



Social  
Enterprise UK



***The state of  
Social Enterprise  
in Jamaica***

# British Council

The British Council is the UK's international organisation for cultural relations and educational opportunities. We create friendly knowledge and understanding between the people of the UK and other countries. We do this by making a positive contribution to the UK and the countries we work with – changing lives by creating opportunities, building connections and engendering trust.

Our Global Social Enterprise programme is one of the ways we put this mission into practice. Social enterprise and social investment offer a mechanism of harnessing business activity for social and environmental ends. They offer a route beyond aid and grant-giving – a third way of addressing entrenched problems. The programme aims to address entrenched social and environmental problems by contributing to inclusive economic growth and delivering positive change.

The programme draws on UK and global experience and is delivered across more than 30 countries with local and international partners. It provides capacity building for social entrepreneurs, promotes social enterprise education in schools and universities, and forges international networks linking social entrepreneurs, intermediary organisations and social investors. We also support policy leaders to create ecosystems in which social enterprise and social investment can thrive.

Our previous publications include:

- **Think Global Trade Social** which examines the role of social business in achieving progress on the UN's Sustainable Development Goals.

- **Corporations, business and social trust**

At a time when nationalism is rising and support for democratic values is declining, this paper considers the role that businesses and corporations play in building and undermining social trust. It was published as part of the Future of the Corporation programme led by the British Academy.

- **Social Entrepreneurship in education, empowering the next generation to address societies needs**

This think piece considers how social entrepreneurship could be integrated into education to help equip young people with the skills and innovative mindset to address the challenges they will face in a rapidly changing world. It draws on the views of leaders in education and social enterprise, offers examples of social enterprise education in the UK, Mexico and Greece, and aims to serve as a platform for discussion and debate.

More information about our work in both social enterprise and women's empowerment can be found at: [www.britishcouncil.org/society](http://www.britishcouncil.org/society)

# British Council in Jamaica

The British Council has been active in Jamaica for 80 years, promoting friendly knowledge and understanding between the people of the UK and Jamaica, as well as people worldwide, making a positive contribution in all of the countries where we operate. Our Global Social Enterprise programme that is active in over 30 countries is one of the ways we put this mission into practice and drawing on the success of the UK's approach to the sector: British Council Jamaica initiated its own social enterprise programme in 2014.

This is the first mapping exercise of its kind in Jamaica and provides further insight on the current situation within which social enterprise in Jamaica operate. Visibility and public understanding of the sector is still limited, so I'm very pleased to be able to introduce this research report, which reveals the exciting potential of the social enterprise sector in Jamaica. We hope it will raise awareness and stimulate discussion about how Jamaica can continue to develop in this area.

This research is part of a global series of research exercises conducted under the British Council's Global Social Enterprise Programme. It maps the size, scale and scope of social enterprise in Jamaica, and its future potential. The research included a range of stakeholder groups from across the ecosystem.

The report presents the main challenges and opportunities for social enterprises, as well as recommendations on how the ecosystem can better support their growth. It sets a baseline for future growth and gives policy makers, social investors and other key actors the information they need to help build an active and dynamic social enterprise sector in Jamaica.

Social enterprises are addressing the challenges of poverty alleviation by creating access to sustainable livelihoods and health and wellbeing through a multiplicity of consumer and MSME market entry points – social enterprises

in Jamaica are contributing to sustainable development by enhancing supply chains and providing innovative solutions to the pressing issues that our country faces.

It is important that we do not position social enterprise as a development cure-all, but one part of the solution.

The British Council would like to thank PIOJ and JN for the tremendous effort they have put into legitimising social entrepreneurship and enshrining it in policy.

The report also underscores the role of social enterprises, a viable business model in the MSME ecosystem and the opportunities that exist. They are businesses that make money by creating social value and as such, they have the same needs and goals as any small business – to scale, access to finance, access to networks, access to information, access to support and access to infrastructure. We hope that the information we share in this report will go some way in facilitating a review and strengthening of these areas in need.

We are deeply indebted to our partners, both in the UK and Jamaica and to the research team led by Dr. K'nife – we would not have been able to complete this work without their collaboration. Thank you to British Council UK, FHI 360, Social Enterprise UK and all the stakeholders who took the time to share stories of the amazing work they are doing as social entrepreneurs.

# Foreword

Jamaican social enterprises have high potential to help revitalise communities hard-hit by poverty and crime, generating social benefits beyond the trade, income, and jobs they create. By providing licit economic opportunities for youth at highest risk of becoming potential targets or perpetrators, they contribute indirectly to crime and violence-reduction goals. Social enterprises also generate social benefits beyond job creation or income generation; for example, unattached youths who gain employment receive parenting or life-skills training to better integrate them into society.

Moving forward, the Jamaican journey to self-reliance will be strengthened by targeted macro-level governance responses for a more enabling environment to address youth crime and violence, including legal reforms for social enterprising. Legal recognition could contribute to financial sustainability for non-profit social enterprises providing valuable services to the country's most marginalised youth, increasing their legitimacy, boosting sales to local consumers, and bringing eligibility for public procurement and private credit. In this regard, LPD is especially committed to any agenda that contributes to a more enabling environment to address youth crime and violence, including legal reforms for transparent revenue mobilisation through philanthropy, public and private funding, and access to financial services.

This report will provoke discussion on avenues to fund and sustain crime and violence prevention efforts, through social entrepreneurship. It will

also influence policy reform and attract the attention of the public and private sector to provide more insight into this sector and we are confident new research will follow that will offer even more insight into this very important area of the Jamaican business sector. LPD offers appreciation to the British Council and SEUK in collaborating with us and making this report possible. We hope that this research will stimulate discussions, offer answers and encourage more investigation.



**Morana Smodlaka  
Krajnovic**  
Chief of Party, Jamaica  
Local Partner Development

# About Local Partner Development

Crime is now the main public safety issue for Jamaicans as well as a significant threat to the country's human and economic development. Jamaica has homicide rates that are notably higher than both the regional and global averages and this has created diverse challenges for the country. To contribute to the curtailing of this issue, FHI 360 is implementing Local Partner Development (LPD) in Jamaica, a six-year project fully-funded by the United States Agency for International Development under the Caribbean Basin Security Initiative (CBSI). The objectives of the CBSI include the strengthening of mutual national security and advancing the citizens' safety through programmes to dismantle criminal and terrorist organisations, curb the trafficking of illicit goods and people, strengthen the rule of law, improve citizen security, and counter vulnerability to terrorist threats.

LPD contributes to the CBSI objectives, along with Jamaica's national crime prevention plan, by collaborating with key actors from government, civil society, academia and private sector to effectively advance youth crime and violence prevention by enhancing these partners' knowledge, skills and the enabling environment for their work. LPD's approach combines the principles of concentration and coordination throughout its programming, supported by a grants programme to fuel activity implementation. Through collaboration and partnership, LPD and its partners seek to increase Jamaican citizen security by developing local capacity to utilise strategic, targeted and evidence-based approaches to effectively address youth crime and violence.

In its mission to strengthen organisations to be more effective in crime and violence prevention, LPD is committed to ensuring that these organisations are self-sustaining long after project termination, which requires that these organisations are financially viable in the long term. A large number of civil society organisations in their bid towards financial sustainability, have been engaging in trading activities, despite an undeveloped legal framework for social

enterprises in Jamaica. LPD has provided support to social enterprises to include an intensive organisational development programme, coupled with the improvement of an enabling environment for social enterprises. This mapping exercise will enable the establishment of a platform upon which the ecosystem for social enterprises in Jamaica can be shaped and monitored, enabling the support structures needed to foster a thriving social enterprise sector.

FHI 360 is an international non-profit working to improve the health and well-being of people all around the world. We partner with governments, the private sector and civil society to bring about positive social change and to provide lifesaving health care, safer communities, quality education and opportunities for meaningful economic participation. We do this by using research and evidence to design and deliver innovative programmes that change behaviours, increase access to services and improve lives. Our staff of more than 4,000 professionals work in more than 60 countries. Their diverse technical expertise and deep understanding of local conditions provide a 360-degree perspective that allows us to develop customised responses to the toughest human development challenges.

# Planning Institute of Jamaica – Community Renewal Programme

The concept of a 'social enterprise' is a newly emergent idea among developing countries but one, which has been in existence since the 1970s when the idea was conceived in the UK. Essentially, it is an alternate commercial organisational model to conventional private business under which the profit derived from the enterprise is directed towards the support of some social good.

The model has now laid roots in Jamaica and great strides are being made towards its full implementation. This includes the insertion of the concept into the recently completed draft policy on the MSME sector through the efforts of a strong partnership arrangement involving the PIOJs Community Renewal Programme, the MSME Division within the Ministry of Industry, Commerce, Agriculture and Fisheries (MICA), the Jamaica National Foundation, and the UWI School of Entrepreneurship and Thinking Practices. Other key partners includes the Development Bank of Jamaica (DBJ), Companies Office of Jamaica, Tax Administration of Jamaica (TAJ) and our SE practitioners such as Agency for Inner-City Renewal and Deaf Can! Coffee. There has also been strong Private Sector support from the Jamaica Stock Exchange and last but not least our International Development Partners, USAID, FHI 360, the International Center for Not-for Profit Law and the British Council.

As this process advances, it has become clear that there needs to be a mapping of the social enterprise model in Jamaica in order to, among other things, facilitate a more informed approach to the advancement of the sector and provide a baseline for the future evaluation of the impact of the sector on the society.

