

**Nordic
Changemaker
Map** NORWAY

**HEALTH CHECK OF THE
NORWEGIAN CHANGEMAKER
LANDSCAPE**



Contents



04

Introduction:
Why map the Norwegian
Changemakers scene?

06

Objectives and methodologies

08

About us

10

**The state of social entrepreneurship
and changemaking in Norway**

16

Demographics: Snapshots of participating Changemakers

20

Insights:

- #1: Clarity please!
- #2: The under-recognised role of Changemaking and Social entrepreneurship in transformation and sustainability

29

Touchpoint insights



Introduction

Why map the Norwegian Changemakers Scene?

This Norwegian Changemaker Mapping, carried out by Ashoka Nordic and partners, is the latest in a series of Changemaker maps that have been conducted by Ashoka across Europe and beyond. The first map was conducted in Austria 2014, and since then ten European countries have engaged in similar processes to better understand the state

of the local ecosystem of social innovation and Changemaking. The first Changemaker map in Africa was created last year and was launched in Kenya in May 2021.

Thousands of Changemakers have participated in the mappings. They have served as a springboard for ecosystem players, including social entrepreneurs, policy makers, investors, network supporters, media, and others, to have a better overview and understanding of the field. Our mappings have helped ecosystem players to grasp the needs, challenges, and trends among Changemakers and take better decisions in investments and policies. They have also helped to strengthen the surrounding ecosystem for individuals and organisations that create societal change.

Other detailed reports and research articles have been published in Norway over the past decade, but they have not been digital interactive maps, had a Nordic framework, or involved follow-up, even when this has been advocated for.

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.

This means that these earlier outputs remain static snapshots of the field at the time of publication and represent a loss of opportunity to consolidate and advance the field. We hope that this Nordic Changemaker Mapping exercise will open possibilities for building more bold and impactful ways of releasing more of the potential in social entrepreneurship and Changemaking for the good of all.

Digitalised mapping of the insights into trends identified by social entrepreneurs and Changemakers is largely lacking, and we hope that this mapping can give us a better

understanding of how different types of actors working with social innovations and systems changing ideas perceive both their own work and the surrounding ecosystem in Norway and across the Nordics.

What challenges do they face? What kind of support is needed? What kind of collaboration exists and how could new forms of collaboration be fostered? What skills and capabilities unite Norwegian Changemakers? These are some of the questions we have explored and developed insights on. We make recommendations concerning them, too.



Objectives and methodology

For this map we approached over 200 Norwegian Changemakers across three categories through what is known as the “snowball methodology”. We conducted in-depth interviews with 35 out of these and engaged 109 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.

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 that we have gathered. We first look at the demographics and spread of Changemakers – which areas of impact they are targeting, what strategies they are using and where they are based. We next dive into the analysed trends and insights from the collected data. In each of the trend sections

we also share recommendations linked to the specific trends. Finally, we wrap up the map 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

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.



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

CATEGORIES

The Norwegian 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 existing organisations and collaborations.

SNOWBALL METHODOLOGY

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. **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. It has also proven an important element in this map. Through the nomination approach we engaged 70 Changemakers, which makes up to be 64% of the 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.

The state of social entrepreneurship & changemaking in Norway



Social entrepreneurship has emerged over the past 10-15 years as an interesting but minor sector in a country that is characterised by a dominant welfare state and influential, powerful commercial business and charity sectors. Changemaking as a concept has yet to find a niche, though multiple initiatives for empowering and including young people in self-development and decision-making are found nationally. There is no database or categorisation of social enterprises or social entrepreneurs in Norway 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 Norway. An overview of the most recent of these can be summarised as follows:

OVERALL

► **“Social Enterprise in Western Europe: Theory, Models and Practice”** (Defourny, 2021)

This recently published book is the result of the ICSEMii Project that aimed to show that the social enterprise field would benefit from linking efforts to the true diversity of SE organisations

and how they are expressed from a bottom-up perspective in each country.

The chapter on Norway takes up the subject of “Models and Institutional Trajectories” and concludes that social enterprise in Norway is **at a crossroads**. It concludes that how/where **institutionalisation** eventually occurs will be fundamental to its future: *“the societal consequences of the prevalence of one of the models, whether social enterprises’ primary objective will be to make profits by expanding the market sphere to welfare services, or to mobilize markets’ means for meeting social challenges in innovative ways, need not to be underestimated”*.

► **EURICES and EMES (European Commission)**

delivered 28 country updates in their latest ‘**Social Enterprises and their Ecosystems in Europe**’ series from 2018-19. The Norwegian fiche (Kobro, 2018) 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 organisations. It is the first time Norway was included in the series that was earlier conducted in both 2014 and 2016. Some key points from this include:

▶ **The emergence of social entrepreneurship**

can be seen in light of a shift in the strong welfare state and an increase in demand for innovation. Evidence is lacking that SEs can answer these needs, though social innovation is pinpointed in many reports as key.

▶ There has been an intense debate in recent years about **the role of commercial companies in the welfare system**. This adds some confusion regarding how much social enterprises should be supported, in contrast to traditional non-profit charities/NGOs which have full support from all parties.

▶ There is **no clear infrastructure for the sector**. Reports, inspiration booklets and some research activities are all that represent the wider field, along with a high degree of political rhetoric. There is no substantial debate on legal form, fiscal system for support or any other ecosystem initiative for the field in general. Any phase of institutionalisation or real political priority is yet to come.

▶ An estimate of at least 295 social enterprises exists in Norway (increasing from 120 in 2012) – either as Ltd or charity sector. Very few are cooperatives. Legal form strongly influences what access one has to the public sector – Ferd only supports SEs with AS

form (including Ideel AS), but the Directorate of Health only supports SEs organised as ‘voluntary’ (frivillig register). Several investors place strong emphasis on legal form, yet there is little discussion about this in ecosystem.

▶ A working group of seven Ministries, led by the Department of Labour and Social Affairs, published a report in March 2018, but there has been no follow up. This report mentions the need to look to other countries to see the impact of having a dedicated legal form for social enterprises.

▶ Cooperative agreements between sectors are characteristic of the Nordic model, so why are partnerships so difficult in social entrepreneurship? It is because the normal model is about finding stability and agreement, not about dynamism and autonomous experimentation.

ACTION RECOMMENDATIONS:

▶ developing and implementing a broad national competence programme for the Norwegian municipality sector

▶ establishing a register of social enterprise activities

▶ formally regulating social entrepreneurship, with a specific organisational model



- ▶ developing overall national indicators for social impact and testing and implementing a standard social impact assessment tool
- ▶ continuing and revitalising political collaboration across the Nordic countries concerning social enterprise strategies
- ▶ strengthening awareness and knowledge about entrepreneurship in general and social entrepreneurship in the Norwegian school system
- ▶ reviewing procurement rules for municipalities and other public actors so that they can support sustainable, socially oriented behaviours
- ▶ recognising the need for clarifying overall state responsibility for the field, which seems to currently spread to “everybody”, and therefore remains quite fragmented.

