



## Recommendation of Active Employment Policy Based on Entrepreneurship and Social Innovation: Social Entrepreneurship Support Model for Youth in Turkey

Volkan Işık<sup>1</sup>

### Abstract

In this study, the social entrepreneurship support model will be designed in Turkey as an active employment policy proposal based on entrepreneurship and social innovation in the fight against youth unemployment. Within this framework, the model aims to organize a social entrepreneurship training program for unemployed youth and NEET (neither employed nor in education or training) youth by the Turkish Public Employment Agency (ISKUR). Based on this, it is envisaged that similar support to the ISKUR Entrepreneurship Training Program implemented by the state for young people will be implemented under the name of the Social Entrepreneurship Support Program in cooperation with ISKUR-KOSGEB and ASHOKA. The model also suggests to give financial and consultancy support for those who successfully complete training. This support is thought to be important for start-up social entrepreneurs. Finally, this study aims to discuss the possibility to implement a social entrepreneurship support model for youth in Turkey. Especially in terms of developing countries, the model is believed to be an alternative means of struggle with the fight against youth unemployment.

### Keywords

Social Entrepreneurship, Social Innovation, Youth Unemployment, Social Responsibility

## Introduction

Social entrepreneurship and social enterprises are not legally recognized in Turkey. For this reason, they mostly operate in organizational forms as a foundation, association, cooperative or for-profit company, as permitted by the legislation. In Turkey, social entrepreneurship showed a significant development especially in the last 20 years, despite the legal and institutional barriers. The Ashoka-Turkey Foundation has an important role in this development. The Ashoka Foundation is an international organization that promotes social entrepreneurship by affiliating social entrepreneurs in a network. It was organized in Turkey as Ashoka-Turkey in the early 2000s, and played a key role in the development of social entrepreneurship in Turkey.

**1 Corresponding Author:** Volkan Işık (Assoc. Prof. Dr.), Hacettepe University, Vocational School of Social Sciences Marketing Program, Ankara, Türkiye. E-mail: volkani@hacettepe.edu.tr ORCID: 0000-0003-3690-969X

**To cite this article:** Işık, V. (2022). Recommendation of active employment policy based on entrepreneurship and social innovation: social entrepreneurship support model for youth in Turkey. *Istanbul Business Research*, 51(2), 517-533. <http://doi.org/10.26650/ibr.2022.51.871670>



Today, there are no legal regulations concerning social entrepreneurship in Turkey. In other words; social enterprises are not legally recognized in Turkey. They are mostly established as foundations, associations, cooperatives or private enterprises but they do not operate in these forms. Therefore, they often stretch their existing institutional structures and adapt them to their goals. This is one of the most important obstacles to the development of social entrepreneurship in Turkey.

Despite these obstacles when considering the youth population density, it can be said that Turkey has a substantial potential for social entrepreneurship in the future. When the tendency towards the voluntary sector and the tendency to be a social entrepreneur are examined demographically, it is seen that the young population density in social entrepreneurship is higher than in traditional enterprises.

If social entrepreneurship behaviour is examined in terms of age, it can be thought that young people will engage in more social entrepreneurial behaviours than middle-aged people. An important reason for this is that young people have a high risk-taking tendency due to having less career time (Prabhu, 1999: 142) and a desire for social causes and to reduce unemployment in India (Tiwari, Bhat & Tikoria, 2017) and South African (Manyaka-Boshilo, 2017). These countries are similar to Turkey in terms of unemployed youths. According to the “The State of Social Enterprise in Turkey Report” published by the British Council in 2019; 47.28% of leaders in social enterprises are below the age of 35, compared to 21.4% in conventional businesses in Turkey (British Council, 2019: 6).

A limited number of studies conducted in different periods in Turkey shows that social entrepreneurship is more common amongst young people. For example, according to a survey conducted by Ashoka Turkey, social entrepreneurs are concentrated in the age of onset between 20 and 25 years, and 75% of the total employment at these social enterprises are in the 25-34 age range (Işık, 2016:196). These data show that any kind of support to social enterprises will be reflected positively on the youth unemployment in Turkey.

The British Council report suggests the development of a curriculum on social enterprise and mainstream the topic in related courses on entrepreneurship, sustainability, and social responsibility to motivate university students since harnessing the interest of millennials and young people will help social enterprises attract skilled staff in the long run (British Council, 2019: 19). Social entrepreneurship trainings in Turkey are limited to only creating awareness about what is social entrepreneurship. So, it is far from meeting the educational needs of potential social entrepreneurs. All programs are offered to a limited number of groups who are interested in the subject and do not have a common curriculum, structure, or methodology.