It is on this background that I unreservedly offer on behalf of the PIOJ and its Community Renewal Programme (CRP), full endorsement of the mapping exercise of the Social Enterprise Sector in Jamaica through funding from the USAID's Local Partner Development organisation, FHI 360 in partnership with the British Council. It is my sincere hope that this may result in even more rapid advancement of the sector with the attendant result of significant improvement in the lives of individuals who live in the many marginalised communities in Jamaica.



**Charles Clayton**  
Programme Director,  
Community Renewal Program  
The Planning Institute  
Of Jamaica

## About the Authors

The field work for this research was led by Dr. Kadamawe K'nife from the Centre for Entrepreneurship Thinking and Practice (CETP). The CETP is a research unit based in the Mona School of Business and Management, University of the West Indies, Mona. The CETP is the lead research and training entity in the Caribbean in the areas of Social Enterprise and Social Entrepreneurship.

The research was conceived by the British Council's team in Jamaica and the United Kingdom, and the USAID/FHI 360 Local Partner Development team in Jamaica. The research was supported by Social Enterprise UK.

The implementation of the research was managed by:

<b>Jamaica</b>	Natalie Wheatle	USAID/FHI 360 Local Partner Development
	Katherine Abrikian	USAID/FHI 360 Local Partner Development
	Kameka Chung	USAID/FHI 360 Local Partner Development
	Damion Campbell	British Council
<b>United Kingdom</b>	Juliet Cornford	British Council
	Dan Gregory	Social Enterprise UK

# Contents

<b>List of Tables</b>	<b>9</b>
<b>List of Figures</b>	<b>9</b>
<b>List of Acronyms</b>	<b>10</b>
<b>Acknowledgements</b>	<b>13</b>
<b>Executive Summary</b>	<b>14</b>
<b>1.0 Introduction</b>	<b>16</b>
<b>1.1 Social Enterprises: A Review of the Global and Jamaican experiences</b>	<b>17</b>
<b>1.2 Social Enterprises in the UK and Other Settings</b>	<b>17</b>
<b>1.3 Social Enterprises in the Jamaican Context</b>	<b>18</b>
<b>1.3.1 Growing Support for SEs in Jamaica</b>	<b>18</b>
<b>1.4 Need for Mapping the SE Landscape</b>	<b>20</b>
<b>1.5 Study Objectives</b>	<b>20</b>
<b>2.0 Study Methodology</b>	<b>21</b>
<b>2.1 Scope of the Survey Instrument</b>	<b>21</b>
<b>2.2 Population and Sample Size</b>	<b>22</b>
<b>2.3 Administering the Survey Instrument</b>	<b>22</b>
<b>2.4 Stakeholder Interviews</b>	<b>22</b>
<b>2.5 Training of Enumerators</b>	<b>23</b>
<b>2.6 Project Workflow</b>	<b>23</b>
<b>2.7 Limitation of the Study</b>	<b>23</b>
<b>3.0 Overview of Country Context</b>	<b>24</b>
<b>3.1 Finding from Stakeholder Interviews: Knowledge, Policies, Practices and Partnerships</b>	<b>24</b>
<b>3.2 Knowledge of Social Enterprises, including Definition and Research</b>	<b>25</b>

<b>3.3 Policies and Practices that support the Ecosystem for Social Enterprises</b>	<b>25</b>
<b>3.4 Government Support or Policy Intervention</b>	<b>27</b>
<b>3.5 Wider Ecosystem, Existing Institutes and Partnerships Supporting SE Growth</b>	<b>27</b>
<b>3.6 Sample of Social Enterprises</b>	<b>28</b>
<b>4.0 Findings</b>	<b>30</b>
<b>4.1 Activities and Characteristics</b>	<b>30</b>
<b>5.0 Conclusions and Recommendations</b>	<b>50</b>
<b>5.1 Recognition and Regulation</b>	<b>51</b>
<b>5.2 Government and Policy</b>	<b>51</b>
<b>5.3 Data and Evidence</b>	<b>52</b>
<b>5.4 Capacity and Capability</b>	<b>52</b>
<b>5.5 Leadership</b>	<b>52</b>
<b>5.6 Networks and Partnerships</b>	<b>52</b>
<b>5.7 Education and Awareness</b>	<b>53</b>
<b>5.8 Private Sector</b>	<b>53</b>
<b>6.0 References</b>	<b>54</b>
<b>7.0 Appendices</b>	<b>56</b>
<b>7.1 Appendix I: Names of Enterprises Surveyed</b>	<b>56</b>
<b>7.2 Appendix II: Survey Instrument</b>	<b>60</b>
<b>7.3 Appendix III: Directory of SE Listed</b>	<b>68</b>

## List of Tables

<b>Table 1. Period and Portion (%) of Social Enterprises Formed in Jamaica: 1938 to 2017</b>	<b>30</b>
<b>Table 2. Widest Geographic Area your Organisation Operates Within</b>	<b>31</b>
<b>Table 3. Organisations that Enterprise is Legally Registered with</b>	<b>32</b>
<b>Table 4. Body organisation registered</b>	<b>33</b>
<b>Table 5. Organisation's Overall Objectives</b>	<b>35</b>
<b>Table 6. Finances and Funding Received by Type/Source</b>	<b>40</b>
<b>Table 7. Source of Funding Support</b>	<b>42</b>
<b>Table 8. Targeted Group of Beneficiaries of Core Business Activities</b>	<b>44</b>
<b>Table 9. Profile of Beneficiaries by Category of Service Rendered</b>	<b>45</b>
<b>Table 10. Enterprises that Measure Social and Environmental Impact</b>	<b>46</b>
<b>Table 11. Top Five Areas for Enterprises to Achieve Growth</b>	<b>49</b>
<b>Table 12. Top Five Challenges by Rank</b>	<b>49</b>

## List of Figures

<b>Figure 1. Criteria for Social Enterprise</b>	<b>29</b>
<b>Figure 2. Period and Portion (%) of Social Enterprises Formed in Jamaica: 1938 to 2017</b>	<b>30</b>
<b>Figure 3. Awareness of the SE Concept (%)</b>	<b>30</b>
<b>Figure 4. Widest Geographic Area your Organisation Operates Within</b>	<b>31</b>
<b>Figure 5. Status of Taxpayer Registration Number (TRN) (%)</b>	<b>33</b>
<b>Figure 6. Sectors in which Organisations Operate</b>	<b>36</b>
<b>Figure 7. Annual Turnover (%)</b>	<b>37</b>

<b>Figure 8. Financial Outlook for the Near Future (%)</b>	<b>39</b>
<b>Figure 9. Financial Performance (%)</b>	<b>39</b>
<b>Figure 10. Summary of Intended use of Surplus Revenue (%)</b>	<b>40</b>
<b>Figure 11. Contribution of Grant Funding to Overall Income (%)</b>	<b>41</b>
<b>Figure 12. Number of Permanent Workers (%)</b>	<b>43</b>
<b>Figure 13. Number of Part Time Employees (%)</b>	<b>43</b>
<b>Figure 14. Measuring impact (%)</b>	<b>46</b>
<b>Figure 15. Highest Level of Academic Attainment (%)</b>	<b>47</b>
<b>Figure 16. Gender of Person in Charge (%)</b>	<b>48</b>
<b>Figure 17. Age Category of the Person in Charge (%)</b>	<b>48</b>
<b>Figure 18. Origin of the Leader (%)</b>	<b>48</b>

### List of Acronyms

<b>BC</b>	British Council
<b>CAPE</b>	Caribbean Advance Proficiency Exams
<b>CBO</b>	Community-Based Organisation
<b>CDC</b>	Community Development Committee
<b>CETP</b>	Centre for Entrepreneurship Thinking and Practice
<b>CIC</b>	Community Interest Company
<b>COJ</b>	Companies Office of Jamaica
<b>CRP</b>	Community Renewal Programme
<b>CSO</b>	Civil Society Organisation
<b>CSR</b>	Corporate Social Responsibility
<b>CXC</b>	Caribbean Examination Programme

<b>DBJ</b>	Development Bank of Jamaica
<b>DCFS</b>	Department of Cooperatives and Friendly Societies
<b>FBO</b>	Faith-Based Organisation
<b>GDP</b>	Gross Domestic Product
<b>HEART</b>	Human Employment and Resource Training Trust
<b>NTA</b>	National Training Agency
<b>HIV/AIDS</b>	Human Immuno-Deficiency Virus/Acquired Immune Deficiency Syndrome
<b>IADB</b>	Inter-American Development Bank
<b>ICDP</b>	Integrated Community Development Programme
<b>ICNL</b>	International Center for Not-for-Profit Law
<b>IDP</b>	International Development Partners
<b>JAMPRO</b>	Jamaica Promotions Corporation
<b>JAS</b>	Jamaica Agricultural Society
<b>JBDC</b>	Jamaica Business Development Corporation
<b>JCC</b>	Jamaica Chamber of Commerce
<b>JCF</b>	Jamaica Constabulary Force
<b>JNBS</b>	Jamaica National Building Society Foundation
<b>JSE</b>	Jamaica Stock Exchange
<b>JSIF</b>	Jamaica Social Investment Fund
<b>LEDSP</b>	Local Economic Development Support Programme
<b>LDP</b>	Local Development Programme
<b>LLC</b>	Limited Liability Company
<b>MICAF</b>	Ministry of Industry, Investment and Commerce
<b>MSBM</b>	Mona School of Business and Management

<b>MSME</b>	Micro, Small and Medium Enterprise
<b>NGO</b>	Non-Governmental Organisation
<b>NHT</b>	National Housing Trust
<b>ODA</b>	Official Development Assistance
<b>ODPEM</b>	Office of Disaster Preparedness and Emergency Management
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>OSE</b>	Office of Social Entrepreneurship
<b>PIOJ</b>	Planning Institute of Jamaica
<b>RADA</b>	Rural Agriculture Development Authority
<b>REDI</b>	Rural Enterprise Development Initiative
<b>SDC</b>	Social Development Commission
<b>SE</b>	Social Enterprise
<b>SEA</b>	Social Enterprise Academy
<b>SEUK</b>	Social Enterprise United Kingdom
<b>SEBI</b>	Social Enterprise Boost Initiative
<b>SROI</b>	Social Return On Investment
<b>STATIN</b>	Statistical Institute
<b>TRN</b>	Taxpayer Registration Number
<b>USAID</b>	United States Agency for International Development/ COMET – Community Empowerment and Transformation Project
<b>UWI</b>	University of the West Indies
<b>VMBS</b>	Victoria Mutual Building Society

# Acknowledgements

The author acknowledges the support received from Damion Campbell and Juliet Cornford at the British Council and commissioners of this report, FHI 360 and Dan Gregory of Social Enterprise UK, whose involvement facilitated the undertaking and completion of the research.

