



Colin Campbell  
Assist Social Capital

Capital Social y Empresas Sociales en las Reservas de la Biosfera  
Valsaín, Segovia  
1-3 Octubre, 2014



# Assist Social Capital

**Social Enterprise** working locally & internationally

**Collaborates** based on shared values to foster understanding of social capital in practice

**Delivers** training, practical application, evaluation & policy development through bespoke tools and generators of social capital (social enterprise, public participation – Wisdom Councils, Dynamic Facilitation, World Cafés, Open Space, etc)

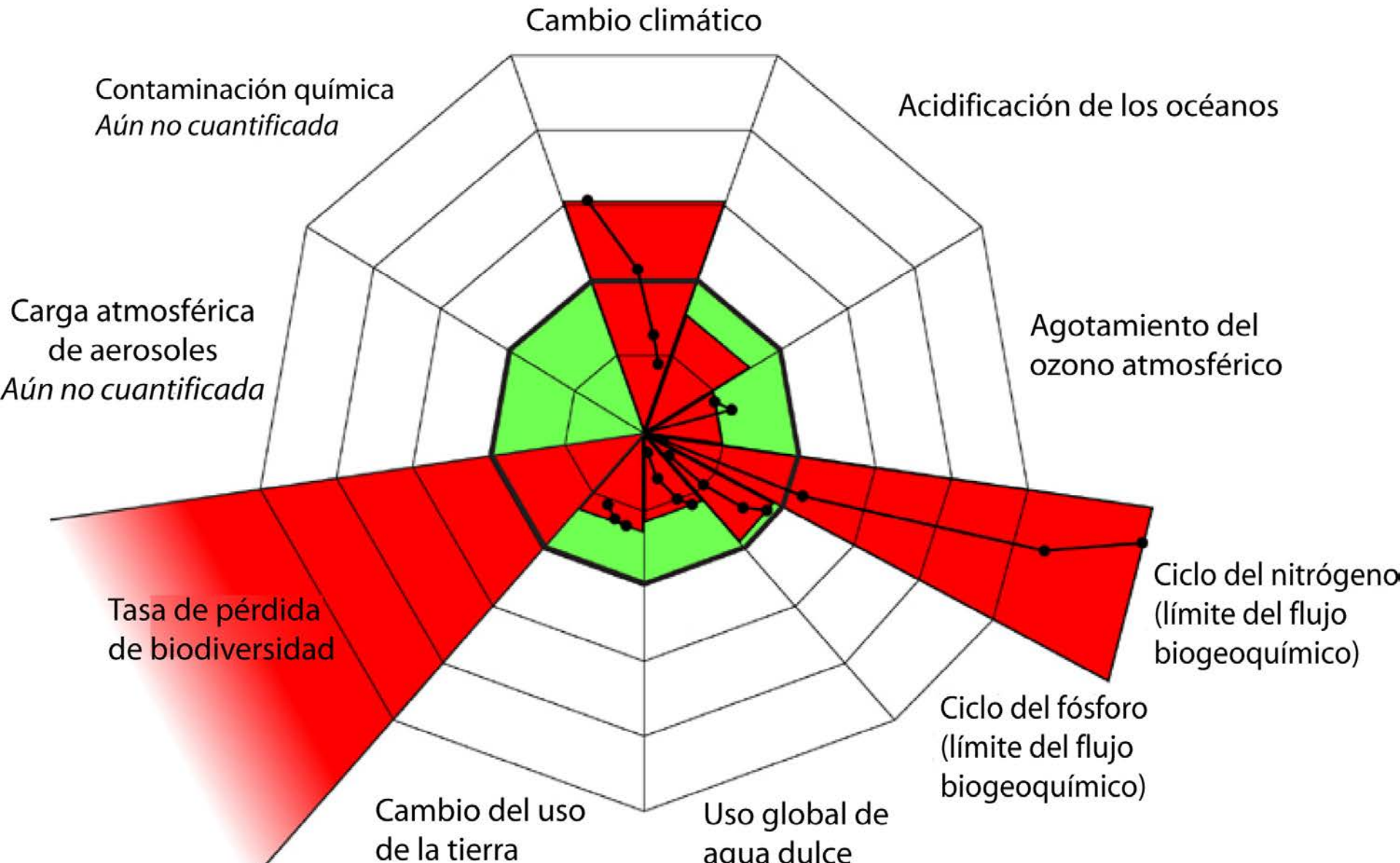
**SCWF** Co-founder

# Objectives for Today

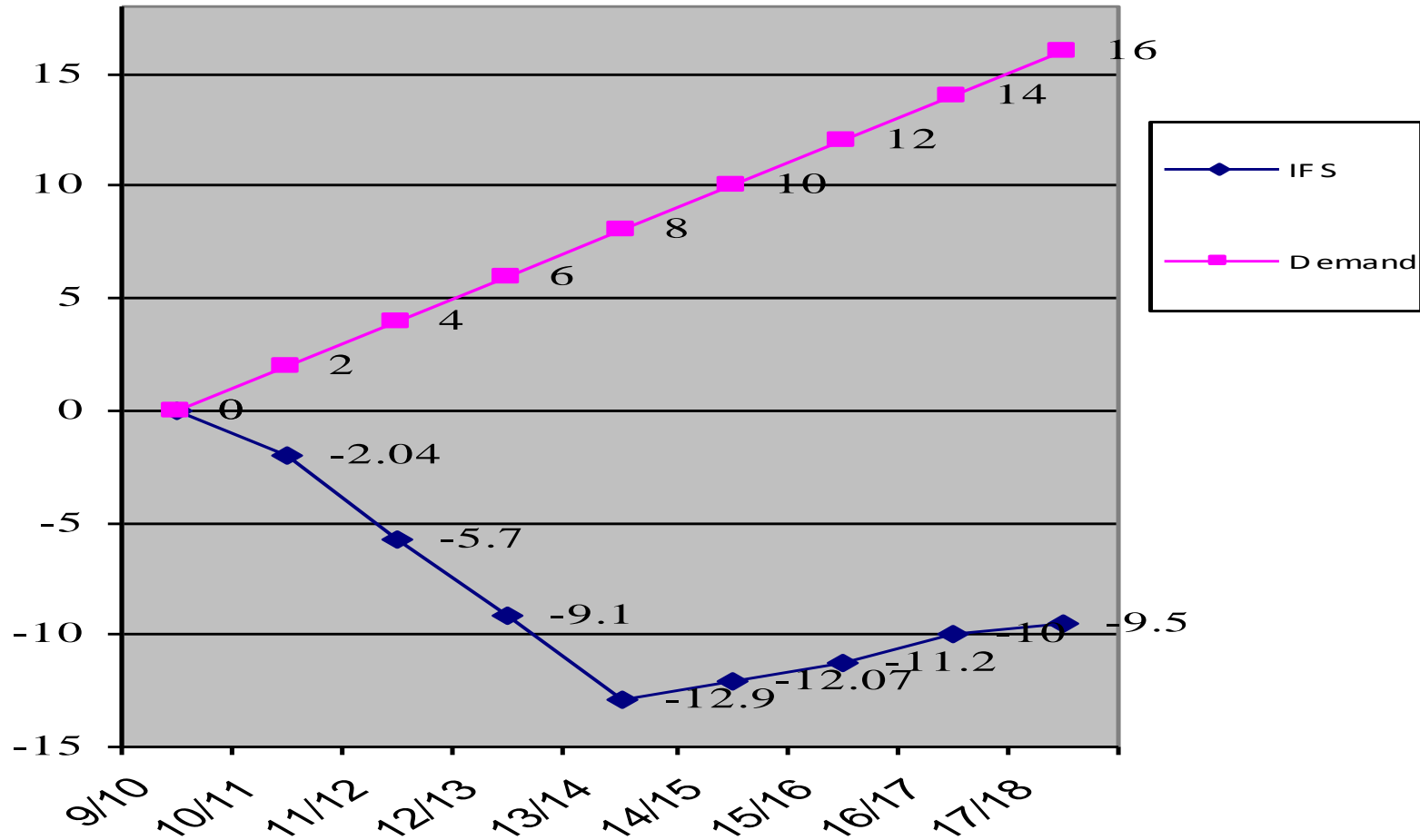
- Better understanding of the value of Social Enterprise
- Social Enterprise in Biosphere Reserves Development (SEBR) Framework – an international project
- A Regional Development Approach