This study proposes a training and support model for the development of social entrepreneurship as an alternative for people who are neither employed nor in education or training

(NEET) and unemployed youth. The main objective of the model is to increase the participation and effectiveness of youth in social entrepreneurship in Turkey, thereby reducing the current youth unemployment and NEET. Within the proposed model; the study stresses the need to promote social entrepreneurship among young people in the fight against youth unemployment and NEET in developing countries. The model of social entrepreneurship based on Ashoka, Small and Medium Scaled Industry Development and Support Directorate (KOSGEB), and Turkish Employment Agency (ISKUR) cooperation supports, besides providing an important contribution to the development of social entrepreneurship in Turkey, will be considered as an alternative active employment policy tool in the fight against youth unemployment in future.

### **A Conceptual Framework of Social Entrepreneurship**

In the neo-liberal period, the struggle against social problems has been carried out jointly by the public, private and third sectors. With the adoption of the welfare mix approach, new tools are emerging in the fight against social problems in the public, private and non-governmental sectors. In the private sector, corporate social responsibility investments are gaining importance, social municipalism is becoming widespread and membership in non-governmental organizations is increasing. In addition, innovative and creative initiatives are being developed within NGOs; philanthropic/individual entrepreneurs are shaping social entrepreneurship with their innovative solutions.

With the neoliberal policies adopted after 1980, the welfare state of the Keynesian era has weakened. In the neo-liberal process, the solitary state provision of welfare has been minimal. Benefits have been modest and social assistance provided on a need basis. This approach is usually called “the welfare mix” in literature (Özdemir, 2004; Metin & Özyayın.2016; Powell & Barrientos, 2004). According to the welfare mix approach; the private and non-governmental sectors, and even families, religion and individual philanthropy are responsible for ensuring welfare. Third sector organizations have assumed critical roles in fighting against social problems. Evers (1995) explains the third sector as the part of the welfare mix system that made up of the market-based activities, the state, and the informal private household spheres.

Not only the third sector but also the market-based organizations (second-sector) take responsibility within the welfare mix. Many researchers have increasingly agreed that market-based organizations are a mix of economic and social impacts, and have responsibilities in the fight against social problems. (Kent & Dacin, 2013, Husted & Salazar, 2006). This is particularly evident in social entrepreneurship, which combines social missions with market approaches to tackle social problems at the global level (Short, et al., 2009). The rapid development of social entrepreneurship in the UK and the United States can be interpreted as a

result of the welfare mix approach. Today, Social Enterprise UK from the United Kingdom and ASHOKA from the US are the biggest networks that have played an important role in tackling social problems.

Despite the prevalence of social entrepreneurship activity, conceptually there are different definitions in the literature (Dees, 1998). A group of researchers explains social entrepreneurship as a non-governmental organization that is seeking alternative financing strategies to create social value (Austin, et al. 2003; Boschee, 1998). Some researchers understand this as the social responsibility practice of market-based organizations dealing with cross-sectoral partnerships that mean social responsibility (Waddock, 1988, Sagawa & Segal, 2000). The third group understands that it is able to operate in all sectors as a means to relieve social problems and accelerate social transformation (Alvord, et al., 2004).

The social benefit associated with non-governmental organizations and the profit motive associated with the profit sector come together in social entrepreneurship. The sectoral position of these two opposing focuses brings them closer together in social entrepreneurship. Cook, Dodds and Mitchell (2002) define social enterprises as social partnerships developed between the public, non-governmental organizations and commercial sectors to use the market power for the public good.

Social enterprises consist of a combination of social benefit and entrepreneurial aims; they are different from the third sector because of their financial resources, and different from traditional profit-oriented enterprises because they serve social purposes. In addition to the traditional sources of income (donations and voluntary participation) of non-profit organizations, they are referred to as private initiatives that generate commercial gain (both from the founders' equity and public and private enterprises).



**Figure 1.** Sectoral Position of Social Entrepreneurship.

*Source: (Ersen, B.T., et.al. 2011).*

Figure 1, shows the sectoral position of social entrepreneurship. Accordingly, it is seen that social entrepreneurs are located in the middle of traditional non-profit non-governmental organizations and profit-making company structures. Haugh (2005) positions social enterprises as hybrid organizations associated with public, private and non-governmental organizations. According to him, social enterprises blur the boundaries between non-profit organizations and profit-making companies.

Although social entrepreneurs are in a hybrid field as a sectoral position, it is possible to say that the development of social entrepreneurship is directly proportional to the development of non-governmental organizations. Looking at examples of good practices such as the United Kingdom and Italy; it is seen that these countries have an advanced participatory democracy and civil society awareness, and active participation in the policy development processes of non-governmental organizations through improved social dialogue mechanisms. However, it will not be sufficient to explain the factor that activates social entrepreneurship only with the importance given by the countries to participatory democracy. In addition to this, as in Muhammad Yunus, who is the architect of micro-credit applications in Bangladesh with Grameen Bank; the increasing needs of countries in areas such as education, health, poverty, citizenship rights, environment, etc. cause the emergence of social entrepreneurs. Establishing the supporting legal and institutional infrastructure necessary for the expansion of social entrepreneurship is related to the countries' perspectives on civil society and participatory democracy.