Thanks are also due to the Centre for Entrepreneurship Thinking and Practice Team, in particular Dr. Indianna Minto-City, Khrisna Badaloo, Marjorie Segree and Edward Dixon, who provided the technical, logistical and administrative support needed to coordinate the island-wide data collection, and aided the drafting of the final report.

Special thanks must go to the field assistants/ interviewers: Javayne Robinson, Omar Ryan, Richard Pasley, Yakub Grant, Alicia Rickard and Timothy Markes, who also supported the processing of the data, and to the administrative staff of the Special Projects Office.

Finally, recognition must be given to the hard-working social entrepreneurs of this country – those who identify themselves as such, and those who do not – who continue to drive the practice in this field and in so doing, are greatly contributing to sustainable economic growth and national development.



# Executive Summary

While the Jamaican landscape of social enterprise (SE) appears to be in its infancy, significant work has been done over the last 10 years to develop the sector, by international development partners, local private sector companies and domestic public bodies.

This mapping exercise provides further insight on the current situation within which social enterprise in Jamaica operate; the current size of the sector; the barriers and challenges faced by these enterprises as they attempt to grow; issues around regulation and legislation; the tools and facilities that SEs need to grow and the legal framework that SEs can operate under.

Our research employed a mixed-method approach of both quantitative and qualitative research techniques. A survey tool captured quantitative data while qualitative data was

obtained from interviews with key stakeholders, informed by a comprehensive desk-review of existing literature.

166 organisations were surveyed, with 126 meeting the criteria adopted to define social enterprise in this study.

There have been some limitations to our study, including the absence of a consolidated database on social enterprise, the timeframe, weaknesses in financial record keeping of social enterprises and consultation fatigue.



We find that social enterprises in Jamaica are:

#### **Focussed on need**

- The majority of social enterprises in Jamaica are focussed on the community in which they were located.
- Social enterprises' main aims are to create employment, address financial exclusion, provide training opportunities and support vulnerable children and young people. Beneficiaries are often young people and people facing domestic violence.
- SEs are offering skills training, school support and pathways to employment services.

#### **Thriving and growing**

- The majority of social enterprises in Jamaica are viable – either making a profit or breaking even in their last year of operation.
- Social enterprises are optimistic - expecting their revenue to increase over the next year, fuelled primarily through increased sales to existing customers, as well as through partnering with other organisations.
- The main sources of funding for social enterprises are communities, individual donors and public bodies.
- Most SEs are registered as co-operatives or as limited liability companies.

#### **But still young and fragile**

- The majority of social enterprises in Jamaica are operating as micro-enterprises and are less than 7 years old.
- Grants, in-kind resources, donations and fundraising remain important funding streams for social enterprises. Fewer than 10% use loan finance to support their activities.
- Social enterprises are heavily dependent on volunteers to support their daily operations – the majority do not have full-time employees.
- Only just over half of social enterprises have a Taxpayer Registration Number, essential for these entities to secure public funding.
- SEs tend not to measure their impact. Those who do are not usually validated by an external entity and less than a third employing empirical measurement approaches.

- The biggest challenges facing SEs are accessing grants and other forms of financing, access to local raw materials, transportation and operating equipment.
- SEs continue to be impeded by several factors including: access to adequate resources, inadequate legal framework, and limited wider understanding of SEs and their potential impact on national development.

#### **Social enterprise support ecosystem**

There is a need and an opportunity for further engagement in both policy and programme development, as well as further awareness and capacity building, as the social enterprise sector seeks to grow:

- Despite the government definition of social enterprise, most stakeholders in Jamaica are not aware of the exact definition.
- However, there is some consensus on the defining criteria of social enterprise in Jamaica.
- Many public bodies are offering some form of support to social enterprises.
- Government policy has sometimes inadvertently worked against social enterprises or not been available to all social enterprises.
- The Government could offer further policy support for social enterprises, such as a registration framework; incentives and marketing support.
- While stakeholders welcomed recent revisions to the Government's MSME policy, there is a need to clearly identify funds and resources to accompany the policy, as well as to ensure entities which are not SEs are illegitimately accessing such programmes.
- Over the last five years, several programmes have emerged to support social enterprises which provide research, funding, training or capacity building and incubator support.
- While several universities offer entrepreneurship courses and programmes across Jamaica, most of the stakeholders are not aware of them.

# 1 Introduction

Over the last decade in Jamaica, social enterprise and social entrepreneurship have been emerging in theory and practice as a meaningful vehicle to support sustained community development, community safety and a range of other community benefits. Yet social enterprise and related ideas have a long history in Jamaica, under a range of names. Social enterprise and social entrepreneurship approaches have been increasingly adopted by the United States Agency for International Development (USAID), British Council and the European Union as a medium for community intervention programmes, in Jamaica and around the world. Recently, the USAID has developed and funded several social programmes such as the Community Empowerment and Transformation Programme II (COMET II), the social enterprise Boost Initiative (SEBI I and II) and support for the FHI 360 implemented Local Partner Development. Private entities and endowments, in particular the Digicel Foundation, a private organisation, have also supported the formation of SEs across Jamaica, to include the 'Back to Roots' and the 'Queen's Young Leaders Programme'<sup>1</sup>.



© British Council

<sup>1</sup> Programme funded by the British Council Jamaica.

A fundamental concern for many within this field is the absence of substantial data on the social economy and the social enterprise landscape. While several pieces of research have been conducted by the Office for Social Entrepreneurship (OSE) which generated baseline data on this sector, there is need for much more work to be done in this regard. In 2016, the Digicel Foundation through the Queen's Young Leaders Programme, commissioned the OSE to conduct a survey on the 'Status of Social Enterprises in inner cities – Kingston Metropolitan Area'. However, this still left a gap for more comprehensive mapping of SEs across the island, given the spread and recognition of the increasing role that these entities could potentially play in Jamaica's development agenda. It is within this context that the current research commissioned by the British Council and FHI 360 becomes crucial.

The Centre for Entrepreneurship Thinking and Practice (CETP) was formerly the Office of Social Entrepreneurship (OSE). With support from Social Enterprise UK, the CETP has conducted this baseline study to map the SE environment and provide a summary of the current size and scale of the sector in Jamaica. We hope this research is helpful for the Ministry of Industry Commerce Agriculture and Fisheries (MICAFA), which is leading the government's SE sector development efforts; PIOJ, through its Social Enterprise Policy Committee and the Social Enterprise Working Group; as well as organisations such as the DBJ and the JSE, who are presently designing financing options for the sector.

## 1.1 Social Enterprise: A Review of the Global and Jamaican Experiences

Social enterprise is growing across the globe<sup>†</sup>. While sometimes a contested term, according to Jamaica's national Micro, Small and Medium Enterprise (MSME) Policy a social enterprise is defined as a "business whose mission is to solve social, economic or environmental problems at the community and/or national level through effective and ethical business practices with the reinvestment of profits to the social mission".

The growth of social enterprises has partly emerged from a desire by many to see business contribute more to society, partly from community need or ambition and partly from a pursuit of greater sustainability among socially and environmentally-oriented NGOs. SEs operate in diverse sectors including child care, health and social care, technology, sports and leisure, community green energy and housing, to name a few. They offer a range of diverse services aimed at improving the lives of specific communities; helping the unemployed or disabled, creating employment, protecting the environment and supporting poverty reduction.

## 1.2 Social Enterprises in the UK and Other Settings

In the UK, social enterprise plays an important role in contributing to social and economic development. There are an estimated 100,000 social enterprises in the UK that employ over 2 million people. Latest figures suggest social enterprises contribute around 60 billion pounds to the economy. This underscores the economic viability and significance of social enterprises as a business model, also supported from the evidence in countries as diverse as Kenya, Greece, Sri Lanka and Indonesia (The British Council, 2017). Social enterprises in the UK emerge from a range of contexts; disproportionately working in more disadvantaged communities and operate in different sectors addressing a wide mix of social, cultural and environmental issues, from art galleries to affordable housing, leisure, retail and beyond (Social Enterprises in the UK, 2015).

Social enterprises in the UK can register under a range of legal structures and social enterprise itself is not defined in law. However, in recognition of the specific social and economic characteristics of social enterprises, the UK Government has introduced a new legal form, specifically designed for social enterprises – the Community Interest Companies (CIC). This structure added to the legal options available to SEs. Other countries, such as Vietnam and South Korea have also taken steps to define social enterprise in law and/or create new legal forms.

<sup>†</sup>Pless, 2012 and <http://poll2016.trust.org> among others.