# Welcome to the Anthropocene!



# Scottish Block Finance & Demand 2009/10 – 2017/18 (% real terms)



How do we create

**sustainable economic development**

in a way that supports the values of

**Biosphere Reserves?**

Establish an environment where  
**enterprises** with **values** that are in  
**harmony** with the aims & objectives of  
**Biosphere Reserves**  
can thrive

# The Route

1. Awareness Raising
2. Developing a Support Infrastructure
3. Building Capacity to take Advantage of Opportunities



Table 1 – Social Enterprise and Biospheres Development Framework

## A Biosphere Reserve (BR)

Vision	Factors	Objectives	Outcomes
<p>'To engender an environment where enterprises with values in harmony with the aims and objectives of BRs can thrive; delivering sustainable economic development which benefits the community, invests in biodiversity and leads to financially independent BRs'</p>	<p><b>Factor 1</b> Social Enterprises (Aspiring, emerging and established)</p>	<p>Flexible model for replication in BRs interested in a financially viable model, enabling them to move away from grant dependency</p> <p>Better Understanding of:</p> <ul style="list-style-type: none"> <li>• BRs</li> <li>• social enterprise</li> <li>• public participation and social capital</li> <li>• sustainable public procurement</li> </ul> <p>Increased number of:</p> <ul style="list-style-type: none"> <li>• Viable social enterprises</li> <li>• services being delivered by social enterprises in and around BRs</li> <li>• employment opportunities</li> </ul> <p>Increased:</p> <ul style="list-style-type: none"> <li>• social capital</li> <li>• community participation</li> <li>• social investment pipeline</li> <li>• community benefit in public sector contracts</li> <li>• more effective local supply chain for sustainable economic development</li> </ul>	<ul style="list-style-type: none"> <li>• Increased financial independence and space for innovation</li> <li>• Creation of short supply chain supportive of biodiversity and ecosystems</li> <li>• Increased enterprise opportunities for green economy</li> <li>• More local job opportunities in green economy</li> <li>• Increased cohesion and capacity for collective action</li> <li>• Increased equality</li> <li>• Local ownership &amp; regional identity</li> <li>• Appreciation of cultural and natural heritage</li> </ul>
	<p><b>Factor 2</b> Social Investment</p>		
	<p><b>Factor 3</b> Sustainable Public Procurement</p>		
	<p><b>Factor 4</b> Public Participation</p>		

# Social Enterprise & Biosphere Reserves Development Framework Partners



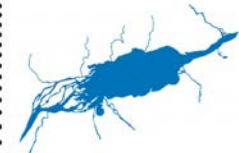
United Nations  
Educational, Scientific and  
Cultural Organization



Part of the Worldwide Network of  
Biosphere Reserves in the  
MAB Programme



Organisation  
des Nations Unies  
pour l'éducation,  
la science et la culture



Réserve mondiale  
de la biosphère du  
**Lac-Saint-Pierre**



Organización  
de las Naciones Unidas  
para la Educación,  
la Ciencia y la Cultura  
Hezkuntza,  
Zientzia eta Kulturarako  
Nazio Batuen Erakundea



centro unesco euskal herria  
centre unesco pays basque  
unesco centre basque country



Organisation  
des Nations Unies  
pour l'éducation,  
la science et la culture



Réserve de la  
biosphère de  
Manicouagan-  
Uapishka



assist  
social capital



**Biosfär**  
VÄNERSKÄRGÅRDEN  
KINNEKULLE



**The Scottish  
Government**  
Riaghaltas na h-Alba

# Contributions to MAB Strategy 2014 - 2021

## Regional Perspective

- Form a Cluster and Working Group to promote & connect existing and emerging social enterprise initiatives, provide peer support & mentoring and collaborate on new projects
- Use the **Social Enterprise & BR Development Framework** launched at euroMAB 2013 in Brockville as a guide for the Working Group
- Activities will include:
  - A Facebook group (*EuroMAB Social Enterprise & Biospheres Cluster*) and use Twitter to promote social enterprise activities
  - Launch a website to highlight where social enterprise initiatives are taking place
  - Networking Events

# World Network

- Adopt social enterprise as a key activity for a viable future for Biospheres
- Promote the work being carried out by the EuroMAB Working Group and Cluster on social enterprise in Biospheres
- Introduce new Biospheres to the social enterprise approach as early as possible

## In Biospheres

- Contribute case studies on social enterprise
- Share info on Facebook and website
- Host study visits to social enterprise initiatives
- Provide mentoring and peer support locally

# Factor 1 Viable Business Model (SE)

A business model that protects **long-term viability** and **independence**

# Factor 2 Finance (SI)

Investment for a social return rather than just a financial return

# Factor 3 Market Opportunities (SPP)

Sustainable Public Procurement (SPP) allows governments to promote the country's social, environmental & economic policies. SPP contributes to create markets for appropriate technologies and innovative solutions.

# Factor 4 Public Participation (SC)

Relations and opportunities based on cooperation and reciprocity that impact beneficially on wider community welfare and individual wellbeing.