### **Social Entrepreneurship in Turkey**

The ratio of civil organizations owned per 10.000 people in Turkey is very low as in most developing countries. As of the year 2020, Turkey's population reaches 84 million even then, there are 121,720 associations, 5,775 foundations, and 84,232 cooperatives (total 211,727) according to government statistics. On the other hand, there are no social enterprises because there is no legal structure. Nevertheless, to the extent permitted by legal conditions, it is seen that social benefit-oriented initiatives are organized in the form of foundations, associations, cooperatives and private companies. Despite the legal obstacles in Turkey, the number of social entrepreneurs who develop innovative solutions in tackling social problems is increasing every year.

Despite this increased interest in social enterprise, the enabling mechanisms for developing an effective social enterprise ecosystem (incubation, acceleration, coworking or lab facilities for social enterprises) are very limited in Turkey. In 2016, according to an experts' poll conducted by the Thomson Reuters Foundation in cooperation with the Global Social Entrepreneurship Network, Turkey ranked last (44th from 44 countries) in terms of a favourable environment for social entrepreneurs (British Council, 2019: 22).

Since 2016, the social enterprise ecosystem in Turkey has been developing, yet sectors and actors are still operating in isolation. Interaction between actors (such as public bodies, local administrations, private bodies, universities and citizens) continues to be mostly spontaneous and event-based.

The British Council revealed the situation of social enterprises between October 2018 and May 2019 in Turkey with a survey. According to the survey; it is challenging to calculate the

number of social enterprises in Turkey, since there is no legal status for social enterprises, and relevant data are absent. However, based on this experimental and restrictive methodology, the calculations would suggest that there are approximately 9,000 organizations in Turkey that could meet the characteristics of the operational definition of social enterprises used for this research. (British Council, 2019: 29). The reason why these figures are considerably below the total number of civil society organizations (total 211,727) in Turkey shows that many organizations are not suitable for social enterprises. There are no tax exemptions for NGOs in Turkey, and only a limited number of organizations are granted this right with public benefit status.

According to the Third Sector Foundation of Turkey (TUSEV) and the British Council cooperation research results, tax issues are one the most important problems for the barriers to social entrepreneurship in Turkey. Cooperatives and non-profit companies, such as profit-making companies, are subject to corporate tax in terms of their earnings, income tax in terms of the people they employ and their real estate, and value-added tax due to the goods and services they provide. (TUSEV, 2012).

According to the British Council Survey in 2019, an adverse economic climate, high taxes, start-up costs, and bureaucracy are the main challenges facing social enterprises, with more than %85 of respondents selecting one of these as an important barrier to growth. In addition to this, social entrepreneurs in Turkey struggle to access finance, mostly relying on their financial resources or support from family and friends, and donations at the start-up phase (British Council, 2019: 65).

Obstacles to the development of social entrepreneurship in Turkey also bears resemblance to the results of research carried out at different times (Işık, 2016: 148; Tusev, 2012: 14-21, Kusif, 2017: 31-33, UNDP, 2012);

- The legal entities operating under the name of social enterprises are not legally recognized and therefore have to be established as foundations, associations, cooperatives, and their economic enterprises,
- Because of the lack of legal recognition of social enterprises, there is confusion about the definition of these enterprises,
- Difficulties in financial sustainability due to the lack of any tax exemptions for the economic enterprises and companies, cooperatives and non-profit companies of foundations/associations and financial support provided to foundations/associations with tax exemption / public benefit status,
- Difficulty in providing human resources to be employed in social enterprises,
- Bureaucratic, experiential and managerial problems affecting the internal order of organizations.

Estimated 9000 organizations in Turkey that could meet the characteristics of the operational definition of social enterprise; despite their existing barriers, they are both important indirect social policy actors with their employment potential and their creative business ideas for solving social problems.

Young population density and youth interest in the social enterprises in Turkey show that social entrepreneurship has an important potential for the young population. Organizing social entrepreneurship training through the state in order to help youth between the ages of 15-24 to start and develop their businesses, and provide institutional support for the social initiatives of young people who have completed this training, will make significant contributions to reducing unemployment and NEET rates among young people, as well as paving the way for new actors to participate in the fight against social problems.

### **As an Active Employment Policy: Social Entrepreneurship Support Model for Youth in Turkey**

#### **Public Active Employment Policies and Entrepreneurship Supports for Fight Against Youth Unemployment in Turkey**

Today, youth unemployment is at the top of the labour market problems of both developed and developing countries. According to the ILO (International Labour Organisation) Global Economic Trends for Youth Report; the global youth unemployment rate of 13,6% in 2019 is projected to rise by 0.1 percentage point in 2020 and a further 0.1 percentage point in 2021 (ILO, 2020a: 33).

Gender-based discrimination in youth unemployment is noteworthy, as in general unemployment. On a global scale, labour force participation of young women was 16.6 points lower in 2017 than that of young men, while unemployment rates among young women were also higher than for young men. However, in the case of NEET youth, the gender gap is widening. On a global scale in 2019, the youth NEET rate was 22.2%, being 13.9% for young men and 31.1% for young women. (ILO, 2020a: 38). Globally, approximately one-fourth of youth have NEET status in 2019. It means that they are neither gaining experience in the labour market, nor receiving an income from a job, nor enhancing their education and skills. (ILO,2020b:16).