Other nations, such as Kenya, Ethiopia, Ghana, Philippines and Morocco, for example, do not have formal recognition or a legal framework defining SEs or a specific legal form created for them, even while many SEs now exist in these settings.

While a strong legal framework can support the development of SEs, it's not sufficient for sustainability. In the UK, SEs have grown and thrived over a long period of time and have now become fully established as part of the wider economy.

In several countries, government policy specifically recognised social enterprises and its role in social and economic development, from the UK to Vietnam and Canada to South Korea. Many countries are in the early stages of developing social enterprise infrastructure and support, particularly in terms of raising awareness with key influencers and policymakers, and more generally profile-raising with the public.

The UK Government has played an important role as enabler and facilitator (social enterprises in the UK, 2015; Curtis, Minto & Nicholls, 2009) and, as such, has contributed to the sector's growth, including the provision of grants and loans, tax incentives for social investors, the introduction of new legal forms for ease of set up and the passing of the Social Value Act, among other steps. Other countries have developed their own approaches and we can learn from a range of successes and failures around the world.

### 1.3 Social Enterprises in the Jamaican Context

Jamaica, like many other nations, is faced with a range of challenges, including a high debt-to-GDP ratio, currency instability and high levels of violence and unemployment, among other challenges. Although Jamaica's unemployment rate has been decreasing (STATIN 2016), there is still a high level of youth unemployment, particularly among the 18 to 24 age group.

Females within this group fare particularly badly with 18.5% unemployment, in comparison to 9.3% for males. Unemployment is highest in rural areas. In 2016, the country's murder rate was 59 per 100,000 compared to the global average of 6 per 100,000. The level of crime is estimated to cost approximately 15% of GDP (IADB 2017).

These challenges are not being addressed under the current economic system, which is failing to deliver on the promise of improving the socio-economic conditions of all Jamaicans.

The issues of unemployment and crime are often more prevalent in inner-city and some rural communities. The conditions in many of these communities mean that there are numerous disempowered individuals who have adopted a philosophy of dependency and a reliance on handouts. Such communities are characterised by lack of certain basic social amenities and generally possess poor physical infrastructure. There is a need for urgent change to these entrenched socio-economic problems and the high levels of crime and violence prevalent in these communities.

While social programmes have been shown to positively impact these communities, dependence on grant funding is often seen as unsustainable and cannot be assumed to be a reliable and permanent source of support, especially in the context of the withdrawal of support or funding from donor agencies over recent years.

While accepting that social enterprises are not a panacea, they are increasingly seen as an avenue through which some of the most pressing socio-economic issues currently confronting Jamaica and the Caribbean can be addressed (Minto-Coy, Lashley and Storey, 2018). Social enterprises may offer a route to sustainable social transformation, while addressing some of the challenges faced by excluded or disadvantaged groups.

#### 1.3.1 Growing Support for SEs in Jamaica

While the concept of social enterprise is relatively new, the practice has long been a part of the Jamaican landscape. Examples of the practices can be traced back to the post-enslavement period where free villages and communities for the formerly-enslaved were established to deliver sustainable living conditions by meeting their social, environmental, economic and cultural needs. These enterprises were never considered part of the formal sector and were typically community-based organisations but could be considered to be social enterprises of sorts. However, SEs were never properly recognised in the Jamaican economy and it is only in the most

recent revision of the MSME policy that social enterprises have been finally recognised and considered as part of the wider MSME sector.

One of the main issues has been that there was no proper articulated definition of SEs prior to that policy. The policy describes SEs as being a complementary sector; important in maintaining community infrastructure, as well as resolving social issues through the provision of their services, contributing to employment and as a source of sustainable income. While this is a step in the right direction, the development of a more conducive policy landscape will require a greater commitment on the part of the Government of Jamaica.

As it stands there is currently no legal framework for the sector and SEs have to register mainly either as a charity or benevolent society under the Friendly Societies Act or a Limited Liability Company under the Companies Act of Jamaica (ICNL, 2018). This relatively limited menu of legal options has implications for the development of social enterprise, such as making access to funding challenging for some, and arguably holding back the ability of SEs to gain greater visibility and to demonstrate the value that these entities provide more widely.

Following up on COMET II, another attempt at developing social enterprise was the 'social enterprise Boost Initiative (SEBI)' funded by USAID in 2013 and implemented by the Jamaica National Foundation. The aim was to facilitate and support the growth and development of SEs by improving their profitability whilst achieving their social missions. The study found that while the social sector was well established the social enterprise sector was somewhat obscure, ad hoc and not yet sustainable.

At the time of the study there were over 5000 CSOs (some that could be classified as SEs) operating in a number of industries. The study reported that over 50% of social enterprises surveyed had existed for over ten years and were trading in various industries such as education and training, social assistance services, agriculture, forestry and fishing. Only a third of all the SEs had national reach, with a large percentage being community-based. SEBI worked with SEs through its SEBI I and SEBI II open network and their official 'Buy Social' trademark,

where 35 SEs were able to gain greater visibility, which enabled customers to identify their products, services and missions.

Furthermore, several state entities are increasing their focus on understanding the social economy and its potential contribution to the country's goals, in particular towards the national development policy, Vision 2030, as well as the Sustainable Development Goals. One such entity is the National Housing Trust which has transformed its 'Best Scheme Competition' into a social enterprise programme and has established a SE unit within its Social Development Department.

The Planning Institute of Jamaica (PIOJ) has also adopted this approach by increasing its focus on social entrepreneurship through the mechanism of the national Community Renewal Programme. The Social Development Commission, through its Local Economic Development Support Programme (LEDSP), has also focussed on the SE model, as is the Jamaica Social Investment Fund, through its Integrated Community Development Programme and Poverty Reduction Programme IV.

The Ministry of Education is presently developing a programme around entrepreneurship and social entrepreneurship education in primary schools; supported by the British Council and the Victoria Mutual Building Society (VMBS). The Caribbean Examination Council (CXC) in the last four years has also developed and administered an entrepreneurship programme at the Caribbean Advance Proficiency Examination level (CAPE), which is recorded as the fastest growing CAPE programme in the region. Essentially, the platform for entrepreneurship, and social entrepreneurship in particular, is growing rapidly; however, there are some gaps that could be addressed, which will be addressed later in the report.

As further evidence of movement in the social enterprise space, the Jamaica Social Investment Fund, through the Integrated Community Development Project has started providing grants to social entrepreneurs (Loop 2018). In doing so, JSIF has also cited the important role of these enterprises to holistic national development. Fifty entrepreneurs in 19 identified communities across Jamaica have been selected to benefit from a voucher system valuing between J\$1.5 million and J\$5 million, which will enable them to access

meaningful support for their businesses. This includes procuring machinery, permits and licenses as well as comprehensive training in the area of business development.

Likewise, the Development Bank of Jamaica (DBJ) has also commissioned research on the readiness of SEs to access funding, and the financial needs of the sector (Market Research Services Ltd, 2017). The findings revealed that SEs primarily access grants but are willing to receive low interest loans to bolster their operations. DBJ is now developing a soft loan facility and grant-funding platform for SEs.

Another major potential development is the launch of the Social Stock Exchange Platform for 2019 by the Jamaica Stock Exchange (JSE) (JSE, 2018). The platform allows vetted entities to be eligible for support from philanthropists primarily from the local economy as well as the wider Diaspora (Jamaica Information Service, 2017), the latter having long demonstrated the desire and means to invest in their homeland (Minto, 2009; Minto-Coy, 2011, 2013, 2016a, b & c, 2018 and 2019; Minto-Coy & Elo, 2017 and 2018).

#### 1.4 Need for Mapping the SE Landscape

The above demonstrates the growth in activity and interest in the growth and development of social enterprises among various stakeholders. A fundamental concern however, is the need for data specific to SEs and distinct from the wider social sector or business economy. While several pieces of research conducted by the OSE

generated baseline data on the social sector, only one focussed on SEs and was limited to the Kingston Metropolitan Area.

Therefore, there is need to conduct more comprehensive mapping on the status of SEs, given the spread and recognition of the increasing role that these entities are likely to play in Jamaica's development agenda.

#### 1.5 Study Objectives

The main goal of this research is to map the social enterprise sector in Jamaica. To this end, the project has two main outputs:

1. A report on the characteristics and current state of the social enterprise sector in Jamaica. The main characteristics are: the number, size and value of social enterprises to both the economy and society; and
2. A framework, detailing the barriers and enabling factors, to inform advocacy and awareness-raising efforts leading to the growth and sustainability of the sector. Attaining this objective requires the collection of information on relevant policy initiatives and activities that support the development and operation of social enterprises. The information is presented in two main headings:
  - Policies and practices that support the ecosystem for social enterprises, and
  - Existing institutes and partnerships supporting sector growth.



# 2 Study Methodology

The research employed a mixed-method approach, aiming to unearth meaningful information and descriptive data on the state of the social enterprise sector in Jamaica. That is, both quantitative and qualitative research techniques were employed. A survey instrument was used to capture the quantitative data from the sample, while the qualitative data was obtained from stakeholder interviews. These were informed by a comprehensive desk-review of existing literature on related SE themes and topics. Outlined below is a breakdown of the data collection methods and techniques which were utilised throughout the research.

