A Swedish social financial market is growing”, states that while Sweden is amongst the global leaders when it comes to the financial market’s green transition in alignment with the Paris Agreement and Agenda



2030 (especially in regard to green loans and obligations), we are falling behind as a country when it comes to Swedish banks and investors involvement in social sustainability, as compared to otherwise equal countries in terms of economic development (Nachemson-Ekwall, 2021).

The interest from financial markets is increasing, however, and if developed strategically can release more equity for social enterprises and increase the demand for impact measurement.

The report showcases some trends such as more investment of pension- and savings capital in the sector (a market that has grown intensively during the Covid-19 pandemic), and municipalities, regions, and real estate firms leading the development of social finance through social loans, obligations, etc.

Social enterprises and social entrepreneurs in Sweden have no special fiscal benefits or frameworks as compared to regular ventures; as such, Sweden lags behind Europe when it comes to creating favorable funding conditions:

Swedish social enterprises have the same fiscal framework (including taxation) as other ventures.

They register with tax authorities as they start economic activities and are taxed for potential profits on the same terms as other ventures, regardless of legal form. This includes non-profit associations that get taxed for income from sales, rent, or capital investments.

These incomes from sales can be tax-exempt within non-profit associations (ideell förening) if their aims fulfil the criteria of public benefit (syfte till nytta för allmänheten), if at least 90% of the activities relate to the public benefit aim, and if 80% of the financial turnover is channeled to fulfil this public benefit. (European Commission, 2020)

There is a clear need to enable more successful business- and funding models, and to develop a stronger market for social entrepreneurs: In their end reports from 2021, Vinnova highlights the need for enabling more successful business- and funding models for social enterprises to flourish and move away from short-term fragmented interventions.

Tillväxtverket points to the need of developing a market for social businesses' services (e.g., between social businesses and the public sector, where there is huge potential since public procurement includes 20% of the GDP).



Victoria Escobar

Tillväxtverket's projects show that the situation is vulnerable, as there is insecurity amongst the public sector around how laws on public securement (LOU) and Idéburet Partnerskap (IOP) can be used (Hugsson and Wefer, 2020; Hinn, Carlsson and Uppman Helminen, 2020).

INSIGHTS FROM THIS MAPPING

Many of the people that we interviewed for the NCM Sweden describe an unstable and unsecure reality when building and running their organizations, often due to gaps in the financial market around social innovation and different attitude compared to traditional ventures.

One of the more experienced persons we interviewed was **Sara Damber** from Stenbeck Foundation – previously founder of Reach for Change, Friends, Youth2030Movement, and Child-10 Foundation.

She describes the uncertainty and difference in attitudes like this:

“ I've noticed a huge difference of attitude on uncertainty between social entrepreneurs and the private sector. For example, I sit on the board for a social enterprise with many board members from the private sector. They get stressed if they have a runway (cash flow) of 12 months, while we in the non-profit and social entrepreneurship sector are used to working on a 4-month cash flow. Then I usually tell them, 'Welcome to our world'”

In MSI's report from May 2021 they measured the time horizon for the social entrepreneurs' cash flow shows that 41,5% of the social entrepreneurs, had 6 months or less of funding at hand. Even if this survey was done close to the Covid-19 outbreak and its results potentially affected by it, this clearly shows a warning signal that many social entrepreneurs risk being trapped in survival mode (Dupain et al., 2021).

WHAT TYPE OF FUNDING IS MISSING, THEN, AND WHY?

The lack of core funding for key functions and daily operations: What seems typical for the non-profit sector, and Changemakers, is locking up resources in projects or partnerships. This leads to an unfavorable situation where the

organizations do not have resources left to do core activities or the work they originally had intended to do. Nor can they invest in capacity building, like leadership- and team development.

It is easy to get stuck in a negative spiral, where the Changemakers risk delivery of “good” projects instead of driving their own agendas. Some Changemakers also point out that it is hard to get flexible funding that is required when using a user-centric approach.

As pointed out by **Pia McAleenan** from Stiftelsen Svensk Industridesign:

“ We need funders who are interested in seeing the whole of a challenge, using the user-centric and participatory method, open and willing to redefine focus, targets and activities in order to create true value.”

The lack of core funding leads to an inability to set a long-term impact strategy. This reality was mentioned by many of Changemakers interviewed. For example, when asking one leader of a local social innovation lab about their plans for the coming two years, they said it depends on the outcome of the two applications they had recently sent in to two foundations, which will then guide what societal challenge

they will focus on and thus affect their long-term strategy. Another challenge connected to core funding is access to funding for digital development (e.g., platform, apps), as this requires ongoing work and thus long-term financing which is unusual to get.

Long-term investment rather than project-based funding is needed: Everyone we talked to pointed out the need for more long-term investment to get out of the survival fight-or-flight mode. One way to get there is to avoid project-based funding, or at least to avoid being locked in to too many of these arrangements at once.

Getting first approval and funding takes time, and once it does happen, differences in how Changemakers are met by investors are as stark as night and day. This is illustrated by the experience of **Victoria Escobar**, who co-founded Changers Hub.

“At first, nobody wanted to speak to us. Today, when we enter for example Botkyrka Kommun, I’m almost treated like a queen. The difference is extremely big between being unknown to known and ‘approved’ by others first.”

Getting that first investment is not the only challenge, according to many; high demands from both private- and public investors can be problematic.

According to **Jonas Hagström**, founder of The Rockin Pots,

“You are always supposed to innovate as a social entrepreneur. You cannot get funding for the core idea”

He mentioned the notion of “a lot of money is very little money,” meaning that investors think that because an organization is non-profit, they don’t have to invest as much. But Jonas points out that running a non-profit also requires money. Another Changemaker brought up that investors demand impact measurement (which is a good thing) but no one teaches you how to do that or pays for training.

Changemaker Lina Lagerbäck, who is the founder of Gagnat and We Unite Design in Stockholm, talked about another trap: the “indebtedness” trap. This is when investors and intermediaries, apart from government agencies, act as if Changemakers should be thankful for a small contribution, even if that contribution comes with a lot of expectations.

There is a sense that the Changemaker should feel thankful for being able to work with her passion for solving social problems.

Many Changemakers point out the challenge of long lead times for sales. Selling to municipalities can take up to 9 months or more, which sometimes makes it hard to keep oneself afloat, even when interest and need is substantial.



The same goes for applications to foundations, which take time to write, and some donors’ reporting requirements. Donors can have additional requirements, as well, that detract from support for and focus on core functions.

Support from government agencies has fluctuated, exacerbating the dilemma around project-based funding. Gunilla Hjelm, founder and CEO of Rag2Rug in Vetlanda, shares an example when they received support from Tillväxtverket in 2018.

A special distribution enabled them as a social enterprise to employ someone with marketing expertise. However, when that distribution expired, Rag2Rug lost that person and their competency, and had to start all over again.

RECOMMENDATIONS

After analyzing the outcomes of our in-depth interviews, considering national trends, insights from the digital maps and input from leading experts from the field in Sweden — a number of recommendations are brought forward to strengthen the social financial market for Changemakers as a key step for solutions to outrun the societal challenges we face.

More and better matching between solutions and funding: There is a need for Changemakers and funders to find each other more easily. In this context it would be beneficial to create a matching platform, ideally driven by the State or a Governmental Agency, to increase the number of matching opportunities by a neutral player.

As part of this, there is a need to further map the funding ecosystem, and with that give an overview available for Changemakers to clarify what funders are out there, what phases and type of organizations are there.

Investment criteria from funders need to adapt for Changemakers to be able to tap into the funding: There is an urgent need to break down structural barriers between Changemakers and funding opportunities.

For example, investment criteria from funders often do not match the reality of the Changemakers (e.g., they have certain requirements for loans, return of investment or minimum level of turnaround instead of looking at the impact). The positive news is that there are lots of funding available out there that could potentially be tapped into if some of these structural hinders are solved.

More training in social finance for Changemakers: Changemakers need to be trained on where to find funding, which funding comes with what conditions and how to best pitch to be ready and better equipped for funding opportunities.

Investors need to focus more on long term impact instead of short-term gains: There need to be a shift amongst investors to move from short-term gains to aim for system change; meaning to place impact at the center and with an ambition to reach long term impact. Once perspectives changes, the ripple effects could be substantial.

The good news is that systemic work does not have to be expensive. Small teams are the norm for systems changing organizations, allowing for faster learning and adaptation.

Furthermore, many systems strategies such as open sourcing a methodology, setting up a secretariat to coordinate collective action, and connecting with activists, do not require a lot of resources.

They mostly need only a different understanding of what should be funded to achieve systemic goals.

THEME 2

What makes a Changemaker

The identity of a Changemaker is that of a doer; doing nothing is not an option.