The youth unemployment was 25.2% in Turkey in 2019. The high level of inequality in gender distribution is noteworthy. According to this, the youth unemployment rate was 22.5% for males and 30.6% for females in 2019 (TUİK, 2020).

Turkey has a great potential due to the young population density. The young population constitutes approximately 15.4% of the total population (TUİK, 2020). However, due to problems in directing youth to the labour market and education, the NEET ratio among youth is



well above the OECD average. In 2019, the young people in the 15-29 age range NEET rate was 29% in Turkey, while the OECD (Organisation for Economic Co-operation and Development) average was 12.8%. With this rate, Turkey took the thirty-sixth place among 37 countries. (OECD, 2020). According to the OECD Education at a Glance 2020 Report, on average across OECD countries, 14% of 18-24 year-olds are NEET but this rate is at least 20% in Turkey. (OECD, 2020: 54). According to the OECD report; Turkey and Mexico are the only two OECD countries where the gender gap is over 20 percentage points (OECD, 2020: 57).

The young population plays a key role in economies. Because youth is the determiner of the potential of the future labour force quality and quantity. The high young population density in countries like Turkey could face widespread youth unemployment's socio-economic results if they cannot turn this potential into a competitive advantage through successful training and active employment policies.

Therefore, it is necessary to create new employment opportunities for young people, to support young entrepreneur candidates with various investment, tax and premium advantages, and to develop active employment policies that will equip them with skills to better adapt to developing and changing economic, social and environmental conditions.

Policies related to support and encourage to increase youth labour force in Turkey are found in the main programs of the National Employment Action Plan Strategy and National Development Plans. These programs are carried out by the three institutions, which are also active and passive employment policies implementers, the Turkish Employment Agency (ISKUR), the Small and Medium Scaled Industry Development and Support Directorate (KOSGEB) and the Social Security Institution (SGK) in Turkey. While ISKUR implements public active labour programs, SGK, unemployment benefits, etc. and manages passive programs, and KOSGEB manages financial supports.

ISKUR has undertaken important initiatives in the last 10 years in addition to its programs in the fight against youth unemployment. The most important of these can be sorted as the Supporting Youth Employment Program, Supporting Youth Employment in Sectoral Investment Areas, and Decent Work for All: National Youth Employment Program.

ISKUR is the national partner of the UN's Decent Work for All: National Youth Employment Program Joint Program, which was officially launched in October 2009. The program of the National Youth Employment Action Plan was developed within the scope of the program implemented between 2009-2012. It also aims to support labour demand dynamics at the local level, to eliminate the mismatch between labour supply and demand, to implement effective measures of employment, youth, and migration management for the benefit of young groups in the labour market. Within the scope of the program, vocational training, entrepreneurship, and basic skills courses were given to youngsters.



The Youth Employment Support Program implemented between December 2010 and December 2011 aimed to support ISKUR and all relevant stakeholders by increasing the employability of young people, young entrepreneurship and on-the-job training and internship opportunities for young people.

Another program in the last 10 years, co-funded by the EU and the Republic of Turkey, supports the implementation of the Sectoral Investment Areas Youth Employment Program between the years 2012-2015. The program aims to achieve the following objectives;

- To increase the employability of youth,
- To increase the entrepreneurship skills of youth,
- To promote sustainable cooperation between relevant actors of the labour demand and supply sides,
- To support the creation of new investment areas with active labour market policies,
- To provide services that include profiling, orientation, training, counselling, and matching services to support youth employment.
- To facilitate the transition between education and employment,
- To support university-industry cooperation.

The main purpose of the active employment policies for youth are to increase employment opportunities for job seekers and improve the matching of vacancies with job seekers. (Murat and Kasapoglu, 2018: 486). Thus, while these policies increase employment and growth, the budget allocated to passive employment policies such as unemployment allowances is saved.

There are two main instruments used in the context of active employment policies. The first is general programs targeting all unemployed people. The second is special programs for disadvantaged groups such as youth, women, elders, handicapped, long-term unemployed, and immigrants (Usen, 2007: 70).

Vocational training programs, on-the-job training programs, entrepreneurship training programs and projects, and social work programs constitute the framework of the active employment policies in Turkey. Entrepreneurship support from these policies and programs; has special importance in terms of increasing the employment of young people due to its two-way effect in terms of creating new employment areas on the one hand and combating unemployment on the other. Entrepreneurship supports carried out in collaboration with ISKUR and KOSGEB enable individuals to receive support for their start-up enterprises. Within the scope of the program, supports as technical assistance and micro-credits can contribute to the creation of small-scale enterprises and the promotion of self-employment.