# Factor 1 **Social Enterprise**

A business model that protects **long-term viability** and **independence**

**Values-based**, to deliver **social** and/or **environmental** needs

Combines **good business practice** with **community benefit**

Brings people and communities together for **economic**, **social** and **environmental** gain

Provides opportunity for citizens to get actively involved in improving their communities

**Reinvests surplus/profit**



# Social Enterprise

**Business**

+

**Social / Environmental Purpose**

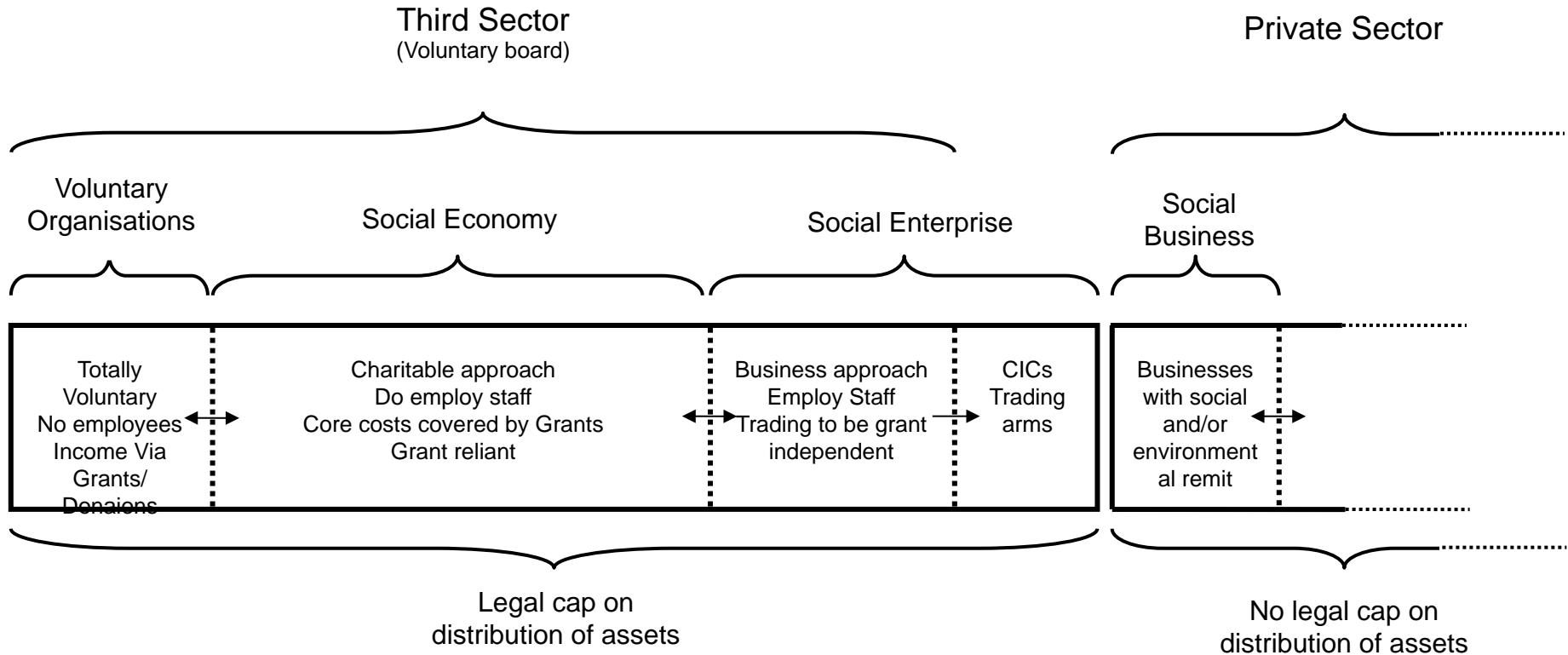
+

**Asset Lock**

(Revenue & Capital)

# Social Enterprise

## Fit with the Private Sector



### Key

- Denotes potential movement of organisation
- ..... Denotes permeable barrier

# Social Enterprise

## Legal Structures

Charities

Companies Limited by Guarantee

Wholly-owned subsidiaries (trading arms)

IPS (CBS, Coops, HA, Credit Unions)

Community Interest Companies (C.I.C)



# Successful Social Enterprise

Independent of grants

Independent of 'state'

Enterprising, active, creative

In control of their own assets

Reinvesting profit (asset lock)

