



THE "INTERNATIONAL COMPARATIVE SOCIAL ENTERPRISE MODELS"  
(ICSEM) PROJECT

# OVERALL WORK PLAN 2013-2017

*(Updated version - November 2015)*



Interuniversity Attraction Pole (IAP)  
on social enterprise (SOCENT) – 2012-2017

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## I. ICSEM WORKING PAPERS (COUNTRY CONTRIBUTIONS)

For all countries covered by the ICSEM Project, a first expected output is a “country-specific contribution”. The latter should cover most topics listed in the Parts A, B and C described hereafter.

Partners joining the ICSEM Project quite late should first write a brief version of Part B (around 3-5 pages) in order to pave the way for data collection about social enterprises representing each identified SE model/type. Indeed, data collection should be completed by December 31, 2015, while the writing of a full version of the country contribution could take place in the first half of 2016.

### Part A: Understanding concepts and context

This first part (4-6 pages) deals with historical, contextual and conceptual issues about the emergence of social enterprise in your country. The following questions should be addressed in one way or another, but contributions do not need to all follow strictly the same order:

1. Is the notion of social enterprise explicitly used (perhaps even legally acknowledged) in your country? If so, in which circles: in academic spheres, among policy makers, civil society organizations, etc...?
2. Which reasons and factors may explain the emergence/strength or the absence/weakness of the topic of social enterprise in your country?
3. What is (are) the major existing or emerging conception(s) of social enterprise in your country? Is it (are they) rooted in any specific social, political or cultural background? Please list existing research and authors who have already worked on social enterprise.
4. Which other terms or concepts tend to be used in your country (instead of or beside that of social enterprise—for example social entrepreneurship, non-profit organization, social economy, voluntary organization, NGOs, etc.) to designate those realities you would consider as social enterprises or close to that concept?  
Please explain the converging features you can identify.
5. Do public authorities tend to be interested in the notion of social enterprise? If so, which kind of conception tends to be adopted in their discourse or policies?

### Part B: Identification of social enterprise (SE) models

The objective of this second part (15 – 20 pages) is to identify and characterize various sets of social enterprises with their corresponding fields of activity, social mission, target groups, public or private supports, operational and governance models, stakeholders, etc.

It is expected that most countries will be fully covered through the identification of all major SE models in all main fields of activity. However, you may choose to focus on a more limited area, on one single field of activity, on SE models related to one single broad social/societal challenge (e.g. work integration, fair trade, environmental protection,...), or on one specific law or public scheme. Although depending on the context and already available information, the following steps should help meeting the objectives of this second part:

1. Collect all kinds of existing literature and documentation on social enterprises or organizations in your country and/or in the chosen field(s).
2. Try to establish a first classification of the main groups/categories of social enterprises, either on the basis of existing classification(s) or through personal intuitive attempts.
3. Select the main indicators or variables expressing the main features that differentiate the various categories of social enterprise. This is of course a crucial step for which inspiration may be found in various existing works. Note that the ICSEM project does not impose any particular conceptualization of social enterprise. However, it is recommended to use at least most EMES indicators to characterize the various groups of social enterprises with respect to three key dimensions: the economic project, the social orientation and the governance structure. More details on these indicators are presented in Appendix 1 of the ICSEM Project (full version), available on-line at <http://www.iap-socent.be/icsem-project> ("Related documents" section, on the right).

The main reason for using EMES indicators is to insure a minimum basis of comparability across countries and fields. However, you are most welcome to cover dimensions that are not explicitly listed in the EMES approach, such as profiles of social entrepreneurs, the embedded social innovation, and so on.

4. Identify lacking information regarding these main indicators or variables and, to the largest possible extent, please carry out data collection to fill these gaps.

Based on these methodological steps, this section will:

- propose a more precise typology of the main social enterprise models by documenting their distinctive features to the largest possible extent;
- summarize the key variables expressing the main features that differentiate the various models of social enterprise.

## Part C: Institutional trajectories of the main SE models

The objective of this third part (more or less two pages for each SE model identified in the previous section) is to identify and describe the main "institutions" (at large) shaping the profile of social enterprises: legal frameworks used by social enterprises, public policies and programmes, major financial supports, or other tools such as norms or accreditation, federations of which social enterprises are members, private charters to which they subscribe.

You should try to apprehend the extent to which these institutional frameworks influence the behaviour of social enterprises, especially their social mission, target group, operational models and so on, as well as the extent to which they are enablers or drivers of (social) innovation or, conversely, barriers to innovation in social enterprises.

If possible, try to locate the various social enterprise models in the whole economy as well as their trajectories according to the “welfare triangle” which is presented in Appendix 2 of the ICSEM Project (full version).