The conclusion of this publication might be: the fact that social enterprises combine social, non-profit and commercial objectives in their strategies generates some confusion that is not being addressed in any meaningful way.

In a follow-up report, the government (2018) proposed:

1. action for reviewing regulations relating to existing grant schemes, or alternatively for

adopting new schemes, with a view to making it easier for social enterprises to apply for such grants.

2. Implementation of an evaluation approach on how different public instruments can be coordinated to trigger more social innovation at the local, regional, and national levels.

3. the issue of a specific registration system or legal form for social enterprises in Norway by suggesting more research of other countries' experiences in this respect.

The degree to which any of these have been followed up is not apparent, though nr 1. (increased access to grants) might be slightly improved by adding social entrepreneurs to the list of eligible applicants (still, definitions of social entrepreneurs remains less than clear).

Earlier reports addressing social entrepreneurship (but not Changemaking) in Norway include the following. For a more comprehensive overview of what has been published see the references in the most recent report:

▶ A reportiv was published in 2019 by University of Southeast Norway, commissioned by the Department for Labour and Social Affairs, comparing initiatives supporting social enterprise in the Nordic countries as well as in Scotland and the Netherlands.

- ▶ A comprehensive report mapping the development of the SE field in Norway was also published in 2016 by Norcev on request by the Department of Culture and the Department of Labour and Social Affairs. They identified 400 entrepreneurs and collated 179 replies to a questionnaire into a written analysis.
- ▶ In 2017 – *Veier til samarbeid* (Pathways to Collaboration)^{vi} made the case for broad participation from all sectors and had suggestions to inspire as to how to get there. This report was led by the Ministry of Local Government and Modernisation. KS and Ferd took this as the basis for their tool meant to inspire municipalities and social entrepreneurs to enter concrete collaborations (available on KS webpages).
- ▶ A small mapping of ecosystem supporters in Norway was undertaken in 2016 by Tøyen Unlimited, Ashoka, Reach for Change and other members of the ØSE (Økosystem for Social Entreprenørskap) group that meets regularly to exchange knowledge and activities in the field.
- ▶ The Nordic Council of Ministers, through a working group led from Norway, commissioned a mapping of the social entrepreneurship and social innovation ecosystems in the Nordic countries, and published a final report in 2015 (undertaken by Norden). It was based on collecting knowledge from the pre-existing

networks of the members of the working group. 191 questionnaires were sent out and 131 replied.

RECENT POLITICAL REFERRALS TO BUILDING THE FIELD:

- ▶ On the 4th June 2021 a new white paper “No one will be excluded”^{vii} presented new ways of ensuring everyone is included through early intervention and a wider range of offers for an increasingly diverse society. One of the key new proposals is that the government will delegate NAV with the task for using more innovative procurements – in particular, more open and smaller tenders that let small actors and social entrepreneurs test and scale within the system. Other resolutions around early intervention and more collaboration may also be of significance for social entrepreneurs and young changemakers.
- ▶ In highly regarded ‘*Perspektiv melding*’^{viii} published by the Norwegian government each year (Feb 2021) the role of social entrepreneurs is taken up (Chapter 9.5) and a commitment is given to ‘*continue to work for an improvement in conditions for social entrepreneurs to contribute to solving societal problems particularly by enabling more people to get into the labour market*’. It remains to be seen if that is followed up on.
- ▶ A new agreement between KS and the Department for Municipalities and

Modernisation was signed in early June 2021 committing to closer collaboration on the topics of innovation and sustainability. Part of this appears to include social entrepreneurs – Tøyen Unlimited were highlighted. Again it remains to be seen if this is rhetoric or an opportunity.

OTHER REPORTS OF SE RELEVANCE IN NORDIC REGION:

► The EUCLID network is currently (2020-21) preparing a European Social Enterprise Monitor to map and assess the needs of the ecosystem at country and regional levels, to be updated on an annual/bi-annual basis. Sweden and Denmark are currently part of the mapping, Norway is not. Ashoka and Reach for Change are already in active discussions regarding collaboration.

► The forthcoming European Action Plan for the Social Economy (autumn 2021)^{ix} will set the broader frameworks for the social enterprise and entrepreneurship sector in the Nordics. The Manheim Declaration^x has been developed from an ecosystem participatory process and will feed these ten recommendations into the Action Plan:

- Legal and regulatory framework**
- Visibility and awareness raising**
- Public recognition and consumer demand**
- Access to finance, investment and recovery**

- Better access to markets**
- Networks and cross-sectoral partnerships**
- Social innovation**
- Training education and workforce development**
- Health**
- Policy strategies**

During the synthesis and interpretation of the results of the Norwegian Changemaker Map, there has been an effort to align trends and recommendations with those already proposed nationally and internationally to ease future areas of collaboration and collective impact. The following trends, insights and recommendations are chosen as the five most apparent from the mapping exercise, but as the overview of related projects shows, these are nested within, and closely aligned to, a larger landscape.



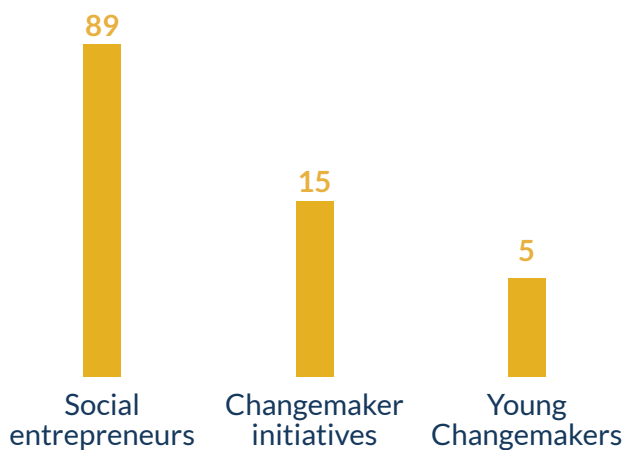
Demographics



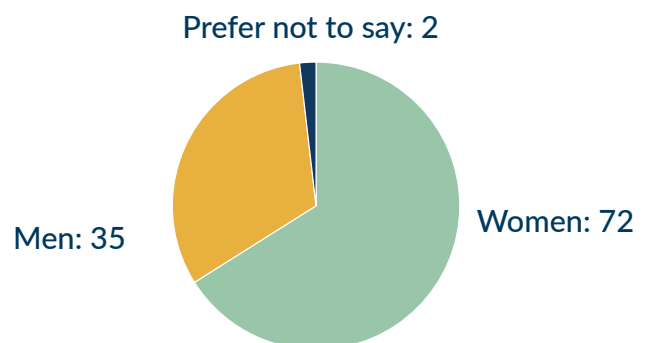
This Norwegian Changemaker Mapping has compiled 35 in-depth interviews with social entrepreneurs, young changemakers, and Changemaker initiatives, thereby collecting information on the work and experiences of 109 Norwegian Changemakers. Below we list specific data on the participants such as their geographical location, gender, age, etc., as well as the main societal issues they are addressing.