INTRODUCTION

Many have tried to explain what makes a person act on a social problem and why we as humans make certain decisions in our actions. Philosophers going back as far as Plato and Aristotle have discussed what motivates a person to act.

One of the questions we wanted to explore in this mapping concerns the inner drivers that make someone a Changemaker.

Is there something in their life experience and values that make them take the leap to act? When faced with injustice, why do some people act, and some do not?

Whether faced with a large societal challenge or a challenge affecting a very specific target group, the Changemakers in this mapping all said that it was a passion within that led them to act.

Changemaking Skills

Ashoka defines changemaking skills as those of empathy, taking ideas to action (agency), and solidarity (for the good of all), as well as creativity, leadership, and teamwork.



Karin Björk / Design by Björk

NATIONAL TRENDS

The importance of meaningfulness in the workplace:

In early 2021, Reach for Change and Novus looked at CEOs/top management leaders and the public's attitude towards sustainability and social responsibility (Aktuell Hållbarhet, 2021).

The report found that a large majority of the respondents representing the public felt it was important that they contribute to making the world a better place through their current work. As many as 88% stated that it was either somewhat or very important for them to feel that they had a positive impact on making the world a better place.

What this investigation tells us is that the general Swedish public does want to make a difference and feel that their work means something. There is also a demand from generations now joining the workforce on what they want from their employer.

A study performed by Academic Work shows that for an employer to be attractive to millennials and generation Z, its staff must work together for a more sustainable future, whether the focus is on social issues or the planet (Academic Work, 2021). It is important to the Swedish population to do good and be responsible, even if not everyone becomes social entrepreneurs.

Increasing share of Swedes investing time in voluntary work:

A study performed by Social Forum and Origo Group (2020), found that 51% of Swedes between 16 and 84 years of age had engaged in at least one voluntary action in the past 12 months. Out of those 51%, every other person was engaged in two or more organizations.

The study also showed that those who are engaged in voluntary work tend to donate money, either more formally or, for example to help a neighbor or friend. More than every third person of those that had been engaged in

at least one voluntary action had done so for at least five years. This reflects an increase by more than 10 percentage points since 2009.

Young start-ups and entrepreneurship being discussed more in schools:

There has been growth in the size and awareness of Ungt Företagande (UF) – a national network supporting teachers to conduct entrepreneurship programs in schools, and a celebration of the best pupil-run businesses that emerge. Over the last four or five years, there has been a significant shift to a more social and environmental focus for the businesses started by pupils. Social entrepreneurship has also been a topic of increasing frequency.

INSIGHTS FROM THIS MAPPING

When we asked the Changemakers in this mapping where their inner drive came from, two reasons stood out: either they had a personal connection to the problem, or they simply stated that the status quo was not enough for them.

Personal connection to the problem:

As mentioned before, one of the driving factors that stood out to Changemakers interviewed for this mapping was that they

had a personal connection to the problem they were addressing. For some, it meant having experienced the problem themselves. **Fatmir Seremeti**, founder of Insight Visions, said:

“ I became visually impaired when I was 13 years old and it was something that changed my life completely. From a young person with goals and dreams in life I became someone who did not see how my life was supposed to work. I did not see a future as a blind person. Then I got the opportunity to get involved in parasports. Suddenly, I knew a lot of people with various levels of visual impairment. They taught me that the limitations I will face in life is because of the limitations I put on myself, they will not be something my visual impairment puts on me. As I grew up my mission came to give back, to show the next 13-year-old that becomes visually impaired that life does not have to be so bad. If other people or instances cannot help you to, for example, find a job, then you can create your own future.”

For others, they had seen the problem affecting a person close to them. **Karin Björk**, founder of Design by Björk, explained that she had a close relative who was born with a disability and saw the challenges and injustices he faced every day. She said,

“As he was growing, I witnessed the challenges of finding nice and well-fitting clothes for someone who’s in a wheelchair. I always thought that it was ‘going to come eventually’ but then one day he was an adult, and there was still nothing like that available. I thought to myself ‘well of course there should be clothes for everyone, not just those who fit into the norm’”.

When seeing firsthand what a problem can do to the people it affects, whether it be bullying at a young age or visiting orphanages, it becomes more difficult to ignore. If you also have a set of skills that you could take advantage of to address that problem, it becomes a lot easier to take those first steps towards creating change.

The status quo is not enough: The second largest group to come out of this mapping are the Changemakers who do not necessarily have a personal connection to the problem. Instead,



Jonas Hagström

they have a strong feeling that the status quo is not enough. It is a feeling that when faced with an injustice in any system and having an idea that addresses it, they cannot “sit it out”. **Mariah ben Salem**, CEO of Drivhuset Göteborg, said,

“I can’t sit and whine and do nothing. If I feel like whining about something, then I need to do something with that feeling. What is important is that you do what you can from the position that you have, instead of doing nothing”.

Being solution-oriented and a “doer” also contributes to the feeling of not being able to “sit it out”. Seeing an injustice or a system that is not working and knowing that you have a skillset or an idea that can change things for the better, these often intensify the sense that one cannot stand by and do nothing. The important piece is doing ‘something’ rather than ‘nothing’. **Jonas Hagström**, founder of The Rockin Pots, said:

“It does not have to be so complicated all the time. It can be enough to go to a home for unaccompanied minors with a football and start playing and connecting with the youth. That can make a huge difference”.

Our survey results show that about 65% of the responding organizations chose passion as the most important factor for creating impact. Since this is common to almost all actors, we can easily conclude that intrinsic motivation is necessary to stay in the field of changemaking. However, creating impact requires more than that, which was also observed in our qualitative interviews.

Closely connected and a prerequisite for acting is the sense that one possesses a skill or a quality which would support one’s actions. For example, Karin, with the close relative with a disability, knew from early on in her life that she wanted to work in the textile industry. Because of her interest in the industry and experience working with patterns and pattern construction, she knew that when she got her idea, she had the skills to make it a reality.

RECOMMENDATIONS

Schools to provide students the opportunity to strengthen their Changemaker skills: We

recommend that the school system gives students the possibility to explore their passions and strengths to a larger extent.

There are specific programs in high schools that focus on entrepreneurship, but this opportunity would need to be extended to more students across all programs, and perhaps even to students of earlier ages. We also recommend that students have the opportunity to practice cognitive empathy, or the ability to put oneself in someone else’s shoes without draining yourself emotionally. Doing so will help students to find their own motivation for taking action to help someone else – with integrity.

As we have seen in this section, but also in Section 6, a lot of Changemakers build the foundations of their changemaking at an early age. If we could leverage the school system to allow children and youth to deep dive and explore their passions, we believe that it would help to build the future sector of Changemakers.

We recommend creating conditions so that people with great ideas on how create change and do good in the world can be able to make them a reality. Even if one does not want to become a Changemaker per se, they need to know where to turn to and how to act on their ideas.

THEME 3

Everyone talks about it but few make it happen

True cross-sector partnerships

There is a clear need for true partnerships that can help to create positive impact and find solutions to our local and global challenges, but issues such as competition, power imbalance, and lack of time and resources often stand in the way.

INTRODUCTION

Many agree that collaboration between businesses, organizations, start-ups, and public sector actors is crucial for growth and realization of the Sustainable Development Goals. In fact, Goal 17 focuses specifically on the importance of partnerships. But we rarely see cross-sector partnerships happen because of difficulties Changemakers have in finding people with whom to partner.

Successful collaborations and partnerships can provide great benefits for all parties, but it is not always clear what these look like. Lack of knowledge, time, or resources are often barriers to get a partnership going. There are often issues

around competition and power imbalance. We can see a clear trend in Changemakers wanting to collaborate — with each other, with the public sector, and with the traditional business sector — but we are also seeing a lot of challenges, as well as failed collaborations. A partnership with a corporation or a public sector actor could be an enabler for a social enterprise, but big collaborations are still rare.

To be able to solve our local and global challenges through innovative solutions, we need to collaborate, share knowledge across sectors, and collectively create new ways and greater impact. Trust and transparency are increasingly important in business, and with this comes a greater need for stronger collaborations

and true partnerships that benefit the partners and society as a whole.

NATIONAL TRENDS

There is widespread agreement that cross-sector collaborations and true partnerships between organizations are wanted and needed to create and scale change. A report from 2012 called 'Cooperation between social enterprises and other businesses — how and why?' by Temagruppen Entreprenörskap och Företagande highlighted that companies see cross-sector collaborations as a chance to do good, as well as to support entrepreneurship and local interests (Ternegren, 2012).

The 2020 report 'Business for good' by SE Forum also showed that whilst doing good is important, it is also increasingly important to profit financially and ensure that collaborations are genuine, long-term, and aligned with the company's business model and objectives.