## 2.1 Scope of the Survey Instrument

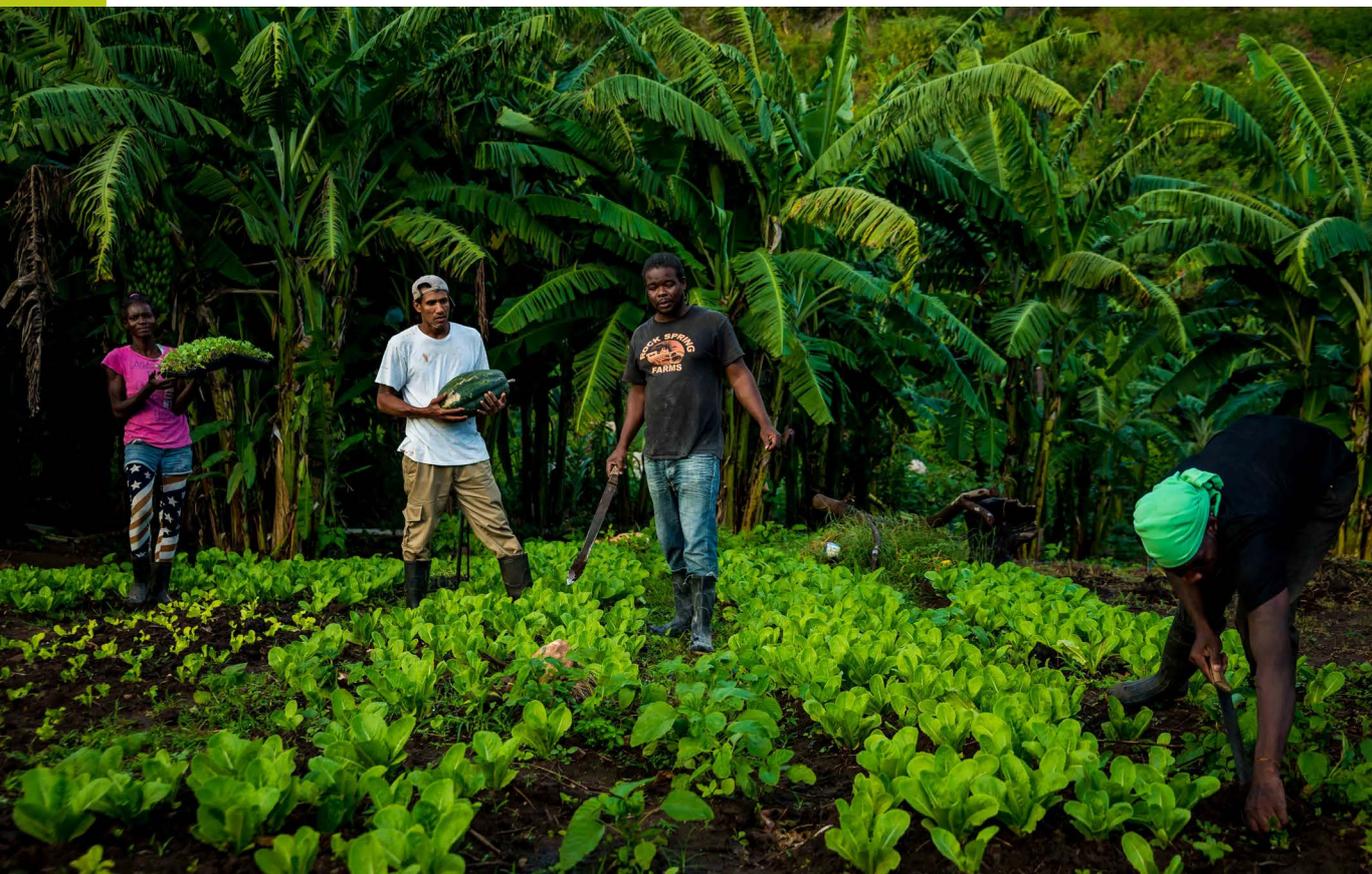
A questionnaire was designed which drew on tested tools and techniques employed by the British Council and SEUK in other countries;

in conjunction with a review of relevant literature, reports and consultation with stakeholders. The questionnaire covered eight areas that informed the assessment of the current state of Jamaican SEs:

1. SE/Organisation background
2. Activities and characteristics of SEs
3. Economic data on SE enterprise operations and use of revenue
4. Sources of funding for SE operations
5. Employment generated from SE activities
6. Community social and environmental goals
7. Demographics of leadership within SEs
8. Future planning/expectations of SEs

The questionnaire also captured other important demographic data from the participating organisations.

© Mark McFarlane



## 2.2 Population and Sample Size

As noted, there is currently no legislation in Jamaica that allows an entity to be recognised or registered as a social enterprise. Organisations adopt a number of legal forms and pursue a SE business model while seeking to fulfill their vision, mission and objectives. So with no single repository of information relating to social sector organisations and SEs in Jamaica, our sample was drawn from a population informed by institutions that have been supporting community groups and other organisations to establish enterprises. Collectively, these include:

- USAID-COMET Directory of Non-Governmental and Community Based Organisations, Associations and Social Net Programmes;
- The Social Development Commission (SDC) Local Economic Development Initiative;
- JSIF Integrated Community Development Project and Rural Enterprise and Development Initiative I (REDI I);
- Jamaica Cooperative and Friendly Society groups;
- Companies Office of Jamaica;
- Jamaica Business Development Cooperation;
- Community Empowerment and Transformation Project Phase II beneficiaries;
- Jamaica National Social Enterprise Boost Initiative I and II;
- The Digicel Foundation Back to Roots and Queen's Young Leaders Programme.

The team used a snowball sampling technique to identify additional groups. Using these listings and expert knowledge, a total of 300 organisations, across the island, were targeted and a sample size determined through consultations between the local and UK-based teams. It was agreed that a response from at least 150–200 would be adequate to provide a valuable insight into the social enterprise landscape. A total of 166 organisations were engaged, with 126 of them meeting the criteria we adopted to define social enterprise in this study (see below).

## 2.3 Administering the Survey Instrument

The survey instrument (questionnaire) was administered to leaders of 166 organisations, with more than half completed through face-to-face interviews. This sample was selected from a sample frame of organisations located across Jamaica. These organisations were contacted prior to the actual interview to arrange a time and place for the administration of the questionnaire. The instrument consisted of coded responses which required participants to select options based on the instructions provided. However, if their choices did not match any of the pre-coded responses they had the option of providing more extensive, open-ended responses in the category 'If other, please specify'.

Tablets were used in the field to collect data in real-time which was supported by LPD's Survey CTO server. A daily update on the rate of completion was provided by enumerators to the team leader.

## 2.4 Stakeholder Interviews

Stakeholder interviews were conducted using semi-structured questions to gain additional knowledge about social enterprises, which fell beyond the scope of what was captured in the questionnaire. Policymakers and leaders of state and non-state entities within the social sector were targeted. These people were contacted to arrange the date, time and place for the actual interview. Participants were recorded on occasions where permission was granted, while notes were taken in instances where interviewees requested that they were not recorded.

## 2.5 Training of Enumerators

The enumerators of the research team were responsible for data collection in the form of questionnaires. These enumerators were trained prior to the commencement of field work. Training entailed a thorough understanding of the survey instrument and how to handle any potential challenges they may encounter in the field. These training sessions allowed the team leader to outline the roles and responsibilities during the data collection process, including all ethical and professional issues as well as thoroughly discussing emerging issues with the instrument identified in order to ensure that a common understanding was arrived at by the enumerators.

## 2.6 Project Workflow

Outlined below is the project workflow applied to the research, with the process including consultation with contractors, training of field researchers, conducting secondary research on existing literature, collating database from various agencies, sampling and data collection. The research was guided by a mixed methodology approach, which included desk research, and consultation with the contractor's and analysis and write up.

### Project Workflow



## 2.7 Limitations of the Study

- The absence of any consolidated database on social enterprise proved challenging to identify participants for the survey within the timeframe allocated for the study.
- Inaccurate contact information for organisations.
- Availability of representatives from some organisations.
- Many of the organisations in the databases did not meet the criteria adopted for defining an SE.
- Financial record keeping was weak among the organisations, which often resulted in under-reporting.
- Some organisations were suffering from consultation fatigue and were not willing to participate.

# 3 Overview of Country Context

## 3.1. Findings from Stakeholder Interviews: Knowledge, Policies, Practices and Partnerships

In order to gain a deeper understanding of the knowledge, policies, practices and partnerships within the SE landscape, interviews were conducted with a number of stakeholders in this field. This section outlines the findings from the semi-structured interviews conducted with these supporting agencies. The questions captured information relating to the following components:

- Knowledge of social enterprises, including definition and research.
- Policies and practices that support the ecosystem for social enterprises.
- Existing institutes and partnerships supporting sector growth.

The questions were administered in face-to-face sessions and by telephone with representatives of the agencies. Twelve face-to-face interviews were conducted while three were done via telephone (See Appendix III – Directory of Social Enterprises listed).

© British Council



### 3.2. Knowledge of Social Enterprises, including Definition and Research

All the organisations had some understanding of the meaning of social enterprise. While all were aware there was no agreed upon definition, however, there was consensus on some of the core criteria of SEs to inform a definition. Among the definitions presented were:

- A social enterprise is an organisation that is established to deliver goods or services, and earns revenue, which is used to carry out the social good in accordance to its mandate.
- Entities that aim towards a social good.
- A mission driven organisation that operates a business to generate revenue to finance the programmes in the mission.
- An organisation which runs programmes to generate social, economic and environmental value for its target beneficiaries.

Stakeholders also suggested that it was very important how social enterprises were defined. Some of the reasons they gave included:

- There must be a clear definition to ensure that only those who are truly social enterprises benefit from whatever incentives might be offered to them under the revised MSME and Entrepreneurship policy.
- There is need for clarity as many are mixing up corporate social responsibility (CSR) with social enterprise.
- A clear definition is needed to guide policy development and support, especially as it relates to designing incentives for SEs.