PARTICIPATING CHANGEMAKERS

109 online surveys were collected.
35 in-depth interviews were conducted of approximately 1 hour each.



Gender

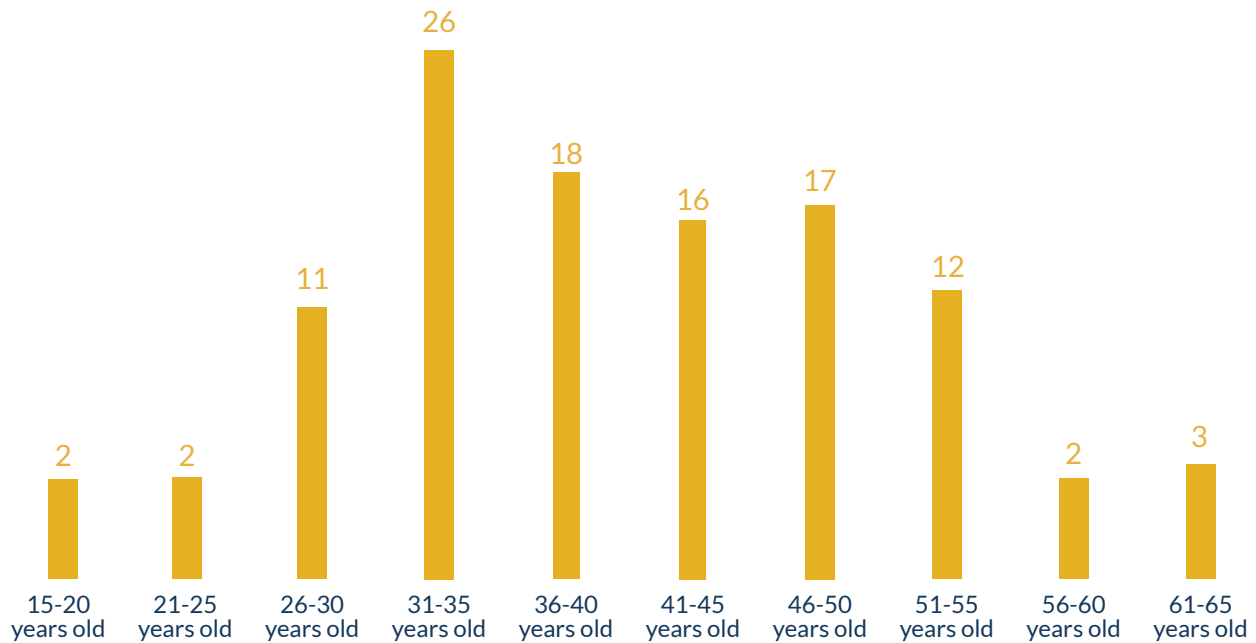


Geographical distribution

(indicated # of Changemakers in the blue circle)

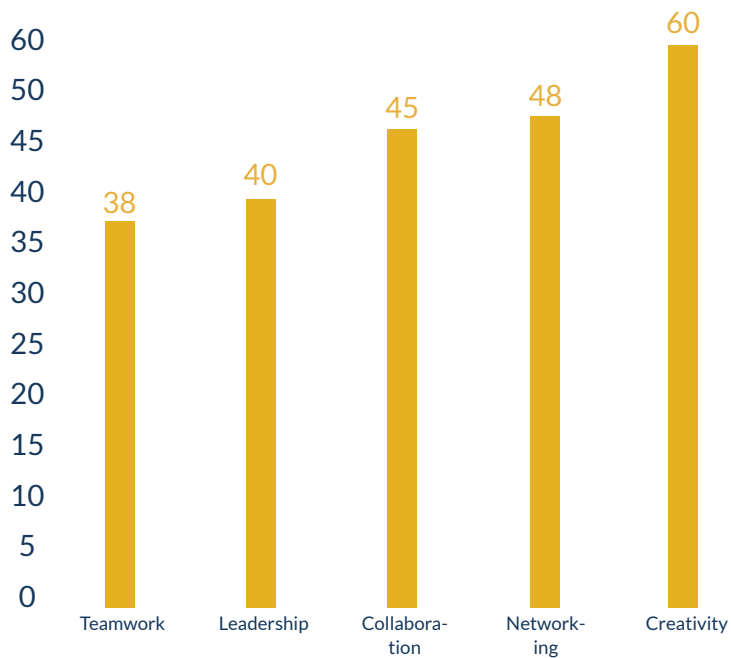


Age



Top 5 Skills

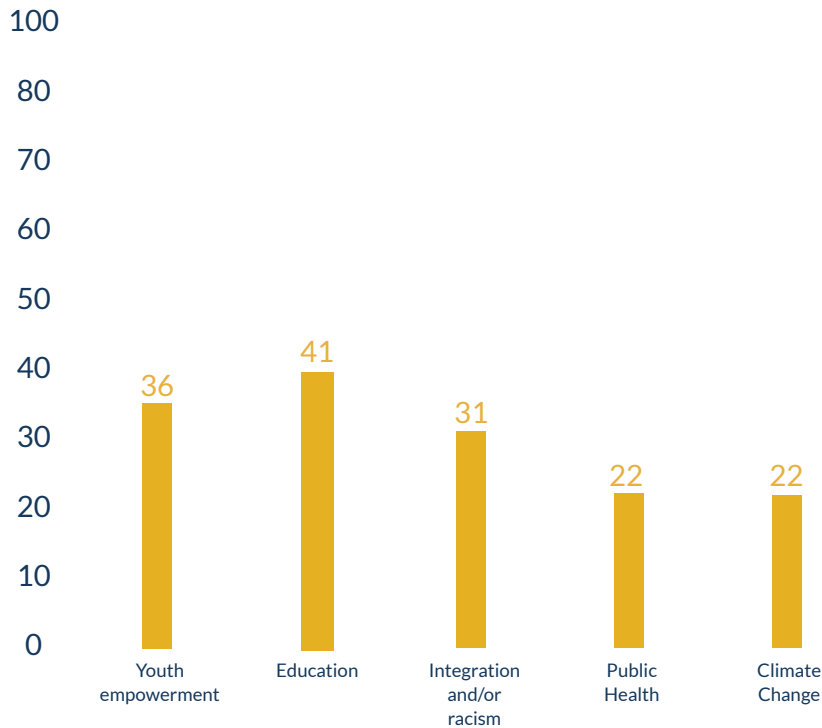
(indicated skills Changemakers have used mostly in their journey so far. Each participant could select 3 skills)



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.