This reflected the report's focus on how social entrepreneurs are looking for partners with both a genuine interest for change and values and vision that match their own (Nordström, 2020).

To ensure successful cross-sector partnerships,

the 'Business for good' report highlighted factors such as good examples, more information on social entrepreneurship, opportunities to meet and find the right partners, and courage to join forces and collaborate with those one may not have partnered with previously.

INSIGHTS FROM THIS MAPPING

Collaborations are often a branding exercise: For all parties in a partnership, it is often about raising awareness of your work or reaching new and wider audiences. A social enterprise may need a credible partner for external validation, and from our interviews, we see that getting that first partner who believes in your idea could help you to get your venture off the ground, grow, or find additional partners.

To achieve this, it is often easier for social enterprises that are doing something 'trendy', given that potential partners who are interested in the same issue may want to showcase that they are "with the times" and doing something good. But this has also been highlighted as a negative in our research, as many Changemakers experience partners who see the collaboration

solely as a branding exercise.

Developing more meaningful, long-term partnerships that can create true impact over time is therefore difficult. Moreover, it is not as useful if the partner wants to do good but is not willing to commit the time or budget that is needed. This sometimes leaves social enterprises with no option but to turn down the collaboration because they must be careful about their own brand and the trust on which their stakeholders rely.

Lack of time to find or develop partnerships:

It is clear from our research that lack of time is a huge issue when it comes to both finding and developing useful, strong, long-lasting collaborations. Some interviewees said they have few partnerships or none at all because they do not have the time or resources to explore potential collaborations, find partners, or grow partnerships. Many highlight the issue of finding partners and stress the need for new platforms to find them. They request more spaces to meet potential partners and for

opportunities to find the right people in power that can make a partnership happen.

Different types of competition hinder collaborations from happening: There's great potential for collaboration between various types of organizations, and many Changemakers identify areas where collaborations would be beneficial. But we heard in our interviews about issues of competition, in different forms, that put a stop to potential collaboration. In some cases, this is competition between social enterprises that work in similar areas but compete rather than collaborate.

This is often a result of project funding where one organization secures money and another doesn't, and because the project is set in certain ways, the two cannot collaborate. They end up doing similar work separately. We can also see similar issues when it comes to social enterprises having to compete with municipalities. The municipality may be worried about trying new things or partnering up with a social enterprise, so instead of collaborating, they develop their own interpretation of the work a social enterprise may already be carrying out. One Changemaker said, "Why don't they partner up and buy the service from us, instead of doing it themselves, when these ideas are really needed?"

An uneven power balance makes partnerships difficult and sometimes less successful:

Collaborations are often useful, but they can also be hard work. For smaller organizations and social enterprises, we can see that partnerships are sometimes too time consuming or even overwhelming. We heard of examples where a partnership takes up all the organization's time and resources. So much focus is placed on the partnership (i.e., on partner requirements and expectations) that the organization is unable to prioritize its own development.

This is also common in partnerships where the engagement and workload is unbalanced and where, for example, a funder demands the executor do all the work. This is a common issue but often difficult to avoid, as many need to accept the partnership/funding/opportunity to survive financially (more on funding challenges in Theme 1). Some will turn the partnership down, though, if they see the power imbalance as too much of an issue. One Changemaker stressed the difficulty of integrating technical solutions with a much bigger partner. They said:

“Why don't they partner up and buy the service from us, instead of doing it themselves, when these ideas are really needed?”

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Some will turn the partnership down, though, if they see the power imbalance as too much of an issue. One Changemaker stressed the difficulty of integrating technical solutions with a much bigger partner. They said:

“We have discussed partnerships with some big players but have backed out because of the risk. We would have been swallowed up technically if we were to integrate our platform with their site”.



Long-term perspectives and win-win partnerships:

With issues such as short-term funding and high frequency of projects, we can see from the interviews that a stronger focus on long-term strategic partnerships is needed. Changemakers are looking for resilient partners, often those with established sustainability agendas, and ideally those who see their bigger role in society and can take on greater responsibility.

A stronger emphasis on win-win partnerships is needed, where quick brand wins and short-term achievements are put aside, and where all

parties focus on strong collaborations that can last and grow over time, subsequently creating greater positive impact. To achieve this, we see the importance in finding partners with aligned goals, and with whom one can be honest about what one wants to achieve and how best to get there.

RECOMMENDATIONS

A mindset shift: For stronger win-win partnerships that create the biggest possible positive change, we recommend a mindset shift when it comes to collaborations. We need a mindset where a partnership is not done for quick wins, or to look good, or to develop something small on the side of one's actual business.

Partnerships must be developed with positive and long-term impact at their core, and must ensure that all parties contribute, take risks, learn, and grow. Being open and honest is important, and we can also see the need for courage to try new things, work with new

To solve our global challenges, we can't rely on quick fixes, nor can we solve them all on our own. Instead, we need to join forces with others who share our vision and who can help us get there.

partners, and jointly create collaborations that are beneficial to all involved and society more broadly.

To solve our global challenges, we can't rely on quick fixes, nor can we solve them all on our own. Instead, we need to join forces with others who share our vision and who can help us get there.

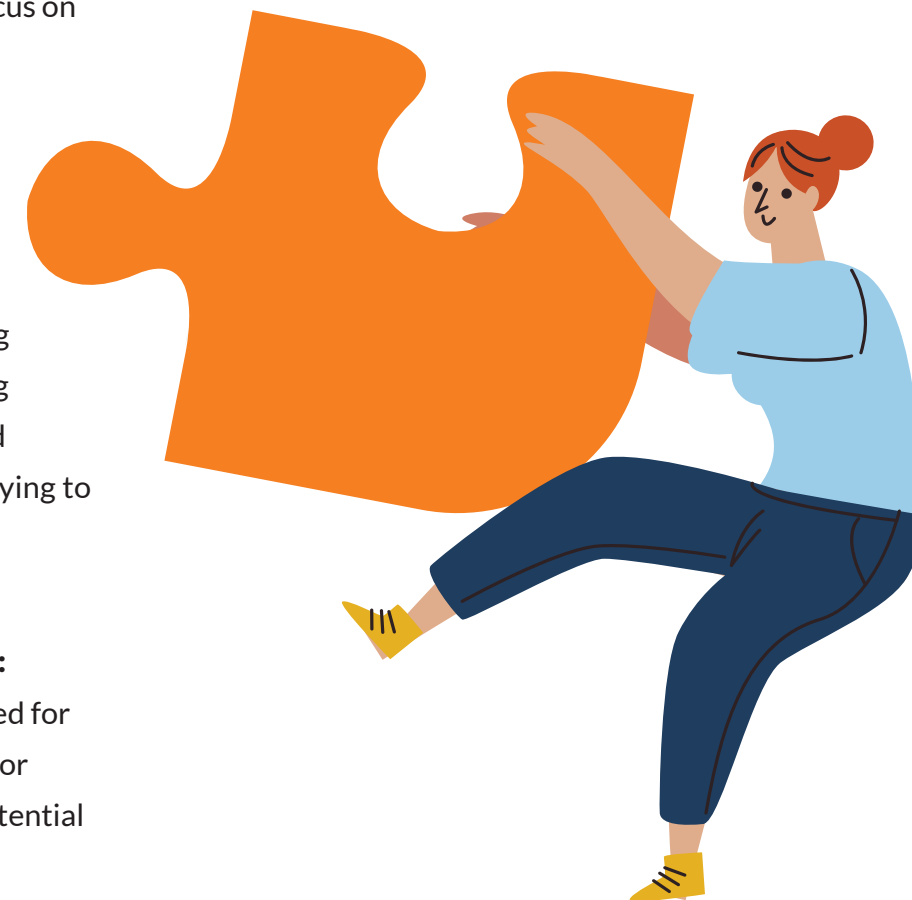
Fund/instigate collaborative projects: We can see that opportunities for collaboration often comes with projects and would therefore recommend funders to put a stronger focus on partnerships and collaboration.

Cross-sector collaboration or a partnership between a varied range of partners could potentially be a requirement to apply for project funding and organizations/companies instigating projects should consider who they could partner with rather than just carry on trying to do the work on their own.

Easy access to inspiration and partners: Based on our interviews we can see a need for broader perspectives on what cross-sector collaborations could achieve and who potential partners could be. We recommend that organizations and intermediaries share good

examples of successful partnerships, as well as further information and knowledge on social entrepreneurship and what collaborations could look like.

To meet the issues of many who are struggling with time and opportunities to even find potential partners, we would also recommend a stronger focus on providing opportunities to meet and network, and for intermediaries to support the matchmaking and introduction of different actors looking to find partners with common goals.



THEME 4

Timing is key

Timing is key, especially when a field is standing on rocky foundations.