**Well Connected**

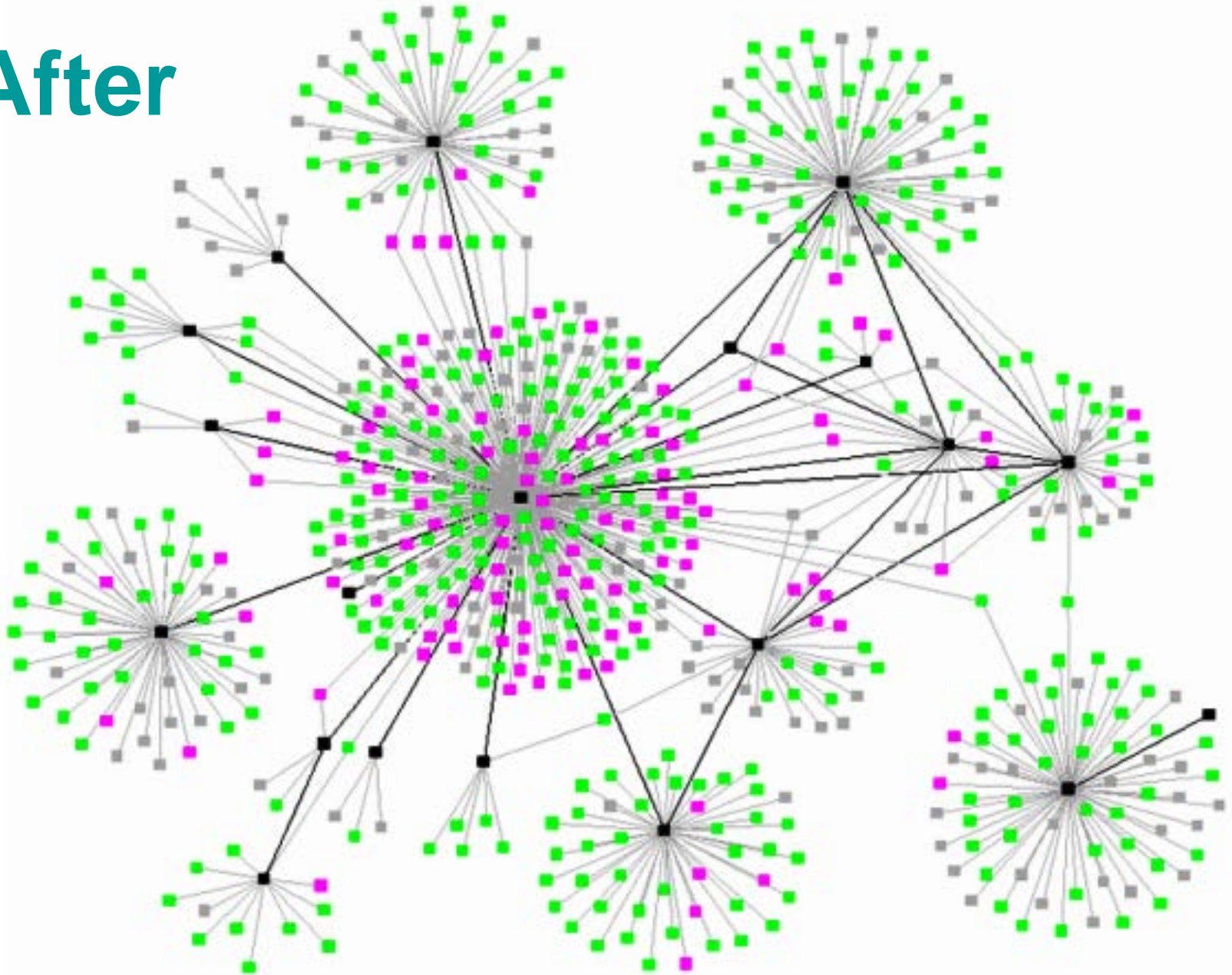


# Balancing Opportunities in Social Enterprise?

Financial Value of Activity	Yellow	White	White	Orange	Green	Green
	White	White	White	Orange	Green	Green
	White	White	White	Green	Green	Green
	Red	Red	White	Orange	Green	Green
	Red	Red	White	Orange	Orange	Orange
	Red	Red	White	Orange	Orange	Yellow
	Social Value of Activity					



# After



2011 – 350 connected, worth over £250 million p.a. / 65% self-financed on average



**LOCAL / THEMATIC SEN NETWORKS & ROUNDTABLES**

There are numerous local / thematic social enterprise networks and roundtables across Scotland. Click on the links below for more information.

**Local**

- [Aberdeen SEN](#)
- [Aberdeenshire SEN](#)
- [Argyll & Bute SEN](#)
- [Borders SEN](#)
- [Dumfries & Galloway SEN](#)
- [Dundee SEN](#)
- [East Lothian SEN](#)
- [Edinburgh SEN](#)
- [Falkirk SEN](#)
- [Fife SEN](#)
- [Glasgow SEN](#)
- [Inverclyde SEN](#)
- [Midlothian SEN](#)
- [Moray SEN](#)
- [South Ayrshire SEN](#)

**Thematic**

- [Community Food SEN](#)
- [Cultural SEN](#)
- [Health SEN](#)
- [Sport SEN](#)

**Roundtables**

- [Community Food](#)
- [Cultural](#)
- [Health](#)
- [Sport](#)



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# Here We Are

*“by understanding where you've come from, you can better appreciate where you are now and, importantly, where you are headed and what you can do to influence that.”*

Christina Noble, founder of Here We Are





VOLUNTARY CODE OF PRACTICE FOR  
SOCIAL ENTERPRISE IN SCOTLAND

[HOME](#)

[ABOUT™](#)

[THE CODE™](#)

[REGISTER](#)

[SUBSCRIBE™](#)

[SUPPORT™](#)

[FEEDBACK / CONTACT US](#)

THE VALUES AND BEHAVIOURS BY WHICH WE RECOGNISE EACH OTHER

# VOLUNTARY CODE OF PRACTICE FOR SOCIAL ENTERPRISE IN SCOTLAND



The meaning of social enterprise is being eroded by the casual use of the term by a widening range of people. It is used by private businesses as a brand to access particular markets; by local authorities establishing arms length subsidiaries; it is even being eroded by third sector organisations which set the bar too low.

***Social Enterprise***  
*The meaning..is being eroded...*

GET THE PDF VERSION

[Download The Code \(PDF\)](#)

YUNUS IN SCOTLAND

# Social Enterprise Options

## Biosphere Reserves

### Social Enterprise

Manicouagan–Uapishka BR,  
Wester Ross BR

### Platform

to promote social  
enterprise development

Galloway and Southern Airshire BR,  
Clayquot Sound BR, Lac St Pierre BR,  
Urdaibai BR?

# Factor 2 **Social Investment**

Investment for a **social return** rather than just a financial return.

Provides a new source of funding

Fills financing gaps for innovation and growth

Develops sustainability and autonomy



# Factor 2 Social Investment

**Debt:** Debt finance usually takes the form of **loans**, both secured and unsecured, as well as overdrafts and standby facilities. Generally these require a borrower to repay the amount borrowed along with some form of **interest**, and sometimes an arrangement fee.

**Equity:** Equity investment usually takes the form of **shares** issued to an investor in exchange for capital. Unlike debt, equity finance is permanently invested in the organisation. The organisation has no legal obligation to repay the amount invested or to pay interest.

**Quasi - Equity:** allows an investor to benefit from the future revenues of an organisation through a **royalty** payment which is a fixed percentage of income. However the investor may gain nothing if the organisation does not perform.

However, according to **Muhammad Yunus**, the found of **Grameen Bank**, investors should “*not receive any dividend, though they can recover their investment if they want to, to reinvest in other social businesses*”



# Social Investment in Scotland

**Social Entrepreneurs Fund - £1.5 million**  
(up to £20,000)

**Third Sector Enterprise Fund - £16 million**  
(up to £250,000)

**Scottish Investment Fund - £33 million**  
(up to £1,000,000)



# Investment in SE Support

**SEN**SCOT

  
CEIS



**SIS**  
supporting growth in our communities



**Social Firms Scotland**  
The Support Network for Social Firms

the **SENs**

**rfb** ReadyforBusiness



**firstport**  
Doing Good Business



# Social Investment

**Social Investment Scotland** - £6,000,000 from Scottish Govt

<http://www.socialinvestmentscotland.com/resources/case-studies/>

**Clayquot Sound BR** - \$12,000,000 endowment from Canadian Govt

**Manicouagan-Uapishka BR** - \$25,000,000 investment over 25 years from ALCOA (world's largest producer of aluminium)

**Cat Ba** - Sustainable Development Fund. 12 private businesses, UNESCO trust fund and Researchers (UQ) with donation of VND 1,5 billion (approx €60,000)



# Factor 3 Sustainable Public Procurement

Sustainable Public Procurement (SPP) is a tool which allows governments to leverage public spending (between **15 to 25 % of GDP**) in order to promote the country's social, environmental and economic policies. SPP contributes to create markets for appropriate technologies and innovative solutions.