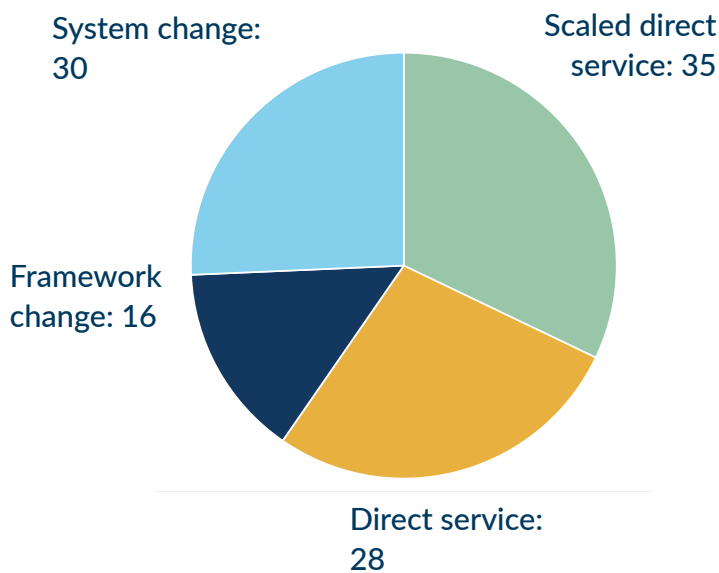
Main 5 Thematic Distribution

(indicated changemaker could select 2 key thematic areas)



Levels of Impact

(indicated levels of impact Changemakers are working on)

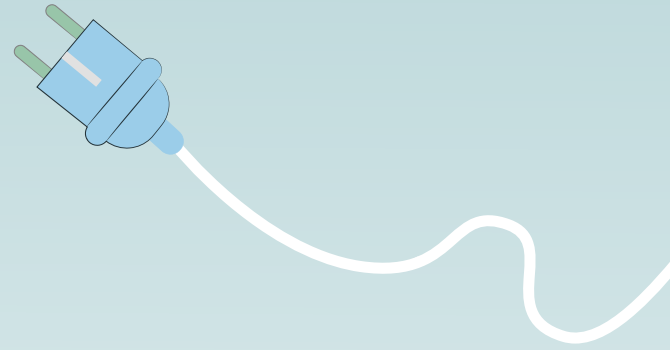
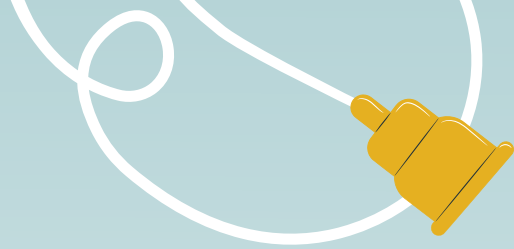


Direct service: relates to work in populations needing services, food, and/or a direct benefit to their wellbeing.

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



INSIGHT 1

Clarity please!

Legal and regulatory frameworks opening public recognition and access to markets.

BACKGROUND

Financial The Norwegian Changemaker Map will form part of a wider Nordic map with the same Changemaker identity. It is based on interviews with Changemakers, Social Entrepreneurs and Social Entrepreneur Initiatives.

In Norway the words Changemaker and Social Entrepreneur cannot go unexplained, and nuance such as their relationship to social enterprise, the social and solidarity economy, social innovation, and impact investing are far from understood, even within the ecosystems working with these types of issues.

This insight will be examined in two parts:

1A) Changemaking

and **1B) Social entrepreneurship and the wider vocabulary of the social and solidarity economy.**

INSIGHT 1A Changemaking: Clarity Please!

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

These skills are part of many initiatives in the Norwegian public and third sector. Yet mapping of social entrepreneurs show that they are not reaching everyone effectively. Inclusion and self-confidence to make a change are some of the main topics social entrepreneurs are driven to address through their initiatives.

THE WORD

The word: 'Changemaking' in a Norwegian context is viewed through three lenses:

1. Norwegian schools are increasingly interested in the word Changemaker as part of their wider role, linking it to obligatory parts of the curriculum and the overall vision (H20 (Hersleb) and Vika upper secondary schools). In addition, three Norwegian schools identify as Ashoka Changemaker schools and exchange knowledge on what this means in national and international networks.

Linking Changemaker skills and a Changemaker identity to school programmes is an under-communicated and potentially powerful 'container' for many other overlapping initiatives currently fragmented across the country. It may, however, struggle to take off due to the non-Norwegian nature of the word (see below)

2. Patent: word Changemaker is recorded in the patent register as belonging to the organisation 'Changemakers'. This is an active group of young people making positive change, the youth branch of Kirkens Nødhjelp.

Changemakers is a well-known organisation amongst the public. If the word Changemaker is to be used widely in Norway, not only through Ashoka but amongst the general public, then this formality should be cleared with 'Changemakers'. As it is, alternatives such as 'change maker' or 'change-making' are being

explored by some schools while others choose to just go ahead with Changemaker.

3. Translation? the word Changemaker is appearing in an increasing number of English language settings of direct relevance to Norwegian societal change and innovation. It has been translated by some organisations (for example Inter-bridge use *endringsagent*) and not by others (TOOL uses the English word). The word *endringsagent* (change agent) does not have quite the same feel as Changemaker, and often the term is not translated from English, which may increase the threshold to its use in some spheres.

THE NATIONAL TRENDS

1. Participation and co-creation are in the past three to four years, there has been a clear trend of increasing the number of young people in participatory processes (*medvirking*) and co-creating (*samskaping*) with young people rather than providing for them. This is part of a general trend of ensuring young voices are heard in decision-making – though it may be questioned how far these processes go in ensuring that agency is developed as a long-lasting skill and identity amongst the young people involved.

2. Young start-ups and entrepreneurship:

There have been a parallel growth in the size and awareness of Ung Entreprenørskap – a national network supporting teachers to conduct entrepreneurship programmes in schools, and a celebration of the best pupil-run businesses that emerge. Over the last four to five years there has been a significant shift to a more social and environmental focus for the businesses started by school pupils. Social entrepreneurship has been a topic of increasing frequency over the same years.