## Important remarks about ICSEM partners’ first contributions

Depending on the number of identified SE models, the importance of collected information and other factors, each partner keeps significant degrees of freedom in the actual writing of the first ICSEM Working Paper. More particularly, here are some examples of flexibility:

1. In case the number of identified SE models in a country is rather large, there is a possibility to write 2 or 3 WPs devoted respectively to different fields of activity. Another possibility would be to cover all SE models in a synthetic way in a first WP and to devote a second WP to a deeper analysis of SE models’ institutional trajectories.
2. In case it seems more meaningful to present SE models at the same time as their respective institutionalization processes, it is conceivable to merge parts B and C.
3. Partners should feel free to develop one section dealing with a topic not listed above that seems particularly important regarding most identified SE models. It would even be possible to develop a WP regarding such a specific topic provided this contributes in a coherent way to the overall enrichment of the ICSEM Project.
4. However, it is obvious that the comparability of country contributions requires all partners to cover all three parts described here above.

## II. DATA COLLECTION: TOWARDS A WORLDWIDE TYPOLOGY OF SE MODELS

The second Phase of the ICSEM Project aims at building a *database* on the social enterprise models identified by all partners of the ICSEM Project in their respective countries, in order to highlight SE models in an international perspective, to conduct comparative analysis across fields and regions and to build a strong and reliable worldwide typology of SE models.

To move beyond the kind of plausibility which is typical in research based on case studies, it is of foremost importance to develop a database gathering information on a large sample of social enterprises. The ambition of the ICSEM Project is not to build a statistically representative sample of social enterprises at the international level. Nevertheless, it is to gather the same type of information on all SE models identified by ICSEM partners.

The ICSEM questionnaire relies on the hypothesis that 3 major dimensions would particularly inform the diversity of SE models:

- the nature of the social mission or social aims,
- the type of economic model,
- the governance structure.

Moreover, given theoretical arguments and increasing evidence about the influence of institutional environments on SE models, comparisons across a variety of institutional settings are required from an analytical point of view.

Partners who have already collected data can of course use them to feed the writing of their WP if they wish to do so, but the first WP can be written totally independently from this second stage.

For those ICSEM partners who join the project later, it has to be noted that the writing of the first ICSEM Working Paper does not have to be completed before collecting the data. These partners are invited to write a short document (3 - 5 pages), which develops a first SE typology that they plan to use for data collection. This short note has to be sent to the scientific coordinators before data collection starts.

### 1. The collection and coding of data

A questionnaire was developed through an interactive process with ICSEM Research Partners, who were first invited to send their comments and feed-back on a first version (sent in November 2013) and then on a test version (sent in March 2014). The final versions of the **Questionnaire** and of the **Interview and Coding Guide** were sent to all Research Partners in February 2015. A **LimeSurvey version** of the Questionnaire was also made available to all participating Research Partners for the on-line coding of the collected data.

The next steps in terms of data collection are the following:

- **Data collection:**  
The actual data collection will take place during summer and fall 2015. The ultimate deadline for completing the data collection is December 31, 2015.
- **Selection of social enterprises:**
  - The ICSEM survey is not a census... For each identified SE model, Partners are expected to collect and code information on 3 or 4 specific social enterprises that seem emblematic of this model.
  - For every SE model which itself includes a variety of SE sub-groups, Partners should try choosing social enterprises reflecting such an internal diversity.
- **Coordination:**  
When a country is covered by several ICSEM Partners (which is often the case), Partners should ensure a strong coordination among them when sharing the work of data collection.
- **Translation of the questionnaire:**
  - Translate the questionnaire in the mother tongue of the interviewees (English, Spanish, French and Chinese versions are already available).
  - Although the number of pages in the PDF version of the questionnaire might look impressive, the questionnaire is in fact shorter than it looks: indeed, several sections are similar and the interviewee will only choose one single “path” among several possible ones (this is especially true of the governance-related sections).
- **How to proceed?**
  - The interview will take between 60 and 90 minutes.
  - Face-to-face interviews should be conducted with the manager of the SE or a high-level staff member.
  - All answers must be written down on a paper version of the questionnaire (in some cases, the exact coding can be filled in after the interview: for example, do not try to identify the ISIC Code during the interview itself; simply write down the production/provision activity, and look for the ISIC Code afterwards).
  - When back to your office, fill the answers in the online database, which has been designed so as to make this online coding process quick and easy.
  - In case you cannot carry out the survey yourself, please carefully choose a person (PhD student...) and supervise his/her work closely.
- **Reporting on data collection:**  
Once Research Partners in a country have completed the data collection process, they should send an e-mail to the Project’s Coordination ([icsem-socent@emes.net](mailto:icsem-socent@emes.net)) with a short methodological note (1 page) with the following information:
  - i. A list of SE models/types for which data has been collected (according to the names given to these SE models in the country contribution);
  - ii. For each SE model/type, a list of the social enterprises which were covered, of course not identified by their names but by the “SE Identification Number” that enterprises are given when filling the questionnaire.