The United Nations Environment Programme (UNEP) has been for a long time a supporter of SPP by:

- Facilitating global consensus on the integration of sustainable development considerations in public procurement at the international, national and local levels;
- Fostering information exchange to ensure that a broad number of organizations benefit from the experience of forerunners;
- Providing practical tools for capacity building to translate sustainable procurement policies in a reality.



# SPP - Building Opportunity



**John Swinney**, Cabinet Secretary for Finance and Sustainable Growth, 19th March 2010

*“In these challenging economic times it is especially important that we get the maximum possible benefit for our communities from public spending”*



# Factor 3 Sustainable Public Procurement

La contratación pública genera un impacto económico, de creación de empleo, social y medioambiental de gran importancia en nuestra comunidad autónoma.

Así, puede convertirse en una herramienta de las Administraciones Públicas para mejorar la calidad de vida de la ciudadanía, la creación de empleo para colectivos desfavorecidos y la sostenibilidad medioambiental. Incorporar las cláusulas sociales supone una oportunidad para las Administraciones, creando nuevos espacios de políticas sociales y medioambientales.

[Dossier para la contratación pública sostenible, [Junta de Andalucía, 2011](#)]



# Factor 3 SPP - Social Clauses

Las Cláusulas Sociales se definen como la inclusión de aspectos de política social en los procesos de contratación pública.

Pueden incorporarse cláusulas sociales en distintas fases de adjudicación de un contrato público:

- Como criterio de admisión
- Como criterio de valoración o puntuación, señalando características o compromisos de carácter social que serán baremados o puntuados en la adjudicación del contrato
- Como una obligación, señalando condiciones obligatorias de carácter social para la ejecución del contrato

[Asociación de Empresas de Inserción del País Vasco]





# Factor 3 SPP – A Powerful Tool



*From UNDP SSP division*

# Factor 3 **SPP – Glasgow Velodrome**





# Factor 3 SPP – Unity Enterprise



Catering Contract for the Velodrome



# Factor 3 Sustainable Public Procurement



Readyforbusiness  
Social Enterprise Register

Join  
NOW

Login

"EMBEDDING **SOCIAL VALUE**  
THROUGH PROCUREMENT"



Maximising Social Value >

Programme Offering >

Public Social Partnerships >

Community Benefit  
Clauses >

The Benefits >

Social Enterprise Register >

Case Studies >

Library >

Events >

Book Now >

News >

## Developing Markets for Third Sector Providers

The public sector in Scotland spends £9 billion annually on goods and services and Ready for Business works with commissioners and buyers to encourage the adoption of social value in public procurement and to increase the share of these services that the third sector delivers. We do this in a number of ways including promotion of the **Public Social Partnership model**, **Community Benefit Clauses** and the delivery of **social value** through the Commissioning process.

Our unique combination of fully funded consultancy support, workshops and online resources means that we can provide accessible, responsive, tailored support from a range of experts to the Public Sector.

Our engagement events and Partners for Change programme support dialogue and improve understanding between the Public Sector and the Third Sector with a focus achievable actions and outcomes.

Our work forms a key part of the Scottish Government support strategy for the third sector and complements other initiatives and activities including the Procurement Reform programme and the Procurement Reform Bill.

Recent News >

23 September 2014  
**Substance misuse  
support for families**

22 September 2014  
**Tender  
Opportunities**

22 September 2014  
**Scotland Excel  
Construction  
Collaborative  
Tendering Event**

Newsletter Sign  
up >

# Factor 4 Public Participation

## Social Networks Have Value!

Communities with **high levels of social capital** tend to benefit from lower crime figures, better health, higher educational achievement and better economic growth.

Social capital can provide an underpinning framework to ensure replicability together with appropriate contextualization alongside the opportunity to gather evidence of outcomes and impact.

*The quantity and 'quality' of social capital in a community plays crucial roles in the ability of local people to solve their problems, act for the future and participate in decisions that affect their lives.*

Colin Campbell



# Factor 4 PP – Social Capital

*‘Social capital is the glue that holds societies together and without which there can be no economic growth or human wellbeing’*