3. Changemaking? There has been less talk of, or focus on, how to raise young people specifically as ‘Changemakers’, which might be thought of as lying between or on top of the two trends. This includes Changemaking on a micro-scale at home or in the school yard, Changemaking in any career choice, or Changemaking as a primary lifestyle (for example, through social entrepreneurship). From past Ashoka work in Norway, it seems clear that the role of the young person as someone with agency to take their own ideas and turn them into action for the good of all is one that appeals to both the young people themselves and those that support them. Changemaking could therefore add an important missing element in Norway.



Elin Lukte

INSIGHTS FROM THIS MAPPING:

► **Identity:** There was generally an acceptance and recognition that the term included respondents, even if it may seem awkward to use at times and was rarely used except in the formulation of the question. Changemaker tends to include a broader group of engaged individuals than social entrepreneur. However, it feels unnatural not to have a good Norwegian translation. Until that emerges, Changemaker could be an identity to promote a more united ecosystem. It would have to be openly discussed with the organisation ‘Changemakers’ (mentioned above) before moving forward.

As pointed out by **Chris Klemmetvold**:

“ I started the path to Changemaking by becoming a youth politician. My attitude from when I was 14 or 15 has been that if something isn't fair, I needed to make it fair. I became a member of the Norwegian Labour Youth when I was 16. But I had already participated in local youth democracy. We have a Youth Municipality Board that I took part in. And this all started by being elected the class representative at school. I tried to influence the school board on matters that pupils cared about. I was motivated to have impact on things around me. And it also came from the realisation that if I don't do it and no one else does it, then I have to do it.”

► **Schools:** Many of the social entrepreneurs were inspired to become active changemakers when at primary or lower secondary school. They did not know it then, nor have a word to identify with, suggesting that schools have room to take on board more of a role in Changemaking.

An important policy question is whether social entrepreneurs will be able to share their insights and provide their services due to the new regulations of programme delivery from higher education institutions only. Ways around this are being found through non-core curricula, although recognising these new avenues does add complexity.

According to **Sara Pestana** of Humans for Humans:

“ I was always very responsible. I always got good grades and I never stepped out of line or behaved in the wrong way. And I remember having teachers tell me, 'Just make mistakes. Go out there and make something bad. You need to experience that, as well.' And those teachers helped me to make change with my volunteer project in Mozambique, involving me more in the decision-making, and explaining to me how the processes go, why we don't have enough resources for this or that. My teachers believed in me.”

RECOMMENDATIONS:

1. Mindset shift: Media and storytelling partners can embed Changemaking in the consciousness of youth, general public and decision makers

Changemaking needs to come into the realm of wider awareness. It is a way of telling positive stories and cultivating an empowered identity. This is true of adults in traditional careers doing untraditional things, as well as young people.

2. Finding and partnering with a good media/storytelling partner to take this on as a campaign and to grab storytelling possibilities

When they occur could have lasting effect. Storytelling workshops for young changemakers as part of media-focused programmes at upper secondary schools, and relevant teacher training, could also work.

3. Create knowledge and capacity shift by developing resources for schools interested in Changemaking as an identify for schools and pupils (H20 (Hersleb,) Vika, Ashoka CM schools). Concentrate on teachers rather than pupils.

► **Resources for teachers on Changemaking in the classroom:** Such resources can be co-created with social entrepreneurs such as Papillon, Compass & Co and others. Social entrepreneurs should form an alliance that has a pool of accredited tested tools and partnerships. Social investors (foundations or private people) could be linked to the alliance and provide support in form of legal advice, financial help, and direct financial development funds for social entrepreneurs to develop these resources.

► **Changemaker Schools:** A certification/mark could be established to signal that a school promotes and uses Changemaking tools as an integral part of its way of working: “We are a changemaker school”.

INSIGHT 1B **Social entrepreneurship – clarity please!**

The social entrepreneurship-related vocabulary in Norway is inconsistent between different clusters of practitioners and policy developers.

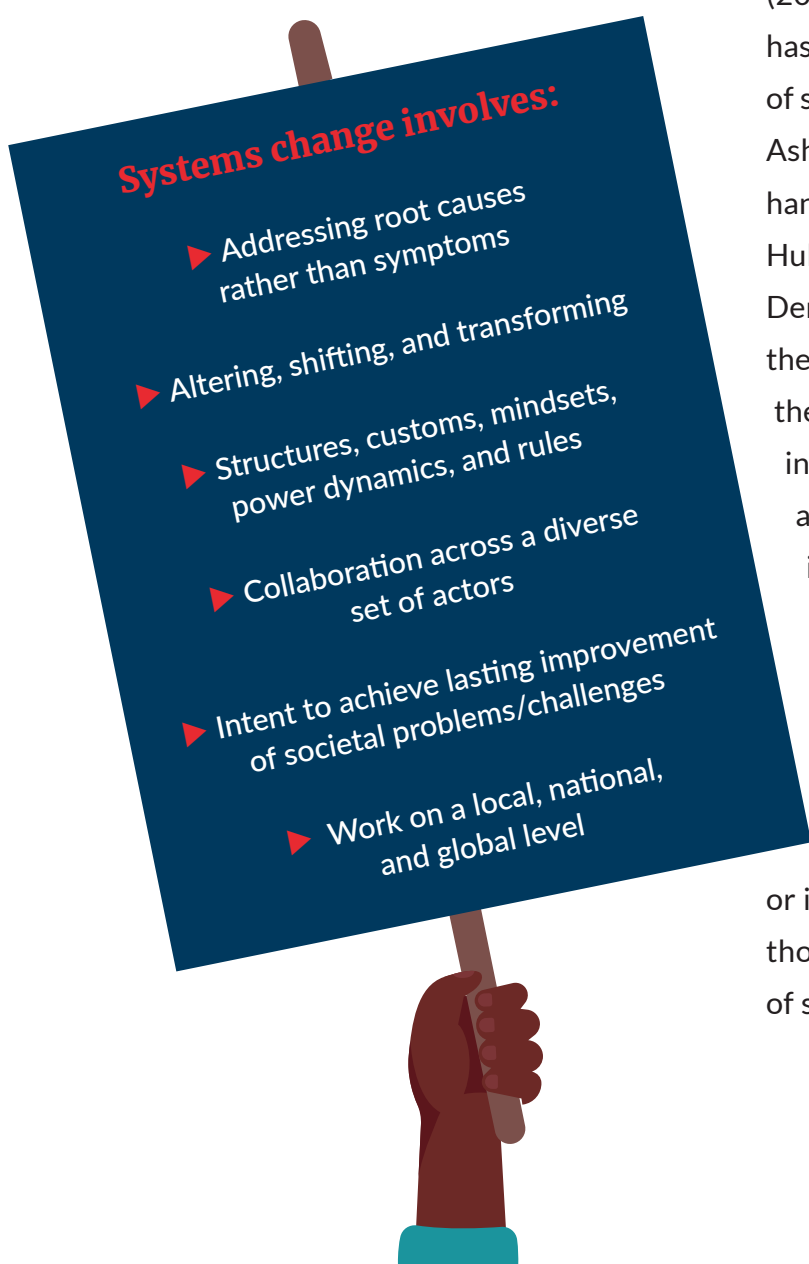
The phrase ‘social entrepreneurship’ has been growing in use steadily over the past ten years and is applied in a variety of ways

with little consistency. Definitions by the Norwegian government have taken some of the European Commission's definition but omitted other parts. NAV and philanthropic foundations offer their own versions, varying specifications of what is needed to be included in applications. Ferd has steadfastly promoted the field while using for-profit companies as their preferred implementation

vehicle. Academic and think-tank definitions are proposed while never bringing true clarity to what is included and what is not. Municipalities select from the range of definitions available as they wish.