All stakeholder interviewed were aware that NGOs sometimes undertake income-generating activities in particular programmes supported by:

- COMET II (USAID Funded)
- Jamaica National (JN) SEBI I and II (USAID Funded)
- Digicel Foundation 'Small Grants Funds and Queen's Young Leaders Programme'
- FHI 360's LPD Programme (USAID Funded)
- JSIF REDI II and the Inner-city Community Development Programme (ICDP)

- The Social Development Commission (SDC) Local Economic Development Initiatives (LEDI) programme and the National Housing Trust (NHT) Social Venture Programme.

While some of the stakeholders were aware that research had been conducted in this field, they were not familiar with the research findings. They were aware of research of which was commissioned by:

- COMET II
- JN SEBI I
- JN SEBI II
- Digicel Foundation

The four listed above were the earliest pieces of research conducted on the sector by the then Office of Social Entrepreneurship. Subsequently the JSIF and the Development Bank of Jamaica (DBJ) have conducted research as well.

### 3.3 Policies and Practices that support the Ecosystem for Social Enterprises

**Awareness of Policy:** All organisations were aware of the government's efforts in revising the MSME and Entrepreneurship policy and were involved at varying points in its passage from a white to green paper.

**Policy concerns:** Some of the respondents raised their concerns however that social enterprises should not be grouped with traditional MSMEs, given the potential for regular NGOs and traditional businesses to pretend to be SEs to benefit from whatever incentives might be offered to SEs.

**Support for Sector:** All the organisations offered some form of support to SEs; their assistance takes various forms:

- Supporting governance and capacity building through training
- Informing policy framework development
- Offering funding support for SE development through grants and vouchers
- Marketing and promotion of SE activities
- Commissioning research on SE development
- Registering organisations that employs a SE business model

- Offering incubator support services
- Providing platforms for networking and securing additional funding e.g. social stock exchange recently launched by the Jamaica Stock Exchange (JSE).

**Policies that impede SE activities:** Some interviewees were also concerned that existing policies can inadvertently work against social enterprises, primarily on the principle of omission. Given that there was no legislation that supported the formal registration of entities as social enterprises, while there is programme support for some not-for-profit entities and MSMEs there was none for SEs. They highlighted:

- Companies Act – The Companies Act did not acknowledge SEs as a formal organisation, however, given the recent development in the amended MSME policy, the Companies Office of Jamaica, is not doing work in this respect. It is anticipated that a structure will be established which allows SEs to be acknowledged as a legally registered entity for ventures.
- Department of Co-operatives and Friendly Society (DCFS), registration and other requirements are onerous, needs to be revised so as to make the process simpler and more effective, e.g. membership requirement and the power of the registrar to intervene at will in the activities of the organisation.
- The Charities Act – SEs do not qualify as charities as they are not registered with the DCFS as such they cannot qualify for various exemptions offered to some organisations under the Charities Act.
- The Minimum Business Tax Act – SEs are sometimes registered as limited liability companies and as such are mandated like traditional MSMEs to pay a fixed tax annually.
- Tax Registration Number (TRN) – many of the groups, because they are not formally registered with the COJ or DCFS, they are not given a TRN by the Tax Administration Department, which impedes their ability to receive funding from state and international donor agencies, as without a TRN they are unable to open a bank account.

**Specific support to SEs:** All the organisations provided specific support to the sector, including:

- Documentation and dissemination of research findings and lessons learnt (COMET II; JN/SEBI, NHT, JBDC, Digicel Foundation, JSIF).
- Referral services and strengthening network among stakeholders (FHI 360, COMET, JN, PIOJ, JBDC, DBJ, NHT, SDC).
- Registering organisations to become formal businesses (CoJ and DCFS).
- Incubator services across four components, financing, human resource management, operations and marketing (JBDC, JN Foundation).
- Formulation of policies and strategies that support SE operations (MICAF and PIOJ).
- Financing for organisations in the forms of grants and vouchers (NHT, DBJ, JSIF, SDC).
- Training and capacity building (JBDC, SDC, NHT).

**Programme Target Demography:** Most of the organisations tended to have a general focus in terms of beneficiaries. Various programmes emphasised the importance of young people, gender equality and the environment. The majority of the programmes target community-based organisations that focussed their services on young people who reside in underserved communities. To date, COMET II is the programme that has attempted to establish most SEs, with community development councils. This was developed to bolster community-based policing, community safety and security and social inclusion. The Queen's Young Leaders Programme implemented by the Digicel Foundation targeted youth in the Kingston Metropolitan Area, with an emphasis on supporting women's groups; JSIF's ICDP programme targets at-risks youth generally; while most of the other programmes, including JN SEBI, PIOJ CRP, NHT Social Venture, DBJ Voucher Programme and FHI 360 targets groups in underserved rural and/or urban communities emphasising the cross-cutting themes noted earlier.

**Relevant ministries and government agencies to social enterprise policy:** The groups tended to work with each other and have participated in various programmes, which supports the sector and the social enterprise policy. They argued that institutions like, MICAF, Min of Finance, PIOJ, SDC, CoJ, Tax Administration Jamaica, DCFS, JBDC, JAMPRO, DBJ and the JCF were all crucial to the informing and influencing the social enterprise Policy.

### 3.4 Government Support or Policy Intervention

Several proposals were identified as to how the government could offer support or policy intervention in future:

- Establish a proper registration framework for SE as a designation or specific organisation type.
- Offer tax incentives for the development of SEs.
- Revised educational curriculum to include entrepreneurship and venture management.
- Create a better platform for market opportunities information sharing.
- Develop a targeted strategy which, identifies gaps in communities and build SEs around those needs/opportunities.

**Adequacy of emerging social enterprise policy and resources to implement the required activities:** While the organisations applauded the efforts of MICAF and PIOJ in revising the policy they raised a number of concerns, including:

- There are no clearly identified funds and resources to implement the policy.
- No clear mechanism to prevent some entities that try to position themselves as SEs when they are not.
- Policy support is limited to SEs that are only MSMEs thus inadvertently not offering support for SEs on a high growth trajectory.

While there are no social enterprise specific funds, other programmes could be adapted support projects and programmes in line with the policy. This could be through capacity building and training, research, venture funding and incubator support; all of which are already being offered by various programmes.

### 3.5 Wider Ecosystem, Existing Institutes and Partnerships Supporting SE Growth

**Support for social enterprises:** Given the work of the organisations active in this space over the last five years, several programmes have emerged which support social enterprises including:

- Research being done by universities and other agencies on SEs
- Digicel Foundation – Back to Roots and Small Grants Programme
- SDC Local Economic Development Initiative
- JSIF REDI II and the ICDP
- JN SEBI II
- FHI 360's LPD
- DBJ voucher programme
- NHT social venture programme
- Rose Town – Prince's Trust
- British Council SE in high school programmes
- RADA farmers group programme
- JBDC incubator and venture creation services
- PIOJ's policy support for SE and CRP.

**Entrepreneurship Education:** While several universities offer entrepreneurship courses and programmes across Jamaica, most of the respondents were mainly aware of the programmes at the University of the West Indies (UWI) Mona and the University of Technology (UTech) Jamaica. Some indicated that they did not know what was happening at Northern Caribbean University (NCU) and University of the Commonwealth Caribbean (UCC).

© Mark McFarlane



### Barriers to SE Development in Jamaica:

Through the discussion, several factors were unearthed as barriers to SE development:

- Difficulties in accessing adequate resources including finance, human, marketing and operation resources.
- Absence of a legal framework that supports SEs.
- Limited understanding of SEs and the potential for impact on national development.
- Some stakeholders not aware of and/or utilising the existing research.
- Lack of capacity among SEs to absorb and utilise support effectively.
- Inadequate human resources with requisite management skills to operate the venture component of the SEs.
- Ineffective governance structures among SEs to efficiently guide the operations of the organisation to meet a triple bottom line mission.
- Seemingly lack of interest in SEs by some big business players and decision makers.
- Politicisation of projects and programmes by government ministers and councillors, reflected in difficulty of SE groups to get access to things like land and infrastructure to carry out activities and programmes.
- Refusal of Tax Administration Department to offer these groups that are not registered with COJ and DCFS a TRN, without which they cannot open a bank account to receive any form of funding.

**Institutional partnership and network:** There is a general willingness and practice among stakeholders to partner with each other on programmes. All organisations have expressed their willingness to partner with MICAFA and PIOJ two of the lead state entities charged with the responsibility of guiding the implementation of the MSME and Entrepreneurship policy. Among the partners in the SE landscape are: the JCF, JBDC, PIOJ, SDC, FHI 360, Digicel Foundation, JN SEBI, RADA, Universities (e.g. CETP) and MICAFA.

### 3.6 Survey of Social Enterprises

The purpose of the data presented below is to provide a baseline on the characteristics and current state of the social enterprise sector in Jamaica.

The data reflects responses from the sample of 123 respondents who met our criteria of a social enterprise.

Social enterprises in Jamaica are either registered as limited liability companies, co-operatives and friendly societies, NGOs, CBOs or recognised as Community Development Councils (CDCs) by the Social Development Commission, or Citizens Associations by the National Housing Trust. Some groups like youth clubs are informal but recognised by agencies like the SDC and the JCF.

In keeping with the principle that SEs are widely understood to be mission driven entities that seek to generate social, cultural or environmental value through independent trading income, the following criteria was used for ultimately determining our sample for analysis.