In countries with developing financial infrastructures, private banks often cannot perform the risk assessments required to offer loans to individuals who want to create their own ventures. Public programs to support small business loans can be a useful contribution to addressing this defamiation from loan rationing (Betcherman, et al., 2008). Entrepreneurship support programs implemented by ISKUR and KOSGEB co-operation in Turkey various financial entrepreneurship supports are provided for those who complete these programs.

### **The Proposal of Social Entrepreneurship Support Model for Youth**

Traditional entrepreneurs are supported by the entrepreneurship training program in the active labour force programs currently implemented by ISKUR in Turkey. At the end of the training program, a Certificate of Participation in Applied Entrepreneurship Training is issued to the participants. Individuals who receive this certificate can apply to KOSGEB New Entrepreneur Support and benefit from KOSGEB's traditional entrepreneurial support and advanced entrepreneurial support.

Government-supported courses and training in the field of entrepreneurship are common in many countries, but training on social entrepreneurship, in particular, is not common. Social entrepreneurship training is usually offered as an elective course or a certificate program at undergraduate or graduate levels. Also, it is seen that training is provided through various associations and foundations. In other words; there are no government-supported social entrepreneurship training or any supports in Turkey. Government organizations such as ISKUR or KOSGEB provide support only for traditional entrepreneurs. This is one of the major obstacles to the recognition and development of social entrepreneurship. Even in countries where social entrepreneurship has developed, for example in the UK, there are courses or a specific vocational curriculum specifically related to social entrepreneurship.

The results of Ong et al. (2020)'s research on young people reveal the multifaceted positive effects of promoting social entrepreneurship for young people. The results of the research revealed that social entrepreneurship can initiate the determination to be motivated to find the aim of their own life by increasing the awareness of young people about social-environmental problems. It also revealed that young people acquire various additional skills in order to fulfil their duties in social enterprises and to cope with difficulties (Ong et al 2020). It is important that the research was conducted in Malaysia, which is similar to Turkey in terms of youth population density.

In this sense, it is thought that the social entrepreneurship support model for youth will contribute to the development of social entrepreneurship in parallel to widespread social entrepreneurship training in Turkey. Social entrepreneurship training to be implemented within the scope of the planned model is to be added to ISKUR active labour force programs (in a similar way to entrepreneurship training program) and to give priority to young people between the ages of 15 - 24. In other words, priority will be given to the 15-24 age range in the candidate selection criteria. The main purpose of the relevant support model is to combat

unemployment and NEET among youths. In addition to this, social entrepreneurship will be encouraged as an area of profession, and thus, the state’s struggle against social problems will be supported. Thus, the aim of the proposed support model is to encourage youth to become social entrepreneurs and with this, the aim is also to encourage youth to work in social enterprises in order to reduce the youth unemployment rate.

The following outputs are planned to be achieved with the social entrepreneurship training to be implemented;

- To encourage entrepreneurship motivation, skills and mentality among young people;
- To raise their awareness in legal, financial, managerial, leadership, marketing, etc. areas for establishing and managing a successful business and social enterprise.
- Establishing a comprehensive network to have the opportunity to attract potential investors.
- To gain the basic knowledge and skills to become a social entrepreneur.

The minimum level of education for participation in the relevant training should be attending secondary/high school or completing the full secondary education cycle (high school or vocational education school).

The functioning of the social entrepreneurship support model is planned as shown below.

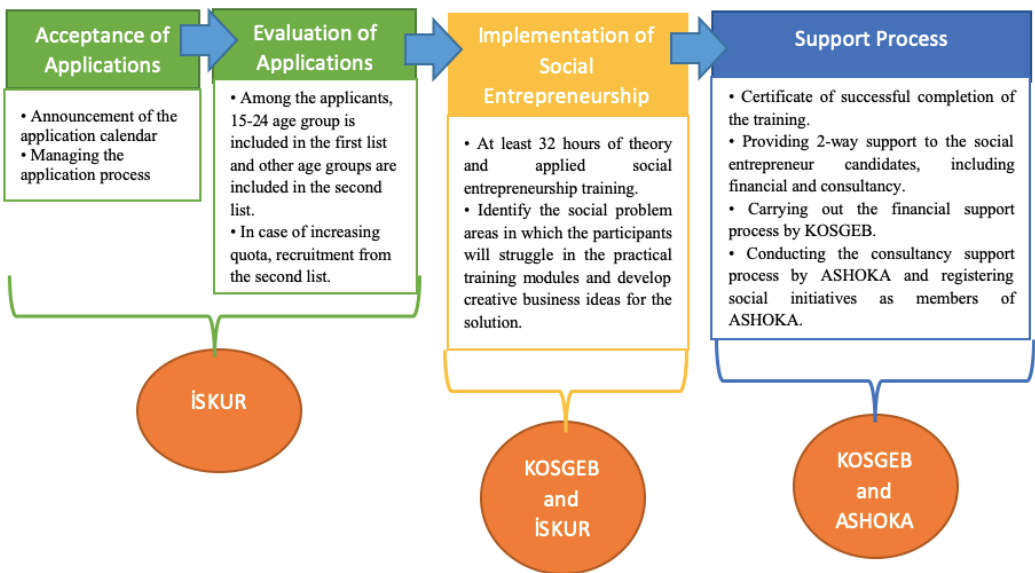


Figure 2. Functioning of Social Entrepreneurship Support Model.