Christiaan Grootaert *SOCIAL CAPITAL: THE MISSING LINK?*  
The World Bank 1998





# Factor 4 PP – Social Capital as a Lens



# Factor 4 **PP** – Social Network Resilience

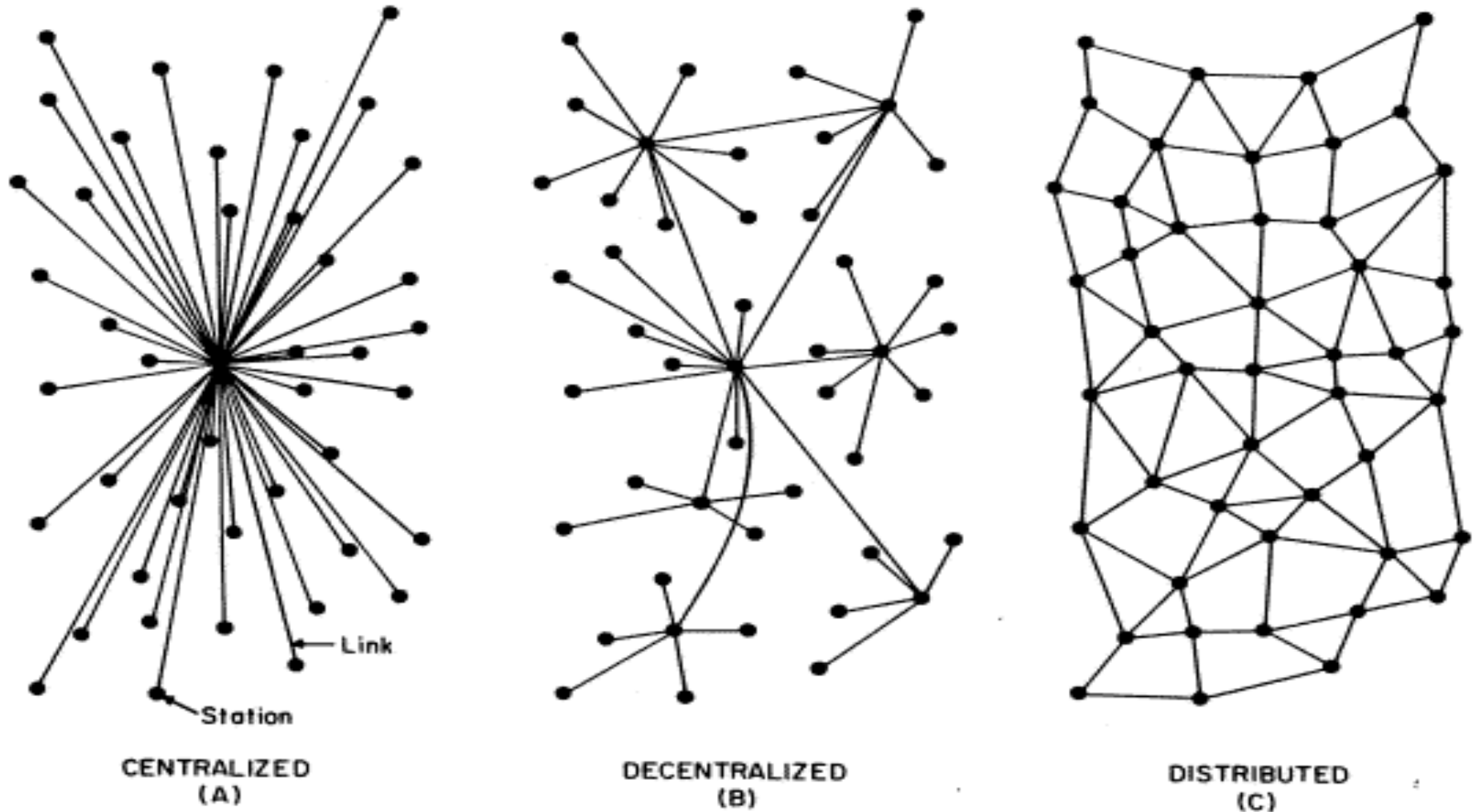


FIG. 1 – Centralized, Decentralized and Distributed Networks



# Factor 4 PP – Intangibles



INTANGIBLES

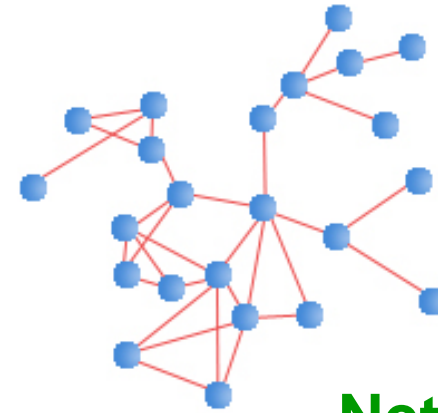
culture assets sport  
sharing education emergence  
self-organisation happiness  
arts collaboration giving ecosystems  
well-being networks values citizens  
trust

# Factor 4 PP – Elements of Social Capital

**Trust and reciprocity**



**An Asset Based Approach**



**Networks**

**Shared norms & values**

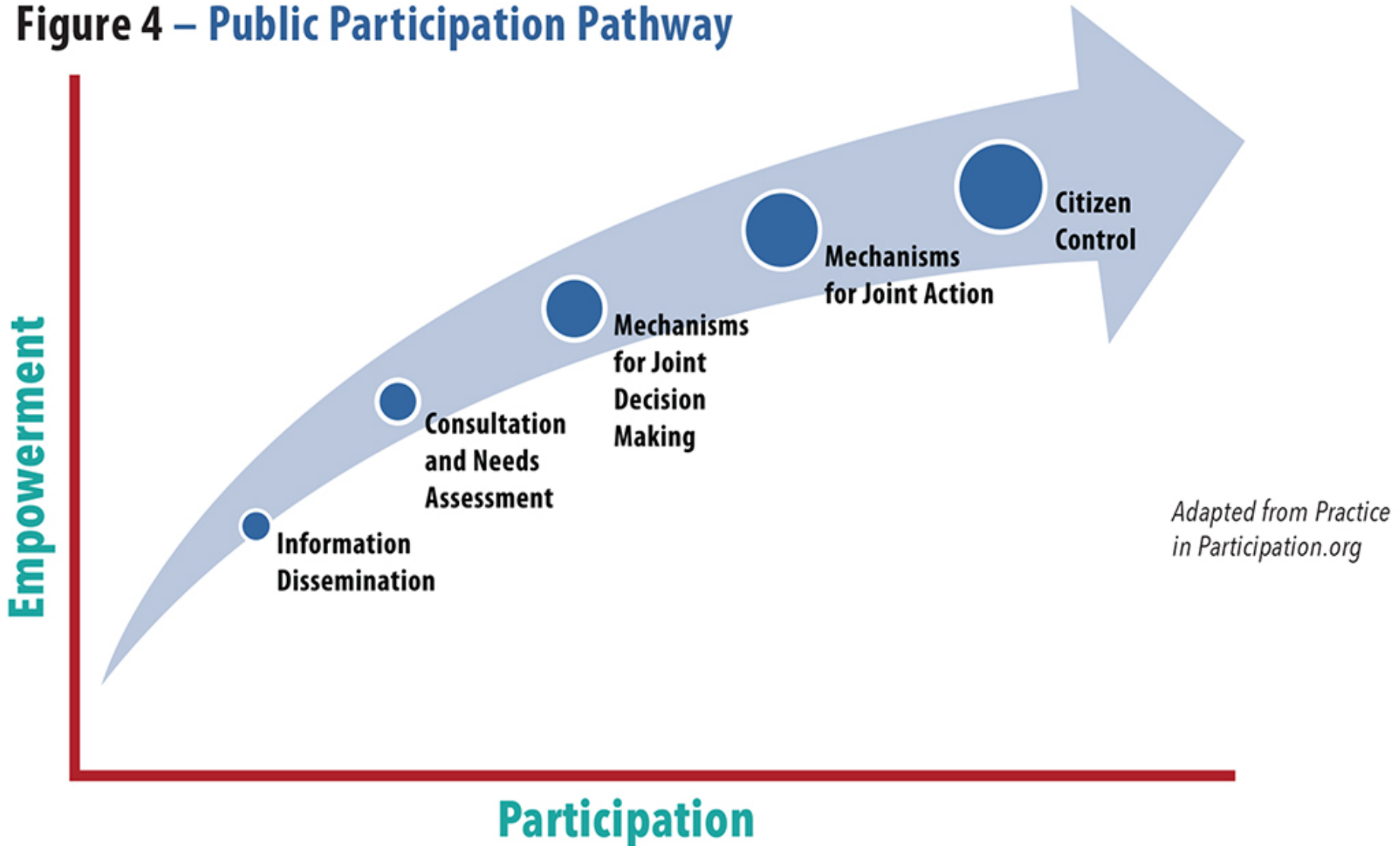


# Factor 4 **PP – Social Capital**

<b>DEFICIT</b>	<b>ASSET BASED</b>
Command & Control	Self-Organisation
Deficit	Assets
Customer	Citizen
Planned	Emergent
Silos	Ecosystems
<b>FINANCIAL CAPITAL</b>	<b>SOCIAL CAPITAL</b>