INTRODUCTION

Many great companies and NGOs are skilled at understanding the importance of timing to choose topics and areas to focus on in their work.

It is a useful method to build a market, gain traction for policy changes, build a funding base for a sector, or strengthen public opinion for the sector in which one operates.

But what happens if a field is too reliant on trends and popular opinion to gain traction? What happens to a sector if the funding base of its current infrastructure (i.e., foundations, CSR initiatives, and project-based government support) is changing strategies every three years, making it difficult to build for the long-term? And can you strategically create timing?

NATIONAL TRENDS

A strategy proving the point: The Swedish government strategy on social innovation from 2018 is a good example of where timing played a big part. It was an ambitious initiative designed by dedicated individuals working within the system.

The strategy was funded for three years and spoke about long-term reliance as a critical point for success. It was supporting individual projects but also the support system within social innovation, intermediaries, financiers and academia.

The investment bore fruit, as stated in both Vinnova's and Tillväxtverket's final reports (Hugsson and Wefer, 2020; Hinn, Carlsson and Uppman Helminen, 2020). However, both

agencies also mentioned the need for ongoing building of the sector. Vinnova said,

“Coordinate and participate in activities that aim to strengthen knowledge and capacity,”

and Tillväxtverket recommended “that the government fund a national coordination of the strategy's implementation and confirm a definition of social business that is aligned with the one used by EU”. Now, three years after the launch, the strategy is not connected to funding and hence, many of the initiatives have stopped, lost momentum, or changed shape.

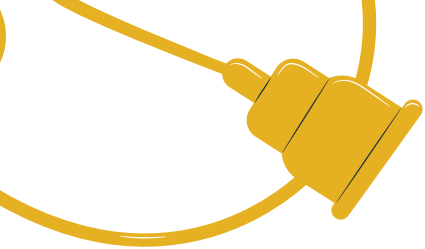
The business sector has always spoken about the importance of stable and strong foundations to create a robust business environment. It allows for companies to hit the ground running when the timing is right for them. Less emphasis can be placed on public opinion as the main driver. This ensures that the right support structure is there so that individual entrepreneurs need not decide in a vacuum when they are ready to take the next step.

Not just about the business, it's also about the challenges we face: For any organization or company, there must be a problem that its

customers, members, or beneficiaries need solved. However, if the problem isn't a high priority for the parties with the funding or mandate to solve them, we have an issue as many of the problems Changemakers address don't have a clear customer willing to pay for the solutions even though the solutions often solve costly problems for societies and individuals. Sometimes, the system simply isn't set up to enable positive change.

In a debate article on Dagens Samhälle, the Swedish Government's selected coordinator for Agenda 2030, Gabriel Wikström, describes this as “governance and organizational structures need to be adjusted based on Agenda 2030 – not the other way around” and continues by saying that Sweden might think it has the best methods and structures in place to have a sustainable society, even though it doesn't. He states unmodern governance, processes working in silos, and an ageing tax system as problems (Wickström 2021).

We can see that a market for the services and products of Changemakers is building, albeit slowly. We also see that the market often needs a change in structures or ways of working for the end customer to fully embrace social enterprises.



In the public sector, there is a need for a targeted approach to shape new procurement set ups (e.g., IOPs or procurement rules) where suppliers are paid for the impact rather than activities, and where sustainability rates higher than the end price. In the business sector we see how large companies are reviewing and changing their supply chains to address environmental and social concerns.

These are both examples of how new markets are being created by a change of systems to incentivize positive change. The trends are examples of how new systems could give Changemakers a better chance to succeed as they will have a higher likelihood of having the right timing for their offering of providing positive social impact by selling their services and products.

INSIGHTS FROM THIS MAPPING:

Changemakers are often first movers, hence making the start-up phase critical, as the market often isn't ready or even existing. The enterprise Quizzr, a digital training platform that enables de-risking in global supply chains by educating workers from the bottom up on business-critical topics to drive behavioral change, says, "If we didn't have the companies [like H&M] with us, it wouldn't have worked. The factories themselves wouldn't have done it". Thanks to its early

partnerships, Quizzr could develop and improve their solution so that when the market matured, they had a best-in-class product.

Donnie, founder of Entrepreneurs Without Borders, says,

“**No companies should be bad for the world". He also says that it is "frustrating that there still is more pressure on companies doing good to prove themselves, rather than on those that are doing harm. If business models that are not improving the world are still rewarded financially, we can't rely on individual entrepreneurs doing the right thing".**

Mattias Josephsson, from the solar power company Epishine, has seen a shift in the climate and says he's gone from speaking 10 years ago about how we "should think like this" to now seeing that "this way of thinking and talking is reoccurring in all sectors, and that I've gone from being eccentric to being in the middle of what everyone is talking about". Epishine has in five years developed a revolutionary product now ready for market, combining business opportunity with solutions to environmental challenges.

This is an example of how focus on and investment in environmental solutions and infrastructure have enabled a shift of perspective and incentives for a field and agenda that can drive timing, investments, and opportunities.

In the round table discussion relating to this theme, the participants spoke about time and language barriers between sectors and how these increase the space between them. "Public sector talks about time, not money. The business sector talks about money before time. Changemakers talk about solutions, passion and energy. Everyone needs to understand each other's language and actively practice on it."

RECOMMENDATIONS:

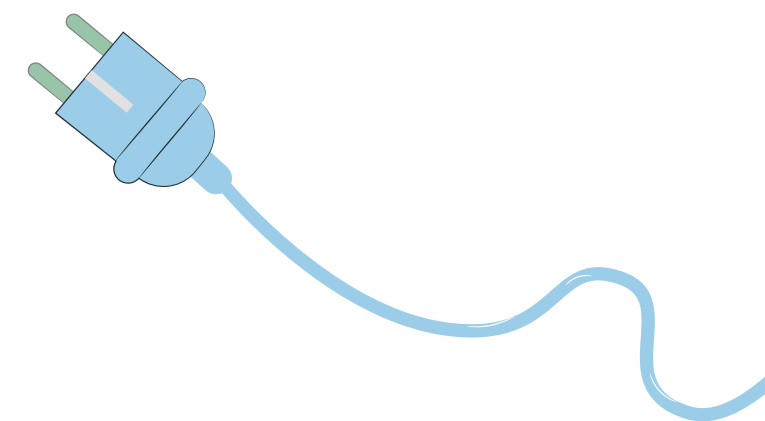
We can't wait for the timing to be "just right". We all need to act to reach Agenda 2030:

- ▶ Government, by re-shaping structures, governance and incentivizing positive change
- ▶ Business, by moving towards a focus on "challenge opportunities" as much as "business opportunities"
- ▶ Changemakers, by continuing to model inner drive based on passion to solve a problem

rather than on monetary reward alone — even though they recognize the importance of the correlation between the two

Equally, **we need brave people within government and systems to create the right environment to enable change.** There is a need to increase the opportunities for the right timing for companies and organizations doing good by:

- ▶ Incentivizing the solving of challenges described in the SDGs by re-shaping governance structures and rewarding mechanisms for solutions
- ▶ Improving the environment for Changemakers by actively investing in the support system for social innovation and bridging the gap between sectors; by so doing, opportunity for the right timing to appear increases
- ▶ Putting more pressure on companies doing harm to explain themselves



THEME 5

It's still lonely out there!

Building community takes time, resources, and direction.

INTRODUCTION

Changemakers are by nature first movers. They are the ones who pick up the rubbish on the street instead of walking past. They are the ones who take responsibility for things others either can't be bothered to do or deem too hard.

The reality is that this compulsion to act isn't as common as we need it to be — simply because it is hard. Being the type of person who acts can be lonely, especially if one does not have a strong support network.

NATIONAL TRENDS

In the Swedish ESEM report (MSI, 2021), 70% of the SE surveyed said that they don't receive support from an intermediary supporting social enterprises (e.g., Reach for Change, Ashoka, Coompanion, Inkludera). The same

report also states that 50% of respondents feel little or very little political support for social entrepreneurship.

These results show the ecosystem can benefit by increasing support mechanisms for social enterprises. Investing time in advocating for the development of the social enterprise sector over the long-term is also needed. In certain fields prioritized by the government (e.g., artificial intelligence), we see long-term investment of 10 years or more. This proves that long-term funding can be designed and implemented if identified and prioritized.

Sectors in Sweden such as the tech-sector have been successful in building community and a supportive atmosphere for launching and scaling start-ups. A major difference between the tech and social enterprise sectors is the clear monetary

incentives that established tech companies have, to support tech-based communities.

It becomes a great recruitment pool for future staff, as well as potential start-ups to invest in or even buy. For the social enterprise sector, it has proven more difficult to find the monetary incentives to source long-term non-public sector funding, which has resulted in smaller and more fragmented communities.