Source: Author

As can be seen in Figure 2, three institutions were held responsible for the functioning of the social entrepreneurship support program. ISKUR is responsible for the acceptance and evaluation of applications to the social entrepreneurship training program. The determination of the content of the program and implementation of the training program will be realized in cooperation with ISKUR and KOSGEB.

After the program, the support process for the young social entrepreneur candidates who have been awarded the participation certificate will be carried out in cooperation with KOSGEB and ASHOKA.

At this point, it is necessary to mention ASHOKA, which plays an important role in the social recognition and development of social entrepreneurship in Turkey. Ashoka, founded by Bill Drayton, is an organization based on the idea that the most powerful force for good in the world is social entrepreneurship (Ashoka.org). ASHOKA is the first and largest global social enterprise network and therefore has an important place among international organizations supporting social entrepreneurs. In the early 2000s, ASHOKA began to accept members from Turkey, as the only social entrepreneurship network operating in Turkey.

Today, Ashoka has over 3500 members from 93 different countries, including Turkey. It brings together social initiatives that deal with fundamental social policy problems such as human rights, environmental issues, health problems, education and youth issues, unemployment and civic participation. There were 32 members of Ashoka from Turkey as of 2020.

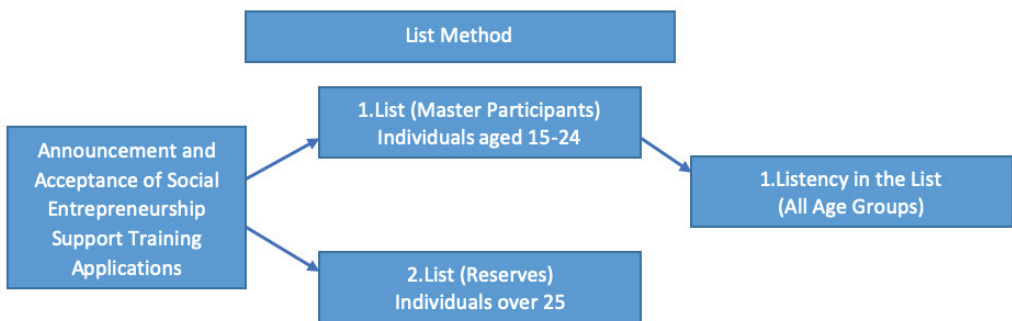


Figure 3. Candidate Selection Chart.

Source: Author

The list method as shown in Figure 3 will be used in the evaluation process of the applications. As the priority target of the program is young unemployed people, the 15-24 age group will be given priority in program admission. Applications of young people between the ages of 15-24 will be included directly in the first list. Applications of those aged 25 years or older will be placed in the second list for consideration in case of a quota gap.

After determining the number of participants, the implementation of the training phase will begin. The people who will provide the training can be ISKUR and KOSGEB training experts or universities or ASHOKA, and experienced social entrepreneurs.

The training content is expected to consist of at least 32 hours of theory and practice training. The subjects to be included in the training are 12 module contents as shown in Figure 4.

Modules	Duration (Minimum)	Training Modules and Contents
<b>Preliminary Modules</b>		
1	2 hours	Introduction to Social Entrepreneurship: Concepts and Emergence Process
2	2 hours	The importance of social entrepreneurship, types and distinctive features
3	2 hours	Social innovation and creative business idea development
4	2 hours	Social entrepreneur personality traits
<b>Main Modules</b>		
5	3 hours	Legal framework for social enterprises
6	3 hours	Making business plan and business plan elements
7	3 hours	Financing plan and ways to attract social investors
8	3 hours	Production and management plan
9	3 hours	Innovative business model development and implementation
<b>Workshop Modules</b>		
10	3 hours	Business model and business plan workshops I
11	3 hours	Business model and business plan workshops II
12	3 hours	Business model and business plan workshops III

**Figure 4.** Social Entrepreneurship Support Model Training Content.

*Source: Author*

As can be seen in Figure 4, the first four training modules are the initial modules for the general framework of social entrepreneurship which will be implemented for at least 2 hours each. In these modules, social entrepreneurship, social entrepreneur, social business concepts, and the distinctive features of social enterprises will be explained. These modules aim to eliminate the confusion of the concept which is considered as one of the important obstacles to the development of social entrepreneurship. It is also important to mention the concept of social innovation within the preliminary modules. The impact of social innovation on social entrepreneurial business ideas will be discussed, and participants will be asked to develop creative business ideas.

After the initial modules of the training (the first 4 modules) are completed, the main modules will be started. The five main modules, including module 5 and module 9, will describe the current legal framework for social enterprises and address the legal barriers to the development of social entrepreneurship. In this way, the aim is to determine the way of

organizing the social enterprises of the participants within the framework of the existing legal regulations. After the completion of the main modules, including subjects of business planning and elements, and business model development, the workshop modules will be started.