Some of the lack of clarity may be due to the dominant usage of social entrepreneurship to cover what in other languages is divided into a number of topics and typologies. Hulgård (2017)^{xi} concluded in his paper that Norwegian has no words to cover the realms and nuances of social enterprise and innovation, and Ashoka staff can confirm this from working hands-on in the field over the past decade. Hulgård compared the available vocabulary in Denmark and Norway and showed how poor the situation is in Norway. He agrees there is the word 'social entrepreneurship' and 'social innovation' but there are no satisfactorily agreed to terms for social enterprise, work inclusion social enterprises, Changemaking, asset-locked models, etc.

The words for non-profit, NGO, and charity types of organisations are often lumped under voluntary (frivillig) or ideal (ideelle), seemingly without much thought, which might include/exclude the role of social enterprises with asset-locks.



Systems change involves:

- ▶ Addressing root causes rather than symptoms
- ▶ Altering, shifting, and transforming
- ▶ Structures, customs, mindsets, power dynamics, and rules
- ▶ Collaboration across a diverse set of actors
- ▶ Intent to achieve lasting improvement of societal problems/challenges
- ▶ Work on a local, national, and global level

There is an unexplored potential for partnering much more closely with the Norwegian 'ideal sector'. Recently, in March 2021, Virke launched their 'road map for growth in the ideal sector'^{xii}. There was a remarkable similarity of definition (surplus back into mission, no shareholder profits, etc.) to that of an asset-locked social enterprise. The conclusions from Virke's analysis also rang true to the SE sector: they called for a clarification of the 'ideele' form in terms of a register.

LEGAL FORMS

“ The OECD/EU Summaries of Social Entrepreneurship Best Practices states that 'legal and institutional frameworks bring clarity by defining the nature, mission and activities of social enterprises', and that 'by granting to social enterprises recognition and visibility through the creation of frameworks or the implementation of national strategies, they can help policy makers to more effectively target their support' (OECD/EU 2017: 17). Norway has no such framework (Kobro et al. 2017).”

Social enterprises and related changemaker initiatives using other ways of making social impact do not have a specific legal form in Norway – as is true in many countries – or any form of identifying group/mark/certification that might allow a register to be established. In other words:

- ▶ There is no company form or code that allows clear expression of the mission-driven nature of a business
- ▶ There is no social enterprise mark.
- ▶ There is no informal database over social enterprises and changemakers in Norway.
- ▶ There is no member organisation.
- ▶ There is no definition of, use of, or recognition of, a 'social and solidarity economy'.

In addition, there is no website, social media platform, conference, SoMe or open competence centre that might help understand what is and what is not a social enterprise, a social entrepreneur or a Changemaker, or that might help to find one.

The reasons behind this complete lack of institutionalisation, definition and clarification lies partly in the very nature of social entrepreneurship and social innovation lying at the cross-over points of other sectors, but it also lies in the specific Norwegian context of politics, history, and power relationships:

▶ **History:** Social enterprise and the notion of Changemaking have come from other countries into a country with strong welfare, commercial business, and NGO/charity sectors. There seems to be a constant struggle to fit into one or another of these rather than finding space enough to develop a new identity. The role of cooperatives, so strong in southern European social economy organisations, has all but disappeared as a bottom-up form in Norway, being now linked to some of the largest businesses such as Tine (milk and dairy), Coop and Gjensidig Insurance. Lack of movement in this historical setting means social entrepreneurship is still wavering between belonging to the business economy or to the NGO economy. Clarity is required to allow a pathway to effective support.

▶ **Politics:** There is no political ownership for SE and Changemaking, no one ministry is responsible, no minister in particular champions it. Today the Ministries of Culture, Industry, Local

Government and Modernisation, Education, Labour and Social Affairs – all deal with parts of social entrepreneurship. Changemaking is hard to place in any one Ministry, being fragmented as it is into all sorts of youth-oriented projects and large-scale policies. This means that there are many words written in different documents promising the future importance of social innovation, but there is almost no action.

▶ **Power relations:** The NGO/voluntary sector is powerful in Norway – the Red Cross, WWF, Plan, and others have dedicated annual budgets from the state in addition to their donations and campaign-related gifts. Volunteer centres exist in many city districts and municipalities, supported by public and private funds. All politicians are supportive of strengthening the volunteer sector, and the concept of a dugnad to address societal challenges is well known. This, however, leaves little room for social enterprise to flourish.

To attain clarity, Norway could be part of the relevant EU and Horizon 2030 research funding programmes. There are rarely any Norwegian actors in any of the multi-state applications and projects – under five people registered for the recent EUSE Summit, for example, out of 4000 total participants from across Europe. Norway was included for the first time in the EU ICSEM comparative fiche collection last year.

According to **Chisom Udeze, from Diversify/HerSpace:**

“ If more people knew about social entrepreneurship, there would be more collaboration, because more visibility brings opportunity. Even where funding is concerned, there is a tendency for government funding to go to larger organisations, and not that they don't deserve it, of course, but they are quite big and can get support from different sources. So, I think if social entrepreneurship was more visible, then smaller organisations would also get funding.”

RECOMMENDATIONS

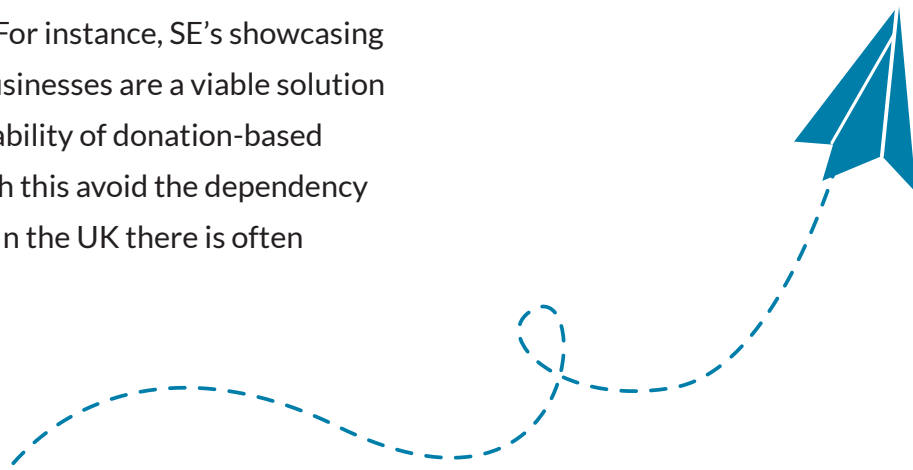
Have one debate with an agreement to decide at the end about the legal definition of SE, and if it needs a form.