- **Quality control:**  
A quick control of quality will be undertaken by the ICSEM Project's statistician.
- **Sending each country team their raw data:**  
The statistician will send the Research Partners the file with their country's raw data.
- **Cleaning of the database:**  
This work will be performed by the statistician between January and March 2016.

## 2. Ownership and use of data

- All Partners are strongly encouraged to first use their data to feed and refine their country contributions. For country chapters to appear in books, it is likely that "boxes" of about half a page about SE cases will be welcome to illustrate the various SE models.
- As a first owner, each Partner will also be allowed to use his/her country data for personal publication projects provided he/she mentions explicitly that these data were collected in the framework of the ICSEM Project.
- The whole international database will be divided by geographical areas (Latin America, Europe, South Asia, Eastern Asia and Pacific...).
- Each partner who has contributed to data collection will have access to the corresponding regional database to prepare contributions to publications explicitly related to the ICSEM project (transversal chapters in special issues, books...).
- For the sake of coordination and coherence, the themes of these transversal chapters for special issues or books will have to be agreed upon with the scientific coordinators.

At the international level, this type of database will make it possible to highlight general patterns as well as key distinctive features among SE models, even if the sample is not statistically representative. For that purpose, we plan to use Multiple Correspondence Analysis (MCA) and clustering techniques.

The Correspondence Analysis is a statistical technique designed for analysing the structure of datasets. It helps identifying associations that exist among "categorical variables" (referred to as indicators). Correspondence analysis will thus be used as a data reduction technique that allows grouping correlated categories of variables. This first step will allow identifying which variables (dimensions of SE) are highly inter-correlated.

While correspondence analysis allows summarizing the structure of the dataset, it is a good practice to use the correspondence analysis output as the input for a cluster analysis. Indeed cluster analysis allows assigning actual observations to clusters. This second step will allow gathering social enterprises in clusters and to provide strong empirical evidence about their common characteristics.

### III. PREPARATION OF JOINT PUBLICATIONS

#### 1. Major contents of joint publications

From **January to December 2016**, **joint books and journals' special issues** analyzing social enterprises from a **regional perspective** will be prepared. It is also likely that a publication will be prepared about WISE models on the basis of country contributions only focusing on work integration. The content of these publications will be based on three or four types of contributions:

- The first-phase Working Papers as country chapters/articles, to be adapted to the requirements of publishers (maximum length, etc.), with opportunities to refine the analysis with some of the collected data and to illustrate SE models with “boxes” briefly presenting SE cases.
- Transversal chapters/articles presenting comparative analysis of topics dealt with in the questionnaire and the database.
- Transversal chapters/articles presenting comparative analysis of topics which are not covered by the questionnaire (institutionalization, public policies, region-specific environments, ...)
- More theoretical insights would of course be welcome, either in the transversal chapters or as distinct contributions provided they are deeply related to the book's overall perspective.

#### 2. Major steps towards publications

##### *A. Completion of country contributions*

All Partners whose country-contributions are not yet published as ICSEM Working Papers are invited to proceed firmly with the revision process of these texts. With the exception of very late coming Partners, final revised versions are expected by December 31, 2015. It is only on the basis of completed country contributions that Partners will be invited to actually co-write transversal comparative contributions.

##### *B. Proposals of transversal comparative contributions*

Such transversal contributions will be proposed by Partners—or preferably teams of Partners—from different countries from January 2016 onwards: short papers of about 4-5 pages should be submitted to the Scientific Coordinators at least two months before the Regional Symposiums, which will be held in spring or summer 2016.

Such proposals will be discussed at Regional Symposiums. Partners will shape the whole table of contents of books or special issues by regions or around specific common themes (such as WISEs).

A book presenting trans-regional comparisons and discussions at a more global level is also foreseen at a later stage but its contents do not need to be planned before the other outputs have reached a significant degree of advancement.

### ***C. Discussion of full versions of transversal chapters/articles***

It is expected that all or most publication projects will reach their final stage by June 2017.

The 6<sup>th</sup> EMES International Research Conference on Social Enterprise, to be held in early July 2017 in Louvain-la-Neuve (Belgium), should be regarded as a major deadline to present and discuss final manuscripts.

### ***D. Submission of the books' final versions to the publisher***

As Routledge (Francis and Taylor Group, London & New York) has agreed to launch a new series of *Routledge Studies in Social Enterprise and Social Innovation* under the coordination of three EMES members, the outputs of the ICSEM Projects are more than welcome to be submitted in this series. It is hoped that the first book(s) will come out in late 2017.