The traditional business support system (i.e., Swedish incubators and Science Parks, Almi) has a set of KPIs which often does not match those of Changemakers (e.g., how legal status dictates who can receive support, making it hard for legal statuses other than companies to receive the support they need).

INSIGHTS FROM THIS MAPPING

Over the last three years, Sweden has seen increased momentum in social innovation with the government's national social innovation strategy, resulting in:

- ▶ Investments in the social enterprise sector of roughly SEK 150 million over three years
- ▶ Increased engagement in the business sector

▶ New ecosystem organizations such as the Swedish National Advisory Board for Impact Investment and Effektfullt.

Yet participants in the NCM Map see the support system as fragmented. They also think it is difficult to find their place in it — a place that understands them and their motivations, and a place where they can thrive.

There are incubators and intermediaries supporting Changemakers and innovators in Sweden today. However, they are few in numbers and size, and they often rely on short-term project funding from the business sector, public sector, and foundations. Funding is therefore unstable, in contrast to long-term government funding for the traditional business support system. The result is a fragmented ecosystem, an overview of which is difficult to get.

Based on the Conditions & Impact graph, the actors in the Swedish changemaking ecosystem found themselves in one of three negative situations:

- 1. Lacking networks:** Changemakers seek community networks but are unable to build them due to discrimination or lack of external support.

2. Lacking tools: Changemakers have enough networks to find sufficient funding but still lack long-term strategy, confidence, and/or tools, skills, and knowledge to create the intended impact.

3. Isolation: Changemakers are not motivated to be part of a community and rely instead on individual strengths and sources (e.g., frustration, passion, strategic thinking) to boost impact, or Changemakers are looking for specific partnerships, peer-to-peer support, or mentoring rather than communities, but not being able to find good fits.

This was illustrated in individual interviews, such as when **Nicolina**, the founder of Om Mej, said

“ I was not the most well-behaved child in the world, but when my mother saw me, she always said how proud she was of me. And in saying that she built my self-esteem. I did not have the best self-confidence, but my self-esteem was really strong. I dared to fail and dared to say even if this is not a success, it is better than not trying.”



RECOMMENDATIONS:

Even though the sector has grown, received exposure, and taken steps in the last three years, it is clear that it lacks community. In other words: it is still lonely out there. We recommend the following:

► Prioritize long-term funding for social innovation intermediaries to offer support for Changemakers who feel neglected in the traditional support system, and to build community for the entrepreneurs who focus on societal impact. Consequentially, intermediaries would be able to not only give support for free, but also provide seed funding for the Changemakers they support.

In that way, the Changemakers would themselves have more incentives to seek out communities like these, and actively participate, as it would mean not giving up time that would give them a salary as that is often the tradeoff. Initiatives need to be taken by institutional funders to prioritizing longer-term funding for social innovation intermediaries.

► Re-focus KPIs, give incentives, and upskill the traditional support system in social innovation to answer the demand found in this

report and future generations' thoughts on how entrepreneurship can be a force for good rather than simply concerned with monetary return. By, for example, building Changemakers' capacity in measuring and showing what impact they have through their solutions and that it can actually save society money, we can build a stronger case for other sectors to invest in social enterprises.

We believe that intermediaries and traditional impact investors alike have a responsibility to build the sector in this way. To not only ask for impact results but also teach and train on the 'how'.

► Self-organize, set a joint direction, and advocate with a united voice, as exemplified in initiatives such as the newly formed "Network for social innovation in Sweden" ([Nätverket för Samhällsentreprenörskap](#)).

Investment in bodies like this will be important to drive the sector forward. These initiatives need to come from larger players in the sector that have the resources to invest time and that are already established enough and have the muscles behind them to be taken seriously, but include actors at all levels to be representative.



INSIGHTS

Trends & observations from the Swedish Landscape



The Nordic Changemaker Map Sweden was only possible through the engagement and support of participating Changemakers.

During the spring and summer of 2021, we engaged 201 Changemakers to better understand their reality and their view of the supporting ecosystem in Sweden.

What we received from all participating Changemakers was a wealth of insights, ideas, recommendations, and eagerness to strengthen the field.

In the previous section, you could read about the overarching themes that emerged from the collected data and interviews.

We now want to share more detailed observations from the survey and interviews. Here you will read more about insights that affect Changemakers, such as how values play a big part in becoming a Changemaker, how there is still no perfect legal entity for them, and much more.

1. There is a need to “trick” the system to get around the legal form dilemma.

One insight that immediately stood out during our conversations with Changemakers was the effect the legal status of the organization one runs has on your ability to create an impact.

The legal status of an organization (whether it registers as, e.g., a limited company or a non-profit) affects the Changemaker’s revenue streams and business model. It determines what type of revenue sources you can have.

To get around this, many Changemakers today operate with a hybrid business model, i.e., they have a product or service to sell to customers, which funds the company alongside support from, for example, the government. **Fiona Hazell**, founding partner of MAD Foundation, said

“ We use a hybrid model to finance our activities: one Limited Company and one non-profit association. It makes sense from a blended finance point of view. This way, we can generate revenue through sales, and still be eligible for grants and government loans. However, on the downside, we have some duplicate costs (e.g., audits, bookkeeping, annual reports)



Elin Lutke / Cirkus Unik

entrepreneurship is becoming more widely known, the systems that surround it are not yet set up to handle such complexities.

2. Many Changemakers started out young.

When digging deeper into the driving factors behind becoming a Changemaker, another insight came through: the first trigger to create change comes at a young age. For some of those we talked to, it was a parent or guardian who made them believe in themselves early on. **Jonas Svensson**, founder of TwoAct, said:

“ I was not the most well-behaved child in the world, but when my mother saw me, she always said how proud she was of me. And in saying that she built my self-esteem. I did not have the best self-confidence, but my self-esteem was really strong. I dared to fail and dared to say even if this is not a success, it is better than not trying.”

For others, it was a teacher or other grown-ups whom they saw as role models and who encouraged them when they started to take those first actions — even if that was something

small like submitting a short letter to the editor to the local newspaper. **Lena Friblick**, founder of Botildenborg, said,

“ I was in the 3rd grade when we got the information that our class was going to be split up. Everyone was very engaged in fighting this decision and I thought we had to do something concrete. So, I sent in a letter to the editor of the local newspaper and through that created a movement to keep the classes affected by this decision together. That was the first feeling of ‘I can do something’, that step from thinking something is wrong and complaining about it to thinking ‘okay what can I actually do about this?’”

3. System change is the ambition – but many are not there yet (and stuck at scaling direct impact).

One thing that was very clear throughout the mapping was that system change is on everyone’s mind. Even though many of the Changemakers work through direct services to support their target group, they ultimately want to shift norms, policies, new market conditions, etc.

They are not sure, though, on what the path to system change looks like for them. Those who had gone a longer way in thinking about this were considering system change in terms of method.

Scaling to them was not to scale their team but rather sell their method and way of working to municipalities or schools, for example, and change the system that way. **Elin Lutke**, co-founder of Cirkus Unik, said:

“ What we have realized is that with the resources we have, we cannot work directly with all the children that need our support, but we need to find other ways to have an impact. What we have done now through the years is to create pedagogical methods that are separated from perhaps the methods that constitute the norm in the school system for example. If we can work with other types of educators and train them in our methods, we can reach a larger part of our target group and start the process of changing the norms around education”.

This creates confusion and uncertainties in how to follow rules of institutions that do not have clear systems for these types of business models such as the Swedish Tax Authority which leads some Changemakers to hesitate to choose that type of model. According to an Ashoka/McKinsey/FASE study published in 2016 though, there is promise in the hybrid model (Moehrle, 2016).

The study showed that the hybrid principle (i.e., combining different capital sources according to need in terms of risk, impact and return) can help to ensure that social enterprises receive enough funding to develop and scale their business models. What is very clear is that even if social

To be able to do this and achieve system change, the Changemakers will need smart and true cross-sector partnerships. But as stated above in our discussion of themes, we are not there yet.

4. Although social entrepreneurship is more widely understood, too many are still unfamiliar with it.

When asked on our survey whether the general public was aware of social entrepreneurship, a majority of the Changemakers responded that they perceived social entrepreneurship as a term that is known only by a closed group.

We then explored this in the interview phase and noticed a distinction between those who had been working in the sector for a longer time versus

those who had been active for a few years.

The ones who had been active for a shorter period thought that the general public is not very aware of what social entrepreneurship is. Even funders sometimes struggle with understanding the concept. For respondents that had been active in the sector for longer (10+ years) agreed with the notion that there seems to be a lack of clarity with both the general public and potential funders on what social entrepreneurship really is.