© Mark McFarlane



An organisation is considered a social enterprise for the purposes of this study if it:

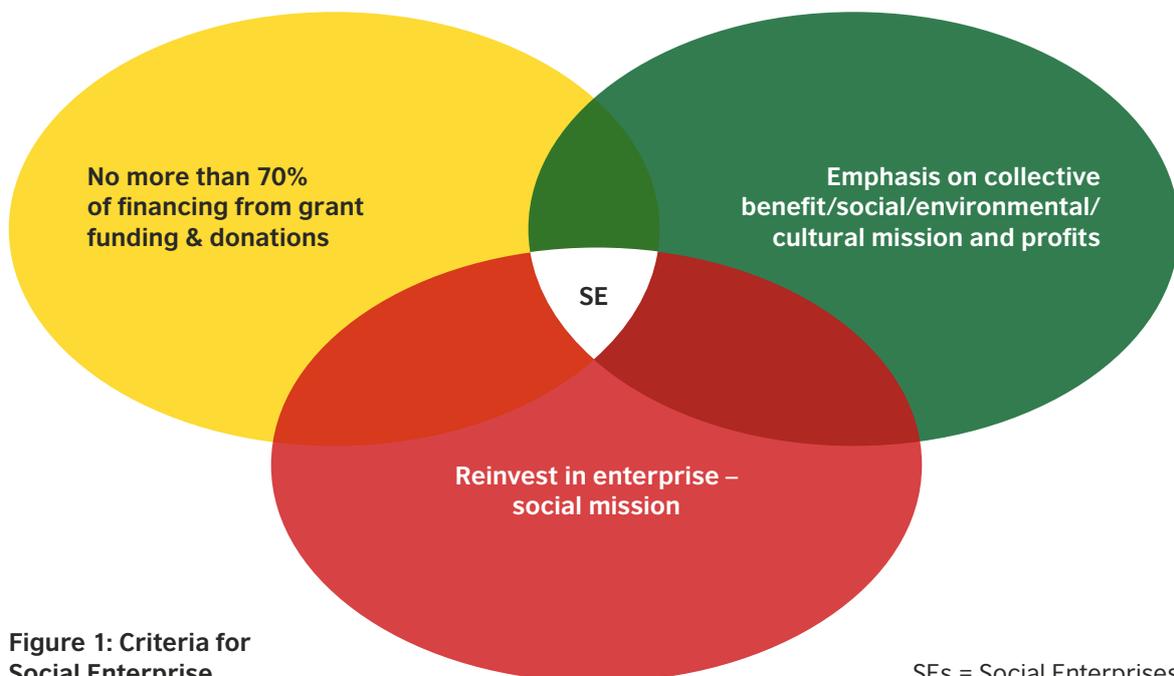
1. Receives less than 70% of its income from grants and donations.
2. Places emphasis on collective benefit, social, cultural, environmental and economic value creation.
3. Reinvests any surpluses in the venture and social mission.

It is important to note that the 30% (i.e. less than 70%) threshold for trading income may be seen by some to be relatively low, compared to the defining criteria for social enterprises adopted in many other countries or in other studies. Nevertheless, this was seen as an appropriate threshold for the purposes of this study in this context, taking into account stakeholders' views. The reality for the young social enterprise sector in Jamaica is that many of these organisations may still be primarily

funded by grants, gifts, donations and other philanthropy. Many would also be in the start-up phase, and thus not yet generating enough income to fund the organisations' operations, despite their ambitions. Many are still primarily dependent on external funding, while working to shift their income towards a greater proportion of traded income in future.

The survey instrument was designed to unearth a range of information that can be used to understand the current landscape as well as to develop programmes that could support the sector in the future. A mix of single and multiple response questions were utilised and the findings presented below (see annexes for more detail). For presentation purposes, tables are used to present data findings on questions that allowed multiple responses while pie and bar charts are used to present findings on single response questions.

### Sampling Criteria for Social Enterprises



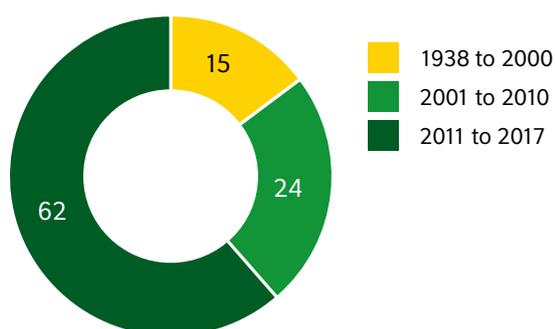
**Figure 1: Criteria for Social Enterprise**

SEs = Social Enterprises

# 4 Findings

## 4.1 Activities and Characteristics

Figure 2. Period and Portion (%) of Social Enterprises Formed in Jamaica: 1938 to 2017



Social enterprises in Jamaica are young. The majority of organisations, 62%, reported that their organisation has existed since 2011, and thus has been operating for less than 10 years; while an additional 24% indicated that they had existed since 2001. The oldest organisation was founded in 1938.

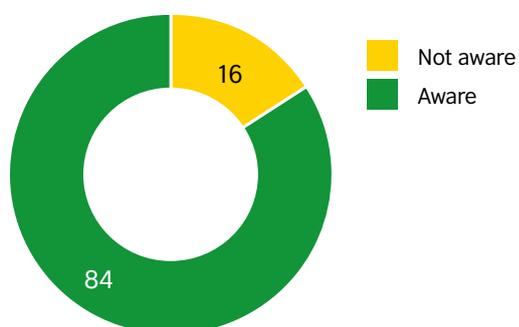
Table 1. Period and Portion (%) of Social Enterprises Formed in Jamaica: 1938 to 2017

Period	Frequency	%
1938 to 2000	18	15
2001 to 2010	29	24
2011 to 2017	76	62

n=123

## Social Enterprise Awareness

Figure 3. Awareness of the SE Concept (%)



There is an increasing awareness among our respondents of social enterprise, with 84% (103) indicating that they were aware of the social enterprise concept.

When asked how they characterised their organisation, 60% (71) described themselves as social enterprises; 47% (58) of them stated that they were community-based organisations; 26% (32) identified as were non-profit organisations; 15% (18) stated that they were voluntary groups and 2% that they were co-operatives.

## Geographic Reach

Figure 4. Widest Geographic Area your Organisation Operates Within

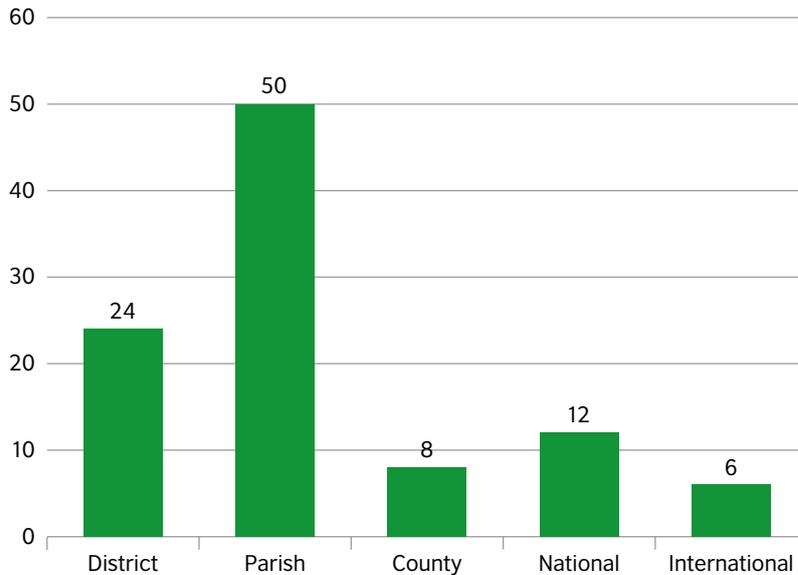


Table 2. Widest Geographic Area your Organisation Operates Within

Geographic location	Frequency	(%)
District	30	24
Parish	61	50
County	10	8
National	15	12
International	7	6

n=123

Social enterprises are locally grounded. Half of the social enterprises surveyed 50% (61) reported that they operated in their local/provincial area, while 24% (31) of them indicated that they focussed on their neighbourhood. 12% (15) offered their services nationally and 6% (7) operated internationally.

### Registration Status

Social enterprises take various legal forms. 21% (26) of social enterprises surveyed are registered as a Benevolent and Friendly Society, 15% (18) as a Company Limited by Guarantee. Others are registered as Co-operatives 3% (4), Sole traders 11% (14), Partnerships 3% (4), Companies Limited by Shares 2% (2) and registered under the Charities Act 9% (11).

Table 3. Organisations that Enterprise is Legally Registered with

	Frequency	%
<b>Benevolent or Friendly Society</b>	26	21
<b>Cooperative</b>	4	3
<b>Company Limited by Guarantee</b>	18	15
<b>Company Limited by Share</b>	2	2
<b>Sole Trader</b>	14	11
<b>Partnership</b>	4	3
<b>Industrial and Provident Society</b>	0	0
<b>Under the Charities Act</b>	11	9
<b>Not legally registered at all</b>	9	7
<b>Other</b>	40	33

n=123; Multiple response

Only 54% (61) of the registered organisations had a Tax Registration Number; which is another key requirement to get access to funding, opening a bank account and formally operating an enterprise in Jamaica.

Organisations are formally registered with several regulators, such as Companies Office of Jamaica 44% (54) and 20% with the Department of Co-operatives and Friendly Societies (24). 45% (55) of the respondents are recognised by the Social Development Commission (SDC). While the SDC can organise community development committees to carry out activities for communities, they are not considered to be formally registered by the TAJ, COJ and/or the DPCFS as companies or co-operatives, as such they are not granted registration that enables them to gain a TRN or charitable status.