► **Is there room for ideal social enterprises in the Ideel/Frivillig sector?** Can we expect recognition that knowledge-exchange could be of mutual benefit? For instance, SE's showcasing how mission-led businesses are a viable solution to help the sustainability of donation-based charities — and with this avoid the dependency trap on donations. In the UK there is often

reference to the CVSE sector, in other countries the social enterprise and CM sector is the fourth sector. Where does it belong in Norway? Is there room to build national networks and organisations together with frivilligsenters, for example, rather than apart?

► **The Norwegian government said in 2013** that the country should follow how other countries are working with a legal form for social enterprises. But has anyone followed up, or asked the government to commission a roundtable discussion and evaluation on this to make decisions? And in the Norwegian context, would such a form need to be linked to benefits such as tax relief?

► **There needs to be a formalisation of a whole infrastructure** for mission-driven businesses and policy. What would formalisation of the sector as a whole look like? Would it look like experiences from other places such as Latin Americaxiii, or like national mission-driven policies as is the case in Scotland?





INSIGHT 2

What National frameworks for societal transformation and innovation.


Do Social Entrepreneurs and Changemakers have a place?

BACKGROUND

In just the past five years, the global climate, Covid and financial crises and a focus on the SDGs have driven a fundamental shift in the rhetoric of private companies and politicians in Norway regarding how we might reach goals for a better future. This is underpinned by evidence about increasing social inequality, the complex (wicked) nature of problems, the decreasing ability of the public sector to deal with demographic changes, and the need for more personalised services delivered more extensively to all parts of society.

In national frameworks, words such as the green shift, stakeholder vs shareholder, ESG for people and planet, double baselines, innovation partnerships and strategies for SDGs are now

peppered across all major political and private communications. These are included in growth and investment strategies of Innovation Norway (IN) and political investments, but always within profit-led rather than mission-led business forms.





Pia McAleenan

IN is the national body for innovation, scaling and supporting start-up ecosystems. It has a focus on innovation through technology and scaling through business growth, particularly through expansion into international markets.

Social entrepreneurship and social transformation have not been part of IN's mandate, and there has been a general feeling of SE being under-acknowledged and excluded from the various funding opportunities that IN offers. This is in contrast to the work of innovation agencies in the other Nordic countries.

Recently, the word **mission** has appeared more often in Norwegian policy makers' work and research. Examples include "The Green Giant: new industrial strategy for Norway" with contributions by Mariana Mazzucato; the seminar asking '[i]f Norway is rigged for transformation?', which was organised by Abelia and partners.

And there is focus on what Nordic neighbours are doing: the Norwegian Research Council (NFR)^{xiv} as a response to EU research policy; and KS (Municipality umbrella organisation) looking at partnerships for radical innovation and including inspiration from Dan Hill at Vinnova amongst others.

“ It is to determine whether social enterprises will be able to bridge resources in Norway or if they will be co-opted by strong interests and stakeholders in one of the more traditional sectors. In a peer review note of December 2017, on “Fostering social entrepreneurship to tackle unmet social challenges”, Hauge considers that, given the current situation in Norway, the co-optation scenario seems most likely as several powerful actors defend strong sector interests (Hauge 2017).”

In the mid 1800s it was the voluntary sector that innovated, much of which was then taken up as the welfare sector. If social entrepreneurs are the modern-day innovators and are to remain a force in showing the way, rather than be swallowed up by powerful NGOs or the traditional welfare state players – or be forced out by more powerful private companies learning the stakeholder/impact marketing messages, a more institutionalised and formal recognition is required, and soon.

Social transformation depends on innovation of the welfare mix in ways that are democratic, diverse and participatory. These qualities are precisely the characteristics to be found in the fields of SE and Changemaking – to a greater degree perhaps than in any other sector. It makes one wonder how new forms of multistakeholder partnerships will deliver on these values if they do not include and prioritise social entrepreneurs and changemakers.

TAKE-AWAYS

► **Do not limit innovation in social sectors to innovation through tech and IT:** Feedback from the social entrepreneurs and changemakers in Norway was that the

current support infrastructure for innovation was too heavily focussed on technology and commercial growth, and that social entrepreneurs and many of the people employed in the sectors they work with had precisely chosen those sectors because they were not skilled at or interested in IT and tech.

This means that one competence is steering where a large amount of the investment in innovation ends up, and that destination is not where expertise on social and environmental impact is by default.

“ Yes, there is a big push towards investing in start-ups, but in my experience, from what I’ve managed to see, a lot of it is tech-based. I feel that there are very few places where I fit in, and it’s hard to get in with funders when you don’t fit in the box they are looking for. What I do is innovative, but it’s not seen as such because I’m not innovating in terms of developing new technology. We need more cross-field or cross sector funding. We need that in the start-up ecosystem.” (Eva Kittelsen of My Visible Mend)

The Norwegian mapping of changemakers and social entrepreneurs seems to confirm that they are missing out on the new opportunities arising from an increased focus on societal impact through mission-driven processes.

► **Shifts in public sector needs and abilities and understanding:** Several interviewees commented on the fact the public sector has shifted in a few subtle ways:

1. that they cannot deliver everything alone,
2. that they admit they do not sit on all the knowledge and skills required to deliver everything alone and
3. the nature of partnerships matters if trust is to be maintained. There is no request yet from the public sector for systematic collaboration.

► **The academic institutional gatekeeper:** Forskningsråd are one of the few actors paying for long term development – even if most money goes to the researchers, not the citizens and grassroots entrepreneurs with whom they work. The fact that innovation needs to come from the education sector illustrates the need to strengthen this leg of the field, and become diversified and move funds beyond the research section and to the full spectrum of education for Changemaking.

Rana Junnah



► **SE as bridge-builders:** Social entrepreneurs can play the bridging role in multistakeholder partnerships. They can move between silos in a way other actors cannot. They can form mission-driven coalitions for collective impact. But do people want to work together?

RECOMMENDATIONS

Create more webinars, debate articles, roundtables and a white paper around the role of social entrepreneurs in the societal transformation and innovation policies of Norway.