But they also stated that if you compare awareness today with that of 10 years ago, there is a big difference. As mentioned before, a good example of this is what **Mattias Josephson**, co-founder and VP Business Development at Epishine, and working with the climate issue, said,

“ In 10 years, I have gone from being an eccentric to being in the middle of what everyone is talking about. Now, I think this way of thinking and talking reappears in all sectors”

So even if there is a long way to go in terms of public awareness of social entrepreneurship, we have come a long way in the past 10 years.



Mattias Josephson

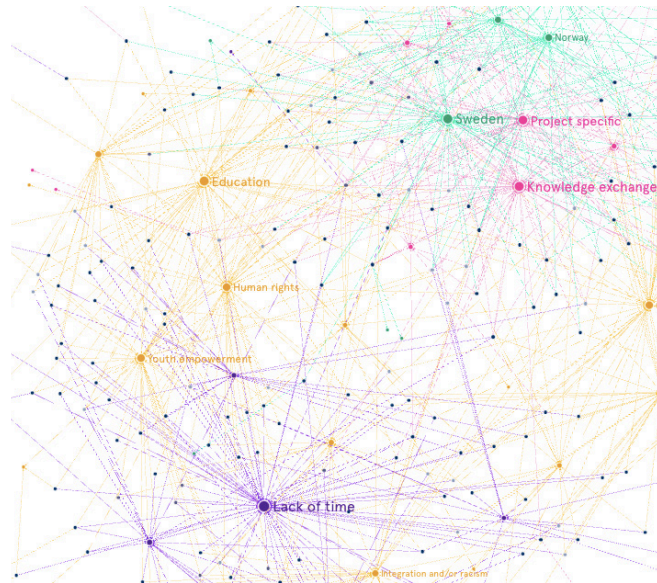
INSIGHTS

From the Digital Maps



Themes & Collaboration map

[Access it here](#)



Themes & Collaboration is about the societal issues that Swedish Changemakers work on, the countries they collaborate with, the types of collaboration they engage in, and their obstacles to collaboration. This graph reveals both expected and unexpected patterns about the given ecosystem, identifying key value creators and informal communities that drive changemaking activities.

At first sight, the Themes & Collaboration graph has many focus areas, defined by the various node types in the graph. The right hemisphere of the graph is populated by organizations which do collaborate with other Changemakers within or outside of Sweden. The very left of the graph is populated by organizations which do not collaborate and have stated obstacles to collaboration.

A deeper dive into specific subcategories reveals 5 areas, which are congruent with the forementioned patterns.

Lack of time (42%). This is the cluster of non-collaboration which includes: (#4)

- ▶ All other collaboration obstacles
- ▶ Collaboration types: Production partnerships, Foodtech network
- ▶ Societal issues: Gender, Youth empowerment, Integration and/or racism, Disability empowerment, Upskilling

Knowledge exchange (42%). This is the cluster of collaboration which includes:

- ▶ All other collaboration types
- ▶ Societal issues: Circular economy, Climate Change, Governance, Diversity
- ▶ Countries collaborated with: Åland, The Baltics, Sweden, France, Ukraine, Norway, Uganda, Estonia, USA, Denmark, Switzerland, Tanzania, Finland, Multiple Non-Scandinavian EU Countries

Collaboration outside the Nordics (13%) includes many countries and some unique societal issues:

- ▶ Countries collaborated with: Laos, Taiwan, Myanmar, China, Bangladesh, Cambodia, Thailand, Mauritius, USA, Jordan, Vietnam, UK, Germany, Israel, Albania, Spain, Bosnia Herzegovina, Turkey, Italy, Middle East, Latvia, Austria, Belgium, Serbia, The Netherlands, Greece, Romania
- ▶ Societal Issues: Violence, Women's rights

Collaboration in Africa & South Asia 7 (3%) includes a few organizations with specific collaboration areas.

- ▶ Societal Issues: Renewable energy
- ▶ Countries collaborated with: Kenya, Mali, India, Rwanda

Equality Issues 4 (2%) includes organizations working on equality

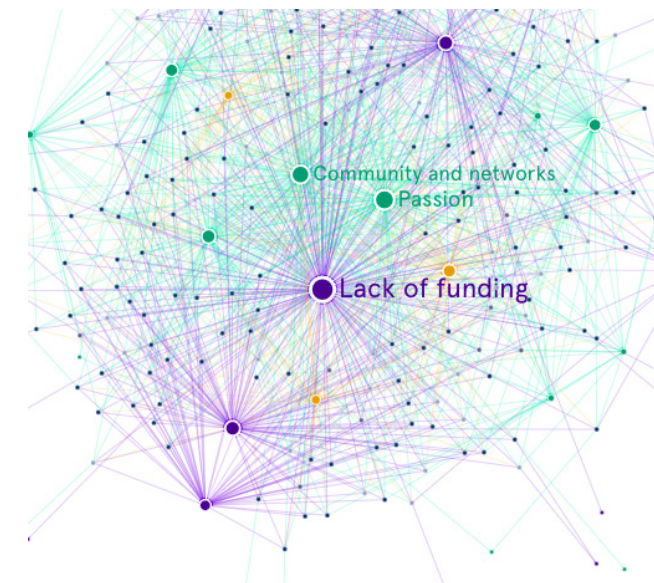
Housing Issues 3 (1%) includes one organization collaborating outside the Nordics

Below is a list of top 5 Societal issues that Swedish Changemakers work on:

1. 57 organizations work on "Education" (29% of all who filled out the survey)
2. 46 organizations work on "Youth empowerment" (23%)
3. 44 organizations work on "Human rights" (22%)
4. 43 organizations work on "Climate change" (22%)
5. 40 organizations work on "Circular economy" (20%)

Conditions & Impact map

[Access it here](#)



Conditions & Impact is about the level of impact Swedish Changemakers operate at, the factors that have enabled them to create impact, and their impact obstacles. This graph reveals both expected and unexpected patterns about the given ecosystem, identifying where each organization stands between the driving forces and hindering factors for Changemakers in Sweden.

At first sight, the Conditions & Impact graph has

many focus areas, but a deeper dive into clusters lets us understand the interplay of enablers and hindrances for various groups of actors. Below we provide the percentage of clusters and the central actors within each cluster.

Lack of funding (25%)

- ▶ Level of impact: Framework change
- ▶ Other Impact obstacles: Discrimination and No community support
- ▶ Enabling Factors: Communication and outreach
- ▶ Populated by Social Entrepreneurs

Community and networks (15%)

- ▶ Other Enabling factors: Funding, Mentorship
- ▶ Impact obstacles: No identified long-term strategy
- ▶ Equal distribution in terms of the Organization type and Level of impact

No or too few partners (14%)

- ▶ Other impact obstacles: No or too few mentors / peer-2-peer support, Fewer collaboration access
- ▶ Enabling factors: Programs such as accelerator or support projects
- ▶ More Changemaker initiatives in this cluster than anywhere else

Passion (14%)

- ▶ Level of impact: Scaled direct service
- ▶ Impact obstacles: Lack of communication, Lack of confidence, Lack of knowledge

Strategic Thinking (12%)

- ▶ Level of impact: Direct service
- ▶ Impact obstacles: Lack of commitment to society, Marketing
- ▶ Other Enabling factors: Unique business idea, Empathy

Advocacy (11%)

- ▶ Level of impact: System change
- ▶ Impact obstacle: Covid-19

Frustration (9%)

- ▶ Other Enabling factors: Leadership, Research
- ▶ Impact obstacles: Lack of time, Lack of collaboration with public sector

The distribution of Social entrepreneurs, Young changemakers and Changemaker initiatives within these clusters is even.

Revenue & Measurement map

[Access it here](#)



Revenue & Measurement is about income sources, methods used for measuring impact, and obstacles to impact measurement. This graph reveals both expected and unexpected patterns about the given ecosystem, telling stories about each organization's struggles to generate resources, scale up, and improve services.

Self-funds - Fees & Donations (31%)

- ▶ All other revenue sources in this cluster: Self-funded, Fees, Family and friends, Volunteers, Crowdfunding, Donation, Awards and competitions, Events
- ▶ Main measurement methods: Impact scorecards, SDGs indicators
- ▶ Main obstacles: Early stage

Sales (31%)

- ▶ All other revenue sources in this cluster: Projects, Sponsorship, Taxes
- ▶ Main measurement methods: Online surveys, In-person interviews, Research
- ▶ Main obstacles: Lack of funding, Lack of time, Cannot define what impact to measure, Lack of knowledge of measurements, Not sufficient access to good practices,

Government & Foundation grants (24%)

- ▶ All other revenue sources in this cluster: Philanthropists,
- ▶ Main measurement methods: Logic models & theory of change, Social return on investment (SROI)
- ▶ Main obstacles: None

External investments (14%)

- ▶ All other revenue sources in this cluster: Accelerator program, Bank loan, Regional funding, Membership fee
- ▶ Main measurement methods: Platform data, Recycled/reduced amounts,
- ▶ Main obstacles: None

That a node belongs to a cluster does not mean that all actors in that cluster have mentioned that factor. Or, vice versa. A few inferences can be made here as an example:

- ▶ Self-funded organizations belong to a resourceful category of organizations where impact is measured according to relevance.
- ▶ Organizations who rely on their sales — as well as projects and sponsorship — strive to use practical and investigative methods for impact

measurement but tend to face more obstacles than organizations who receive government and foundation funds.