## **3. Final remarks**

Aside from publications in English, all ICSEM Partners are invited to consider opportunities to publish ICSEM research in other languages. For instance, Partners from Latin America have already decided to publish, in Spanish, their country contributions and a few transversal papers in a special issue of a Latin American journal. Although less advanced in their project, Partners from 5 or 6 countries marked by a strong "social economy" tradition and recognition will try to publish, in French, a special issue of a journal around "Social enterprise and the social economy".

## IV. PRACTICAL INFORMATION AND DEADLINES

Participation in the ICSEM Project takes place on a voluntary basis, without any remuneration offered to Research Partners, which of course does not prevent them, the Project's Scientific Coordinators and the EMES Network from looking for some funding.

Becoming a Research Partner in the ICSEM Project does not necessarily mean covering all social enterprise models in a country. A Partner may focus on one or several geographical parts of his or her country, on some specific fields of activity or on some sets of social enterprises defined according to a specific social or societal challenge, a specific public policy framework, etc. In such cases, collaboration among Partners of a same country or at least discussions to make contributions as complementary as possible are encouraged.

### Important note about the expected outputs and deadlines

The present work plan details the **outputs expected from the Research Partners already involved in the Project and the deadlines that have been defined for the delivery of such outputs.**

The potential contributions of and deadlines for **new Partners joining the Project at a late stage** will be defined in agreement with the Scientific Coordinators on a **case-by-case basis.**

## 1. Publication of Working Papers

ICSEM Working Papers undergo a thorough reviewing process before their publication: First-version WPs are first reviewed by the Project's Scientific Coordinators, who provide authors with an individual feedback on their contribution. The WPs are revised by their authors on this basis, resulting in second-version WPs. These revised papers then undergo a peer-reviewing process: they are submitted to a referee from the ICSEM Research Community. Authors are then expected to review their paper once more, according to the referee's comments and feed-back, to produce a final version of their WP. Finally, WPs undergo a final editing and layout harmonization process, ensured by the ICSEM Coordination team.

A "first batch" of Working Papers was published before the *5<sup>th</sup> EMES International Research Conference on Social Enterprise*, which took place in Helsinki from June 30 to July 3, 2015. They are all available for download on the ICSEM website.

Working Papers that were not ready for publication before the *5<sup>th</sup> EMES International Research Conference on Social Enterprise* will be published as and when they are ready. Deadlines for these working papers depend on the category of Research Partners to which their authors belong and are detailed in the table on page 12.

## 2. Overview of the data collection and publications deadlines according to the categories of Research Partners

Categories of Research Partners were defined according to the advancement of their contribution to the ICSEM Project as of June 2015, and different deadlines were defined for each category of Research Partners. The categories of Research Partners are the following:

- **Category 1:** authors whose papers were published (or about to be published) before the 5<sup>th</sup> EMES Conference;
- **Category 2:** authors having received—or about to receive—the referee’s comments and who were expected to send the final version of their WP on this basis;
- **Category 3:** authors having received the Scientific Coordinators’ feedback and who were expected to send their second-version WP on this basis;
- **Category 4:** authors not having submitted any paper yet (some had only expressed interest).

The data collection and publication deadlines for each category are summarized in the following table.

	Category 1	Category 2	Category 3	Category 4
<b>By December 31, 2015</b>		Completion of 1 <sup>st</sup> WP: final version expected ideally by August 30, 2015 and at the latest by September 30, 2015	Completion of 1 <sup>st</sup> WP: second version expected ideally by August 30, 2015 and at the latest by September 30, 2015 to be sent to an external referee	<b>5-page typology</b> of SE models: paper—or at least 3 to 5 pages describing the main SE models—expected by October 30, 2015 at the latest
	Data collection with questionnaire	Data collection with questionnaire	Data collection with questionnaire	Data collection with questionnaire
<b>January – March 2016</b>	<b>Cleaning of the data</b>			
<b>January 2016 – December 2016</b>	Preparation of <b>joint books and special issues</b> (based on WP enriched by collected data)  Regional meetings to discuss <b>transversal analysis</b>		Completion of 1 <sup>st</sup> WP: final version expected at the latest by February 28, 2016  Preparation of <b>joint books and special issues</b>  Regional meetings to discuss <b>transversal analysis</b>	Completion of 1 <sup>st</sup> WP: planning defined on a case-by-case basis  Preparation of <b>joint books and special issues</b>  Regional meetings to discuss <b>transversal analysis</b>
<b>July 2017</b>	Submission of manuscripts for <b>publication</b> in the <i>“Routledge Studies in Social Enterprise and Social Innovation”</i>			

Please note that only content-related questions should be addressed to  
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For all other questions, please contact Sophie Adam.

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