1. **Stakeholders' vs shareholders** - done from a bottom-up perspective with local residents as the stakeholders. Include Fredrik Galtung and Tøyen Unlimited. And Områdeløft.

2. **Stop stealing the market!** There is no market for social entrepreneurs in Norway-

both the welfare and private markets for their solutions are taken up. There is no wiggle room for disruption.

3. Support the pioneers for what they are: SEs innovate, others take to market. Can this innovation role be supported without forcing the focus on selling to a market they could lose in? Pioneer support for those that are innovating without becoming growth companies through direct impact.

4. Supporting social innovators and changemakers in the social transformation of Norway

FURTHER EXPLORATION NEEDED:

Aside from the more in-depth insights, this section shares shorter touchpoints on insights and areas of exploration gathered from the mapping in Norway:


Support and build an inclusive, coordinated infrastructure:

► **Competence building:** Where does one go for an oversight of social enterprise, social entrepreneurship, definitions, guides, rules and regulations? Should this be instigated by one of

the university hubs? ISF, SESAM, OsloMet, NTNU or UiO? No one seems to be stepping up to that role now. With the rise of impact investing, who will teach and locate social finance investment for non-profits? Mission-led innovation for the common good?

There were several interviews that underlined the lack of coordination and sharing of knowledge by a neutral support actor, identifying this as a major barrier to the advancement of the field. As it is today, there is a sense of competitive advantage to fronting a seminar on a topic that may be relevant for the organisation behind it, making other actors reluctant to give free time and input. More need to play an honest broker role. There is too much partisan ownership and competition for knowledge. Can we make a co-owned competence and knowledge centre, co-funded for all?

► **Organisations providing capacity building for SE and CM:** There are some independent support initiatives for social entrepreneurs and Changemakers – SoCentral, Ferd, Samfunnsentralen, Tøyen Unlimited. Common to all of them is a prior association with the support organisation – a member of co-working space to portfolio – before the barriers to ask for support feels more accessible and possible. Prospera also provides one-off support to SEs, paid for either by



a sponsor such as Gjensidige stiftelse or by the SE themselves. The value of this varies depending on the match of competency.

▶ **Knowledge dissemination:** Several countries, municipalities, and regions in other Nordic countries have websites, Facebook groups, LinkedIn-themed discussions, conferences or intermediary organisations curating and collating relevant events, articles, organisations and policy developments so that the wider community is informed. Only then can participation, collaboration, development, and learning occur. Examples might be Sociale enterprenører i Danmark, Social Entrepreneurship Support Network for the Baltic Sea Region, SMI in Sweden, and Sitra Labs in Finland.

There are some digital platforms in Norway that share inspiration and knowledge of SE and CM.

▶ *A Facebook site 'Forum for Social Entreprenørskap'* in Norway has 3500 members. There is, however, little activity beyond the activities of founder Bitten Schei. Placing the call for this mapping exercise on that page had no engagements.

▶ *'Sosial enterprenører i Norge #EtVanligLiv'* has recently (Oct2020) started a new group with a mission to bring social entrepreneurs together

and support them. It has started by showcasing individual social entrepreneurs but has only 30 members in the FB group. It remains to be seen if it manages to attract paying members in the way described in its statutes. It also seems focused on works inclusion social enterprises – WISE – rather than the whole spectrum of the social entrepreneurship field.

▶ *Actors such as Impact Start-up, Corp for Good, Ferd, SoCentral and Samfunnssentralen* have their own members as the target group, limited postings that are of a neutral nature, and communicate more on internal groups.

Organisations such as SEUK, UnLtd, Nesta, and others act as a resource for research reports, summary documents, 'how to' guides and databases of social enterprises in the UK. Where would such a department lie in Norway? The academic hubs in the Universities of SouthEast Norway (SESAM unit), University of Oslo (part of TEK) and University in East Norway promote their own research reports, and in the case of SESAM some of the EUCLID materials.

Thanks to:



PARTICIPATING CHANGEMAKERS

In alphabetical order

Aktivitetsdosetten
Assistert Selvhjelp
Atlas Kompetanse
Barnas Plattform
Bydel St. Hanshaugen, Oslo Municipality
Bydelsmødre Norge
Byverkstedet
Catalysts
Catalysts
cCHANGE
Charge Incubator
Charge; and Give a Job
Circular Regions - Locals.Global
Common by UnCommon
Coretta & Martin Luther King Institute for Peace
Corporate Good
Creative Changemakers
CREWS
Det filippinske hjelpesamfunn i Norge
ECPAT Norway
ECPAT Norway
EgneData
Empact
Empower
Endrava AS
Evolant AS
Ferd Social Entrepreneurs
Flyt; Kronsprinsparets fond
Folkelig
Fra offer til kriger AS
Gamingkontakten AS
GetHUMAN AS
Grønlands flytende bybondelag
Gruuten AS
Halimoco
Havnelykta AS/Hensyn AS
HerSpace and Diversify
Hogst AS
Holt læringstun/Holt Ecopark



Humans for Humans

IMPACT Norway

Impact StartUp

Impact Startup Norway

Impala Hub

In the Can (Kintsukuroi AS)

Indo Naturals

Innovation Norway

Intempo AS

Inter-Nationals

Interbridge

Jodacare AS

Kompass & Co

Kulturhjerte

Kvinnojouren Sigtuna

Leap Learning and Africa Startup

Lightup Norway

lyk-z & daughters as

Medarbeiderne // Utrette.no

Mestringsguiden AS

Motitech AS

Moving Mamas AS

Musikkbryggeriet

MUZOFUND

My Visible Mend AS

Nabolagsfabrikken

Nabolagshager AS

Nedenfra

Newschool

NFTU

Noahs ark Catering

NOEN

Norsk Folkemuseum; Bygdø Kongsgård;
Gartneriet

Norske leger mot atomvåpen (Norwegian
physicians against nuclear weapons) / ICAN
Norway

Nyby

Oslo Sidelengs

PlastNorge

Prestgaard/Andersen

Purple Dragons Tales AS

REPAIRABLE COMMUNITY

REWired for Sustainability

Samskaperne AS

Sandwich Brothers

Sena Yoga.

SignLab

Skillhus
Skillsbox AS
Sneipfritt
Sneipfritt AS
SpareBank 1 Stiftelsen Østfold Akershus
Spill the Tea AS
Startup Migrants
Supervisuell
The Human Aspect
The Oslo Desk
TotalCtrl
Tøyen sportsklubb
Tøyen Unlimited
Træna Kommune
Unicus
UNLRN PRJCT
UpPacked AS
Verdn Ltd
Vika videregående skole
VILL MER
Vintage Baby sosiale entreprenører
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**Nordic
Changemaker
Map** NORWAY