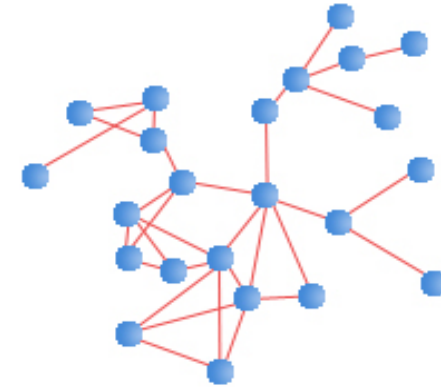
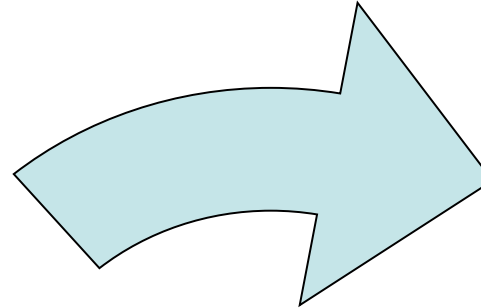
# Factor 4 Public Participation

Figure 4 – Public Participation Pathway

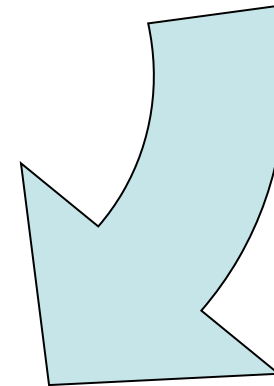
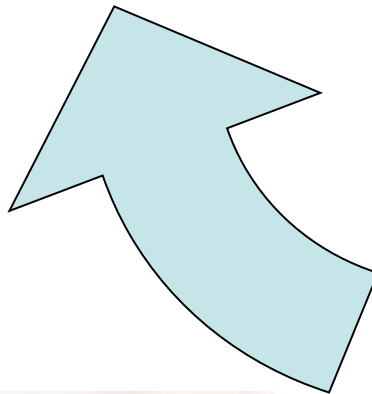
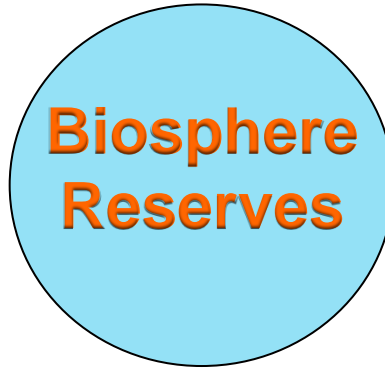