- ▶ Organizations who benefit from external investments like accelerator programs, seed funds, etc., make use of their own data sources in their effort to measure impact based on facts.
- ▶ Organizations who receive government or foundation funds use conventional or required methods for measuring impact.

Imagine a world where people inside systems, organizations, municipalities, or companies drive positive change from within, enabling collaborations, partnerships and systems change for the public good.

Notes

The above is part of the report produced by the Graph commons team for the Nordic Changemaker Map Sweden. Contact Ashoka Nordic for access to the full report.

It is intended as a guide for leading efforts in analyzing the Swedish changemaking ecosystem. Further analyzes can be made in various other ways, such as:

- ▶ Inviting researchers and key actors into an analysis session and exploring issues following the same logic/storyline that is followed in this report.
- ▶ Using the same data set to construct various other graphs and combining different node types.
- ▶ Combining all data sets from all Nordic countries to identify larger trends, themes and challenges.
- ▶ Sharing the findings from these graphs with their relevant organizations, reflecting together on their perspective of the findings.

FUTURE THOUGHTS

What role will Changemakers play in 10 years from now?



Imagine a world in ten years' time where the narrative around successful organizations is based on the social and environmental impact it has on its customers, end beneficiaries and systems around them.

Imagine a world where organizations and individuals are proud of how much they played a part in solving Agenda 2030. Imagine a world where people inside systems, organizations, municipalities, or companies drive positive change from within, enabling collaborations, partnerships and systems change for the public good.

The Changemakers' role in ten years' time is not just to challenge the status quo; it is to drive it – to push from within systems as well as from the outside to take these developments to the next level.

Agenda 2030 provided the world a common framework, a map of how we look at our world's challenges. It also secured the approval and commitment from all countries to work on them together.

When created, the goals probably seemed too far away and too political to gain any traction, and who would have known strategies, across sectors, would be based on the goals?

Businesses are audited on their sustainable practices. Academia is focusing research based on the goals.

Youth are using them to advocate for the future, as exemplified by the Friday for Future movement. However, you could successfully argue that too little has been done too late.

Hence, we see the importance of preparing for post-Agenda 2030. To do that in an even stronger united voice we need to mobilize the doers, the Changemakers, to push the world forward.

In the data from the map, 42% of the respondents said they worked on "climate change" or "circular economy". This came as a bit of a surprise to us behind the map but follows the reasoning behind the trend "timing is key".

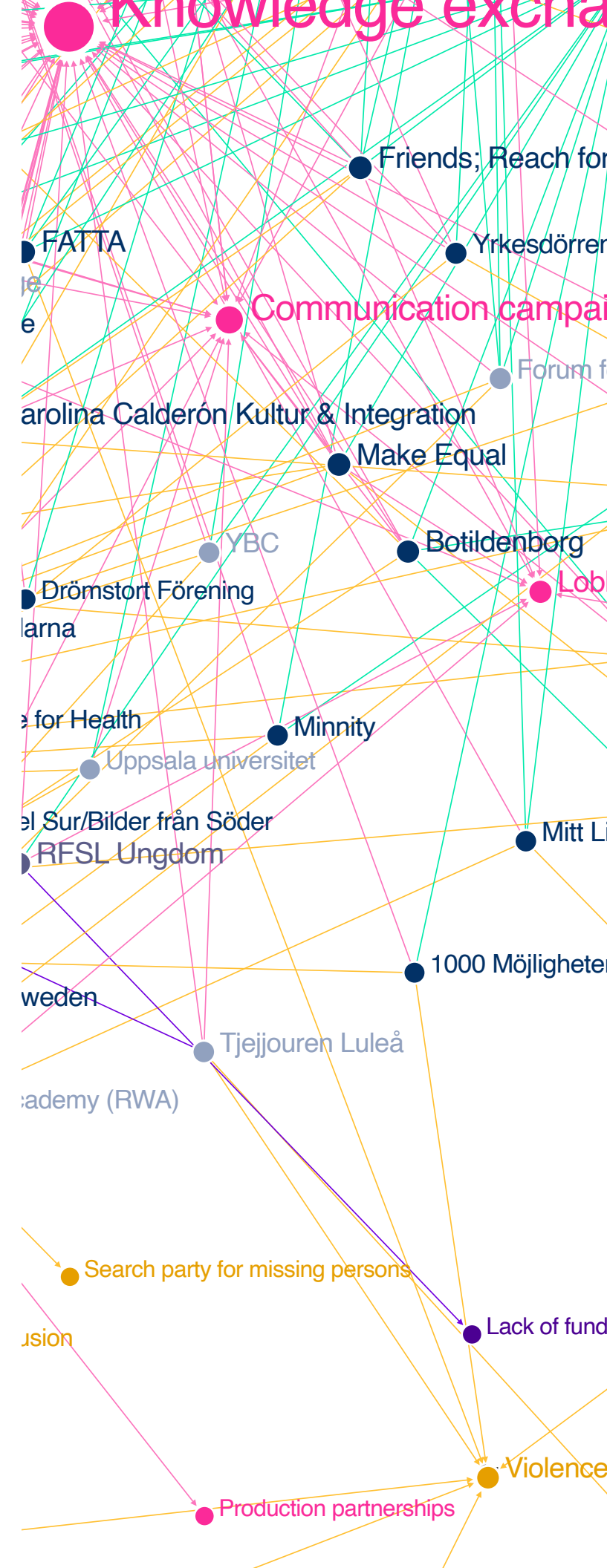
Climate change is an issue where we have seen frameworks, structures, and governance change in order to create markets and incentives for companies and organizations to dive into the field.

Social entrepreneurs were the first movers in that field, and other Changemakers from within government or bigger systems have enabled new innovations to gain traction. New markets have been created. We want to see this development in other fields, as well.

Just as the government's selected coordinator for Agenda 2030, Gabriel Wikström, says, "governance and organizational structures need to be adjusted based on Agenda 2030 – not the other way around".

If the last century was about generating economic growth, the next ten years we will see Changemakers answering what visionary system thinker Donella Meadows (cited in Raworth, 2017) asks in relation to growth, "Growth of what, and why, and for whom, and who pays the cost, and how long can it last, and what's the cost to the planet, and how much is enough?"

They will answer by innovating, pushing boundaries, and challenging the way things have been done to date.



Now what?



Nordic Changemaker Map (NCM) is an initiative that exists to keep the pulse of the Nordic field for Changemaking. By asking existing Changemakers how they work and collaborate, and how the field needs to be strengthened, we want to direct decision makers' and funders' attention to improvement initiatives.

The country maps also play an important role for Changemakers themselves, who through the digital maps can get an overview of which other actors are active in their region, or within the same problem area.

Through previous surveys in other European countries, Ashoka has seen that these initiatives strengthen the cohesion of and cooperation between actors in the ecosystem. Through the mapping, we aim to create the following effects in the ecosystem:

Enable more informed and strategic decisions: The map is a direct result of a growing need among several actors to have access to more in-depth, grassroots-based, and updated information among Changemakers.

The map meets this need through national data collection among Swedish Changemakers (through interviews and online forms) with

interactive maps and recommendations. The material that the survey presents acts as a basis for more informed and strategic decisions among all actors within the ecosystem.

Innovative and societal ideas can, in the long run, play a more prominent role in society, accelerate their influence, and strengthen the Changemaker field through improved support mechanisms and collaboration.

Weave together the field and its possibility for collaboration and networking: In recent years, Changemaking have received more attention among companies, government agencies, municipalities, associations, and individuals. While several developments have been made, there is still room to strengthen collaboration between the various actors through cross-sector collaborations.

By identifying existing collaborations, the survey also wants to show which areas have not yet been developed or have room for improvement.

Through analysis and public discussion forums, the survey seeks to support and strengthen collaboration and exchange between different parts of the Swedish ecosystem and among Nordic actors more generally. To create long-lasting and powerful impact, we need to "break

down the silos” and build a common narrative and platform.