Before starting the workshop modules, the participants will be asked to identify the social problems they will struggle with, and develop creative business ideas for the solution of these problems.

In the workshop modules that constitute the last 3 modules of the training, the participants will present the business models to implement their creative business ideas. Participants will have the opportunity to discuss social entrepreneurship projects within the scope of the workshops, which are planned to last at least 9 hours in 3 modules.

Candidates who have completed the training will be given a participation certificate which is approved by KOSGEB, ISKUR, and ASHOKA after the presentation of their relevant business ideas. However, not all participants will be entitled to receive certificates. There are some selection criteria as listed below, and also for successfully passing the whole training.

1. To participate in the fully 32 hours of training.
2. To present the social business models to implement their creative business ideas.
3. To get a “successful” degree from the trainer.

Social entrepreneur candidates who successfully complete all three criteria will deserve to receive the certificate. With this certificate, they will be able to benefit from the support process when they start their social entrepreneurial activities. The support process includes financial and consultancy supports. Financial support will be given by KOSGEB, and will include start-up supports for social entrepreneurs. Consultancy support will be provided by Ashoka.

## **Conclusion**

In the 21st century, the struggle against social problems is not only the state’s responsibility, as various actors are beginning to participate alongside social states. One of these actors, social entrepreneurs, has rapidly expanded in the last 20 years with the transformation process of the welfare state. Their creative solutions to combat social problems and their ability to solve problems through entrepreneurship, make social entrepreneurs popular with their socio-economic benefits.

Unlike traditional profit-making entrepreneurs, social entrepreneurship, which is becoming more prevalent demographically especially in the young population, uses its profits to provide social benefits, create innovative solutions to combat social problems, and generate

value for its target beneficiaries in a wide range of ways (beyond sharing profits). Therefore, the support of social entrepreneurship, on the one hand, matches up with the limited responsible state understanding of neo-liberal conditions, and on the other hand, it is thought to be important in the fight against social problems, especially youth unemployment.

The current legislation and legal entities related to civil society organizations in Turkey are not ideal structures for social-oriented social entrepreneur's commercial activities. Many social entrepreneurs operate in the form of foundations/associations, cooperatives or companies. Therefore, many social entrepreneurs are trying to stretch their existing institutional structures or adapt legislation to their goals. This situation constitutes one of the biggest obstacles for the development of social entrepreneurship in Turkey.

Despite the legal and institutional barriers to social entrepreneurship in Turkey, these organizations' activities are recognized as increasingly widespread. In this context, this study argues that social entrepreneur support as an active employment policy tool can be used to fight against youth unemployment which is the most important labour market problem in Turkey. This study aims to propose a training program model to support social entrepreneurship among youth. Based on this, it is envisaged that support similar to the ISKUR Entrepreneurship Training Program implemented by the state for young people will be implemented under the name of the Social Entrepreneurship Support Program in cooperation with ISKUR-KOSGEB and ASHOKA.

As a result of the implementation of the support program, the following benefits are expected;

- The creation of an active employment policy, which is the effect of increasing the labour force participation rate of the young population in Turkey,
- To encourage the motivation of social entrepreneurship,
- Contributing to the expansion of social entrepreneurship,
- Raising young people's awareness of establishing and managing successful business and social enterprises - legal, financial, managerial, leadership, marketing, etc.,
- Contribute to the fight against unemployment and NEET in the young population,
- To share responsibility with the state in the fight against social problems, thus, to contribute to increasing the effectiveness of the state in combating social problems,
- Preventing the difficulties faced by social entrepreneurs in accessing financial resources especially during the start-up phase, with state support,



- To ensure that the successful mechanisms and programs used to promote and develop entrepreneurship are adapted to social entrepreneurship.

In addition to all these benefits, the model can serve as a guide for the countries where social entrepreneurship has not yet developed.