# Factor 4 PP – Social Capital

**Trust and reciprocity**



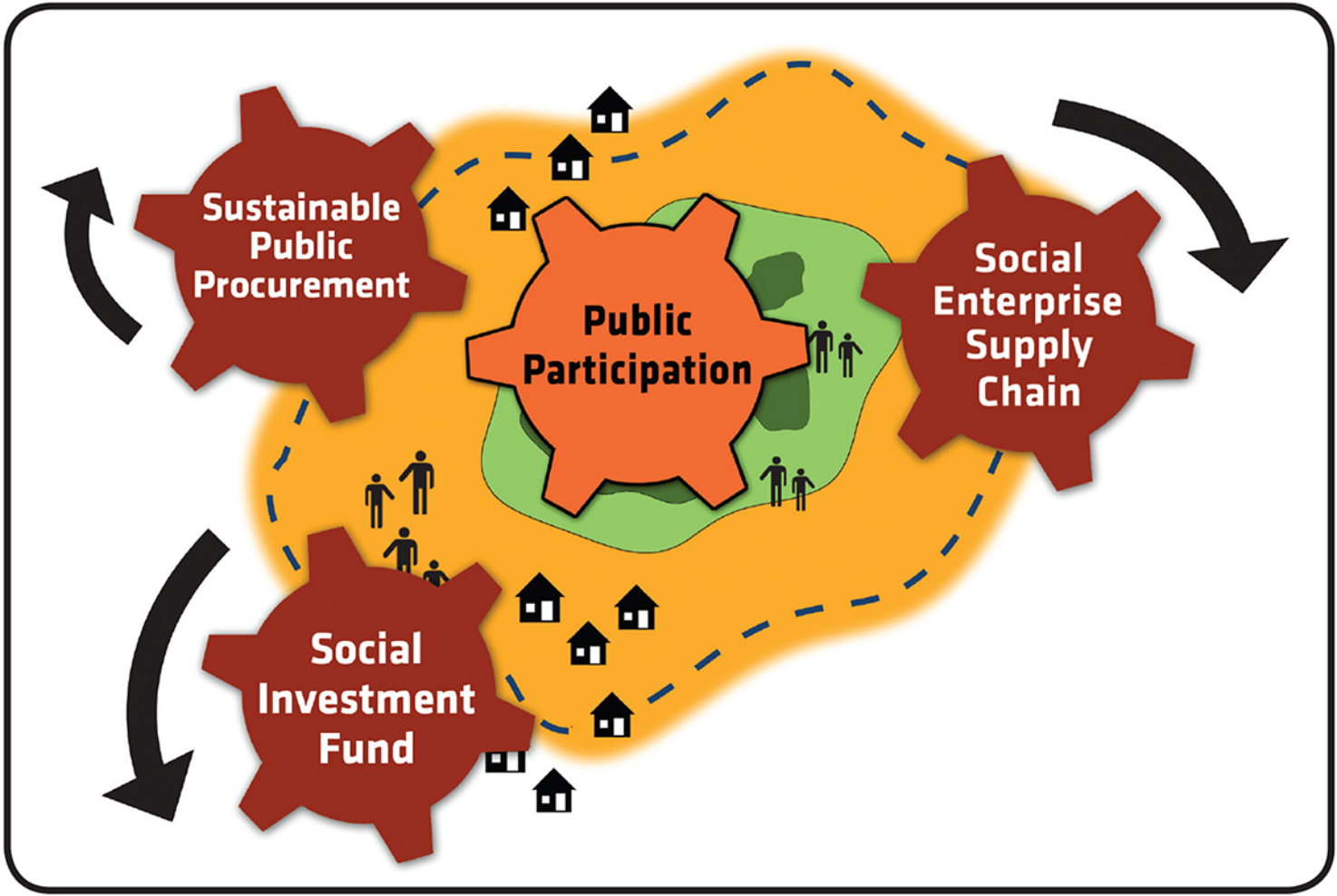
**Networks**



**Values based partnerships?**



**Figure 2 – Social Enterprise and Biosphere Reserves Development Framework Diagram**



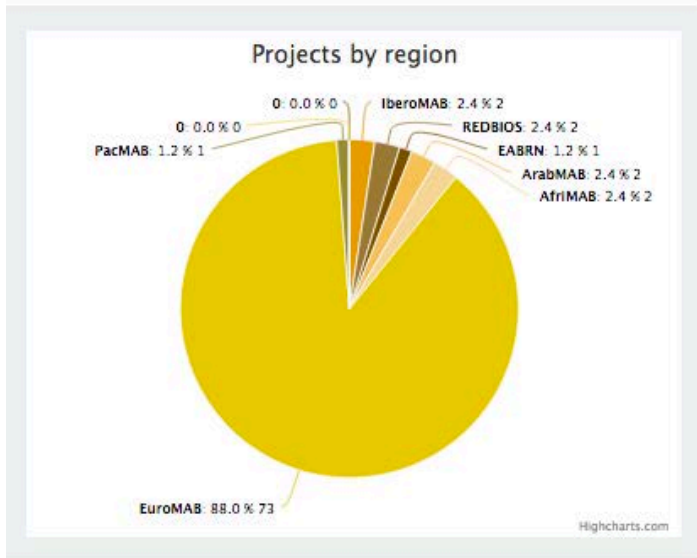
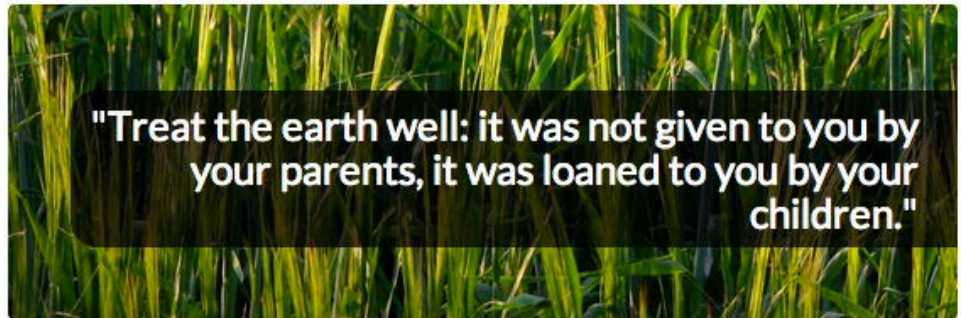


## Welcome to Social Enterprise in Biosphere Reserves (SEBR)!

This site is designed to act as a hub for accessing information on the impact of the international network of UNESCO's Biosphere Reserves.

### Regions

- Africa
- Latin America and the Caribbean
- **Europe and North America**
- Asia and the Pacific
- Arab States
- Inter-regionally



## Overview

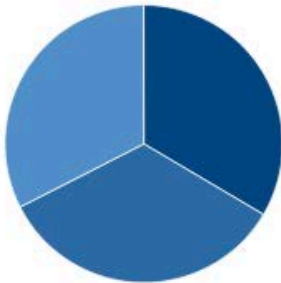
★	👤	📄	📄	💰	📈	£	£
No. of Projects	No. of Users	Avg. funding from tendered contracts	Avg. funding from negotiated contracts	Avg. funding from grants	Average sales	Average total turnover	Average total investments
83	15	£135131	£150194	£18499	£2377652	£1787864	£447666

Back

# United Kingdom

Join

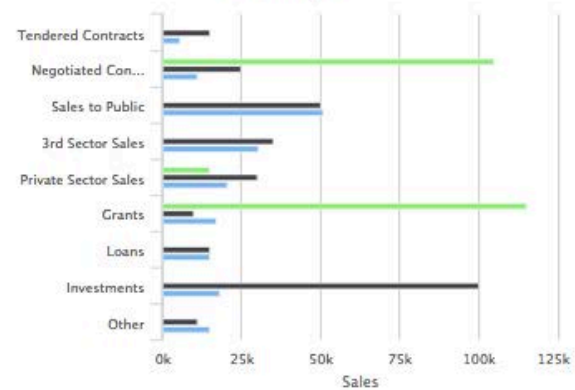
Turnover



Employee Breakdown



Earnings



Highcharts.com

Highcharts.com

Highcharts.com

3 biospheres    5 organisations    £400k turnover    £232k in sales    360 employees    more stats

Support Needed

Support Offered

Income Generation	org @ASDF	need not met	Income Generation
Social Impact Evaluation	We Are BIO! North Devon Biosphere	org @ASDF Managers at UKBIO	Social Impact Evaluation
Environmental Impact Evaluation	org @ASDF We Are BIO!	Managers at UKBIO North Devon Biosphere	Environmental Impact Evaluation
Business Planning		org @ASDF We Are BIO!	Business Planning
Human Resoruces	org @ASDF Charlie's New Org Managers at UKBIO	need not met	Human Resoruces
Procurement Processes		org @ASDF Charlie's New Org	Procurement Processes
Costing And Pricing	org @ASDF	Charlie's New Org We Are BIO!	Costing And Pricing
Partnerships And Consortia Working		org @ASDF Charlie's New Org	Partnerships And Consortia Working
Financial Management		Charlie's New Org Managers at UKBIO	Financial Management
Marketing	Managers at UKBIO We Are BIO! North Devon Biosphere	We Are BIO!	Marketing
Quality Assurance	Charlie's New Org Managers at UKBIO	need not met	Quality Assurance
Policies And Procedure	North Devon Biosphere	Charlie's New Org	Policies And Procedure
Other			Other

# Positive Outcomes for BRs

## Short

- Better understanding of
  - BRs
  - Social Enterprise
  - Sustainable Public Procurement

## Medium

- Increased number of
  - BR services delivered by Social Enterprises (tourism, infrastructure, recycling, renewables, education, carbon footprint, etc)
  - Viable Social Enterprises
  - Employment Opportunities

## Long

- Increased
  - Community involvement
  - Social Investment
  - Community Benefit Clauses in public sector contracts
  - More extensive Social Enterprise supply chain with increased capacity
  - Growth in jobs
  - **Flexible model for replication in other BRs**

# Contact Details

Assist Social Capital

[colin@social-capital.net](mailto:colin@social-capital.net)

0772 5211 834

[www.social-capital.net](http://www.social-capital.net)





A scenic landscape featuring a large mountain range in the background, some with snow-capped peaks. In the middle ground, there is a calm lake or fjord. The foreground consists of a grassy hillside with several large, grey rocks. The sky is filled with soft, grey clouds, suggesting an overcast day.

# Thank You!

Assist Social Capital

[colin@social-capital.net](mailto:colin@social-capital.net)

+44 0772 5211 834

[www.social-capital.net](http://www.social-capital.net)

Public Participation

10

Social Enterprise & SME's that share the values of the BR

10

0

10

Social Investment

10

Sustainable Public Procurement