A prerequisite for ”collective impact”: Through the Changemaker maps, we hope to lay the foundation for the concept of collective impact, where social impact takes place through collaboration and common visions. The mapping aims to gather actors to jointly discuss the needs and action plans for collectively developing the ecosystem and its positive impact on society, thereby cultivating more understanding of the field itself.

It has been important to us that the map is led by players from the ecosystem itself, both to better understand the role in supporting the field and to link relevant actors with each other as a continuation of the survey.

So, what’s next?

Soon, country reports will be released in:

- ▶ Denmark (by Akademiet for social innovation and Reach for Change)

- ▶ Finland (led by Ashoka Nordic & Sitra) – has already been released in March 2021

- ▶ Norway (developed by Ashoka Nordic)

- ▶ There will also be a summary report comparing the Nordic countries

Ensure that recommendations are put into action:

- ▶ Form action groups around some of the recommendations (for example through the Network for Social Entrepreneurship formed in Sweden 2021, with support from Vinnova)

Ensure that the data gathered through the digital maps are used by Changemakers, supporters and funders to find collaboration and understand the ecosystem further:

- ▶ We also hope that the open-source data can play a role in research for the field (for example by Södertörn University)



Thanks to:

PARTICIPATING CHANGEMAKERS

In alphabetical order

A Million Minds

AB Nära & Naturlig SAM

Add Gender AB

Addressya

Adlitam

Again AB

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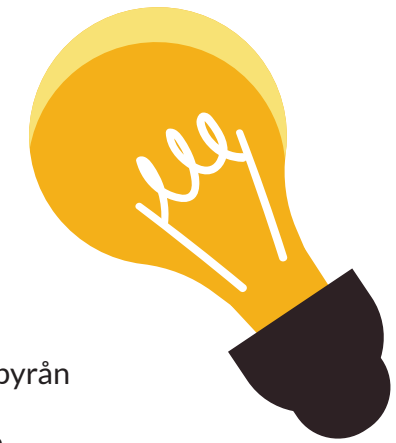
Awesome People

Axfoundation

Bara Vanlig Hälsa

Barnens Karta

Barnombudet i Uppsala län



Barnrättsbyrån

BeChange

Bling

Blivande

Boden municipality

Boodla ab

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Care to Translate

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Choice Foundation

Circular Center

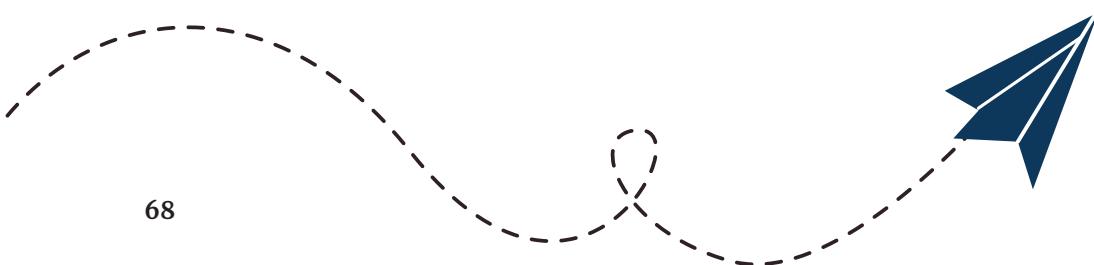
Cirkus Unik

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ClimateView

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Creador AB / My Dream Now	Förebildarna	Ideella föreningen Fredagsfys Sverige	Mateo
Dans för Hälsa / Dance for Health	Föreningen Frisk Mat	IK Eos	Material challenge Lab
Deligate AB	Föreningen Klimatriksdagen	Imagenes del Sur/Bilder från Söder	Me Covers AB
Demokratibyggget	Förnyelselabbet på Stiftelsen svensk industridesign	Impactpool	MedsBag
design by björk	Forum for Social Innovation Sweden Mötesplats	Includer	MENACatalyst
Dietisternas Riksförbund/ Swedish association of clinical dietitians	FreeZone Sweden	Inclusive Business Sweden	Menssäkrad; My Period Is Awesome
Diversity Board	Friendbase	Infotail	Minnity
Drivhuset Göteborg	Friends	Inicio	Missing People Sweden
Drömstort Förening	Futebol dá força Foundation	Insamlingsstiftelsen Help to Help	Mitt Liv
Effektiv Altruism Sverige	Future Minds / we_change	Insight Visions	Momentum app - developed by Bestla Health AB
Elsa och Sam AB	Gagnat	insightgap psychology	Nema Problema
Elypta	Generation Waste	Internationella Föreningen Hersby gymnasium	Ner Med Vapnet upp med garden
EnergyAid	GLOBHE Drones AB	Jobbentrén	Norbite
Enter Sweden IT-Guide	GLOW 4 equality AB	Juice Studios	Nordic Asia Impact
Entrepreneurs Without Borders	Go Cirkulär	Karma Coffee	Nortical AB
Epishine	GodEl / GoodCause	Kidnovation	Nya Kompisbyrån
Ett tak	Granö Beckasin	Kompis Sverige	off2off
Fairplace AB	GreenCounsel	Kulturföreningen Ebeneser	OmMej
FATTA	Healthy Women (Kista sports club)	Lake Tana Aquaculture and processing	Örebro universitet Enterprise AB
Fenomenala	Heartspace PR Sverige AB	Leksell Social Ventures	Östensson Design Studio
Fight for Zero	Hej främling!	Lupinta	Our Normal Association
Flowcup AB	Hope For Youth Development	MAD	PACS
For Life Academy	Hygglo	Make Equal	Paraply
		Mamma United	Passionista



Peers Bridge AB
Pennybridge AB
Pharmista Technologies
PlanM
Progress Me
Proto
Quizrr
Rädda Barnens Ungdomsförbund / Save the Children Youth
Rag2Rug
Randiga Huset
Raoul Wallenberg Academy (RWA)
Reach for Change
Reformaten
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Right To Play
Rude Food
Sätilla Impact Investment
Save the Children
Schvung
Simply No Waste
Skolyoga
Socionomkonsult CLK and Face of Gällivare
Solar Bora AB

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St Mary; Svenska kyrkan
STAR Impact AB
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Sustain4 AB | Sustain You
Swedish Algae Factory
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The Case for Her
The Rockin Pots
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Trine
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Trygg Rätt
TwoAct AB
Unique Power
Uppsala universitet
Vägen ut! kooperativen
Vågen Zero Waste

Vän i Umeå
Vindelälven-Juhttátahkka biosphere reserve association
Voice4You/Mobile Stories
VXO Farm Lab
WeDontHaveTime.org
White Label Project (WL Project AB)
Women Cycles
Working For Change; Ponture and Accountability International
World of Wisdom
WWF Sweden
YBC
Young Solidarity Foundation
Youth 2030 Movement
Yrkesdörren
#Förallabarnpålistan (För alla barn på listan)
1000 Möjligheter
29k

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TEAM:

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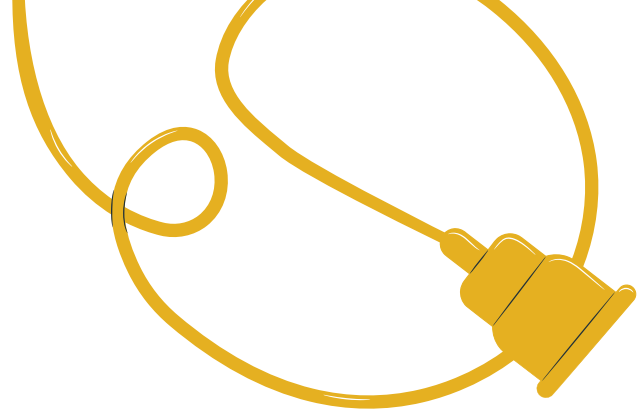
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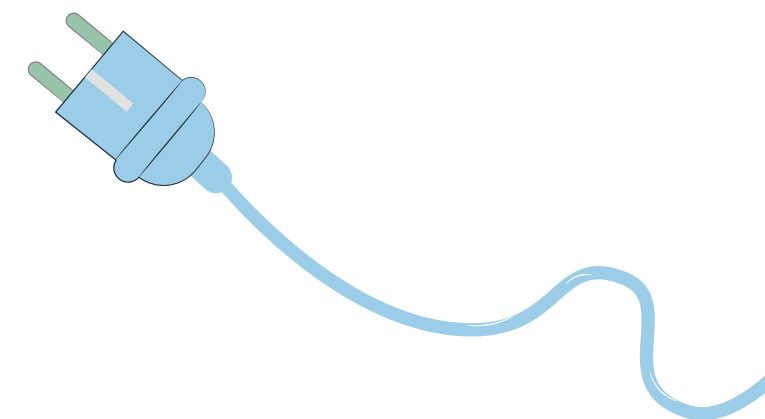
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