---

**Peer-review:** Externally peer-reviewed.

**Conflict of Interest:** The author has no conflict of interest to declare.

**Grant Support:** The author declared that this study has received no financial support.

---

## References

- Alvord, S. H., Brown, L. D., & Letts, C. W. (2004). Social entrepreneurship and societal transformation. *Journal of Applied Behavioral Science*, 40(3), 260–282.
- Austin, J., Stevenson, H., & Wei-Skillern, J. (2003). Social entrepreneurship and commercial entrepreneurship: Same, different, or both?, *Harvard Business School*.
- Betcherman, Gordon (1999). *Active Labor Market Policies: Policy Issues For East Asia*, Washington D.C.: World Bank, Social Protection Unit.
- Boschee, J. (1998). “Merging mission and money: A board member’s guide to social entrepreneurship”. available at: <http://www.socialent.org/pdfs/MergingMission.pdf>. (accessed 04 July 2020)
- British Council (2019). *The State of Social Enterprise in Turkey*.
- Cook, B., Dodds, C. and Mitchell, W., (2016), “Social Entrepreneurship-False Premises And Dangerous Forebodings”, *Australian Journal of Social Issues*, 38(1), 57-72.
- Dees, G. (1998). “The meaning of social entrepreneurship”. available at: [http://www.fuqua.duke.edu/centers/case/documents/dees\\_SE.pdf](http://www.fuqua.duke.edu/centers/case/documents/dees_SE.pdf). (accessed 12 June 2020).
- Ersen, B.T., Kaya, D. and Meydanoğlu, Z. (2011). *Sosyal Girişimler ve Türkiye İhtiyaç Analizi Raporu*, Türkiye Üçüncü Sektör Vakfı Yayınları 17.
- Evers, A. (1995). Part of the Welfare Mix: The Third Sector As An Intermediate Area, *International Journal of Voluntary and Nonprofit Organizations*, 6(2), 159-182.
- Haugh, H. (2005), “A research agenda for social entrepreneurship”, *Social Enterprise Journal*, 1(1), 8.
- Husted, B. W., Salazar, J. de J. (2006) Taking Friedman seriously: Maximizing profits and social performance. *Journal of Management Studies*, 43(1), 75–91.
- ILO (2020a), *Global Employment Trends for Youth 2020*.
- ILO (2020b), *World Employment and Social Outlook*.
- Işık, Volkan (2016). *Çalışmanın Evrimi ve Sosyal Girişim*, Ekin Yayınları, Bursa.
- Kasapoglu, M.M, Murat, s. (2018). Active Employment Policies and Employment Policies Applied by Iskur in Turkey a Current Overview. *Mehmet Akif Ersoy Üniversitesi Sosyal Bilimler Enstitüsü Dergisi* Vol.10 No.25, pp.485-502.
- Kent, D., Dacin, M. T. (2013) Bankers at the gate: Microfinance and the high cost of borrowed logics. *Journal of Business Venturing*, 28(6), 759–773.

- Manyaka-Boshielo, S. J. (2017). Exploring possibilities of social entrepreneurial activities as a tool to reduce unemployment amongst churches in Tshwane central and Mamelodi East: Pretoria case study. *HTS Theological Studies*, 7(3), 1-7.
- Metin, B., Özaydın, M.M. (2016). *Çalışma ve Refah*, Gazi Kitabevi Yayınları.
- Miller, T. L., Wesley II, C. L. (2010) Assessing mission and resources for social change: An organizational identity perspective on social venture capitalists' decision criteria. *Entrepreneurship Theory and Practice*, 34(4), 705–733.
- OECD, “Education at a Glance 2020”, available at: <https://data.oecd.org/youthinac/youth-not-in-employment-education-or-training-neet.htm> (accessed 20 January 2021)
- Ong, D., Shang, L., Chandra, Y., Hamidi, M. and Wahab, H.A. (2020). “The role of social entrepreneurship for youth purpose development”, *Journal of Asian Public Policy*, 14(2), pp.272-290.
- Özdemir, S. (2007). *Küreselleşme Sürecinde Refah Devleti*. İstanbul Ticaret Odası Yayınları.
- Prabhu, G. N. (1999). Social Entrepreneurial Leadership. *Career Development International*. 4(3), 140-145.
- Powell, M., & Barrientos, A. (2004). Welfare and Welfare Mix. *European Journal of Political Research* 43(1), 83-105.
- Sagawa, S., & Segal, E. (2000). Common interest, common good: Creating value through business and social sector partnership. *California Management Review*, 42(2), 105–122.
- Short, J. C., Moss, T. W., Lumpkin, G. T. (2009) Research in social entrepreneurship: Past contributions and future opportunities. *Strategic Entrepreneurship Journal*, 3(2), 161–194.
- Tiwari, P., Bhat, A. K., & Tikoria, J. (2017). Predictors of social entrepreneurial intention: an empirical study. *South Asian Journal of Business Studies*, 6(1), 53-79. <https://doi.org/10.1108/SAJBS-04-2016-0032> (accessed 16 October 2020)
- TUİK (2020), *İstatistiklerle Gençlik 2020*
- Türkiye Üçüncü Sektör Vakfı. (TUSEV) (2012). Sosyal Girişimcilik Projesi: *Türkiye’de Sosyal Girişimlerin Yasal ve Mali Altyapısının Güçlendirilmesine İlişkin Politika Belgesi*.
- UNDP. (2008). *Social Enterprise: A New Model for Poverty Reduction and Employment Generation*, 21.
- UK Government Report, Government for Digital, Culture Media&Sport; Department for Business, Energy & Industrial Strategy. *Social Enterprise Market Trends 2017*, September 2017.
- Uşen, Ş. (2007). Aktif Emek Piyasası Politikaları, *Journal of Çalışma ve Toplum*, No.2, pp.65-94.
- Waddock, S. A. (1988). Building successful partnerships. *SloanManagement Review*, 29(4), 17–23.