## Status of Taxpayer Registration Number

Figure 5. Status of Taxpayer Registration Number (TRN) (%)

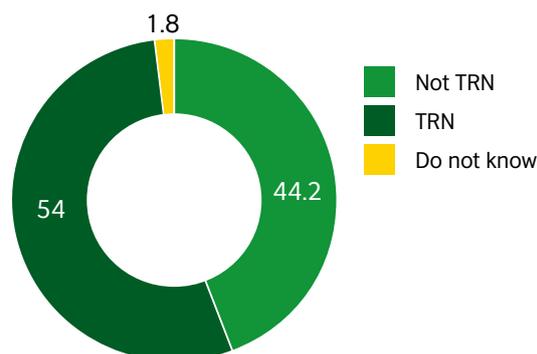


Table 4. Body organisation registered

	Frequency	%
<b>Companies Office</b>	54	44
<b>Department of Cooperatives and Friendly Societies (DCFS)</b>	24	20
<b>Social Development Commission (SDC)</b>	55	45
<b>Do not know</b>	0	0
<b>No record</b>	0	0
<b>Other</b>	14	11

n=111; 12 blanks; Multiple response

Another 11% (14) of the respondents indicated that they were recognised by other organisations including: the National Housing Trust, Rural Agriculture Development Authority, Police Youth Club Organisation, Kingston and St. Andrew Football Association, Jamaica Constabulary Force, Jamaica Business Development Centre, the Jamaica Defence Force, the Millennium Council, Ministry of Labour, Jamaica Council for

Persons with Disabilities and Disabled Persons International. It should be noted that the recognition offered by these entities also does not constitute formal registration.

When asked if their organisation were a subsidiary of another entity 85% of the 111 responded no, while 14% reported that they were.

## Case Study

Deaf Can! Coffee roasts their own beans and brews coffee drinks while also operating a mobile pop-up coffee shop. At the root of Deaf Can! Coffee is the belief that Deaf people can do anything and lack nothing. The enterprise currently employs 18 adults full-time and engages a dozen youth part-time on the campus of Caribbean Christian Centre for the Deaf. The social enterprise, Deaf Can! Coffee engages deaf young people by focussing on their own interests and equips them with the knowledge and confidence to operate a sustainable coffee venture. The young people are trained and certified as baristas, and the aim of the company is to operate coffee bars that are known to its customers for a great product, talented staff, and an enjoyable experience.

© British Council



Table 5. Organisation's Overall Objectives

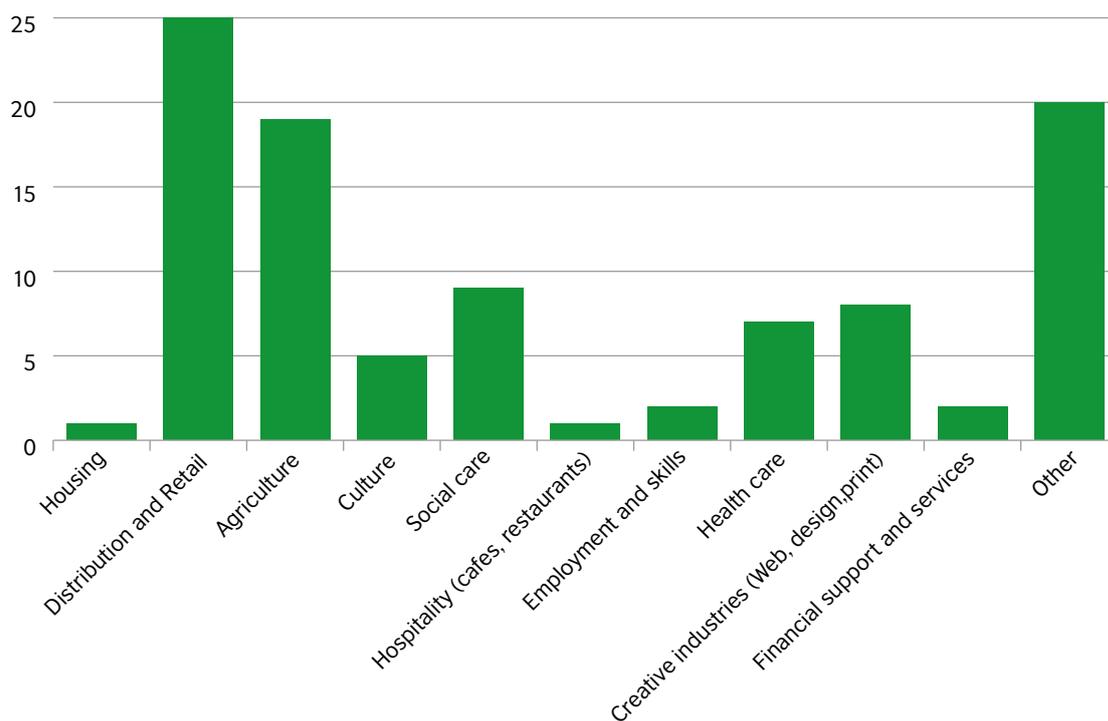
No.	Objectives	Frequency	(%)
1	Create employment opportunities	107	87
2	Provide training opportunities for people from a specific population group	101	82
3	Address financial exclusion	94	76
4	Support vulnerable children and young people	91	74
5	Improve a particular community	90	73
6	Support other organisations that are non-profit organisations	85	69
7	Address human rights issues	82	67
8	Promote education and literacy	81	66
9	Sell a product or service	80	65
10	Protect the environment	79	64
11	Support other organisations that are social enterprises	76	62
12	Address safety and security issues (crime and violence prevention)	75	61
13	Improve health and well-being	75	61
14	Advance cultural awareness	74	60
15	Other	69	56
16	Support vulnerable people (of all ages)	63	51

n=123; Multiple responses

Social enterprises in Jamaica are creating jobs and training. Among the objectives identified by social enterprises in Jamaica, the most common was to create employment opportunities 87% (107); to provide training opportunities for people from a specific population or group 82% (101); to address financial exclusion 76% (94); to support vulnerable children and young people 74% (91) and to improve a particular community 73% (90).

## Social Enterprise Awareness

Figure 6. Sectors in which organisation operate



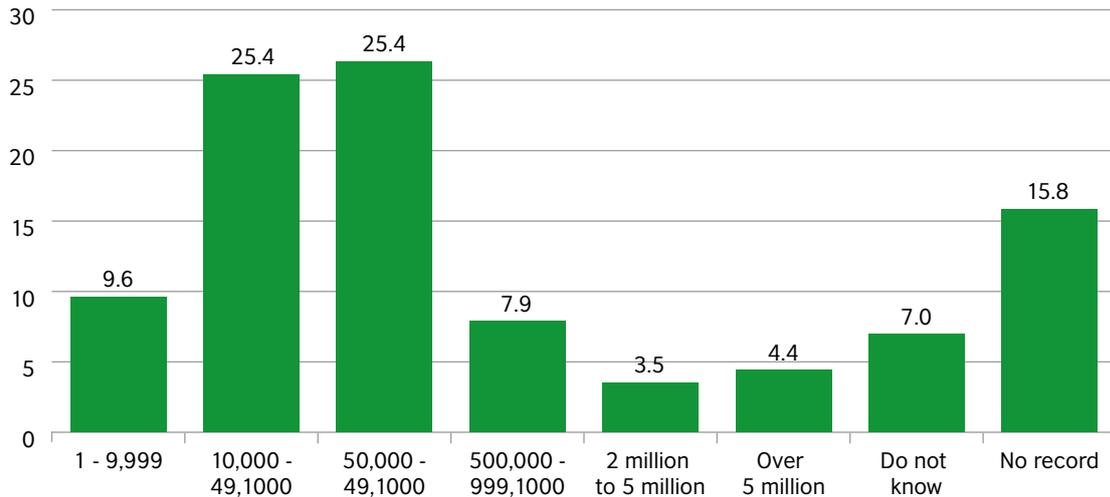
Social enterprises in Jamaica operate across a wide range of sectors. The largest proportion of social enterprises operate in the distribution and retail sector 25% (30), which mirrors the traditional MSME sector in Jamaica (GEM 2016/17 Jamaica Report). The agriculture sector was home to the second largest number of respondents 19% (23); followed by social care 9% (11), the creative industry 8% (10) and health care 7% (9). Social enterprises also work in housing, culture, employment and skills and financial support.

### Economic data

Most social enterprises in Jamaica are operating as micro-enterprises and are in their infancy, as defined by the MSME and Entrepreneurship Policy, as they generate less than J\$5 million per year.

## Revenue Generation

Figure 7. Annual turnover (%)



Social enterprises in Jamaica are varied in size but many are still small. Only 4.4% (5) of the 114 organisations, which responded to this question reported that they generate revenue in excess of J\$5 million. The majority 61.3% (70) of the respondents indicated that their annual turnover was less than J\$500,000.00, or US\$5000.

This reinforces the picture that social enterprise in Jamaica is new and nascent. Another 7% (8) of organisations could not give a response, as they did not know the information, while 15% (18) noted that they did not keep any records.

## Case Study

### Link Your Purpose

Link Your Purpose (LYP) is an Online Career Development Platform and Social Enterprise that is improving the way career education is offered in schools, by educating young people about the traditional and non-traditional careers; helping them achieve excellence by choosing the right career pathway based on their skills, interests and passion; giving them access to online Career Mentors who are professionals and experts, practicing in the field that they are interested in; and giving them access to youth opportunities such as scholarships, conferences, internships and jobs.

© linkyourpurpose.com



© 360Recycle Manufacturing



## Case Study

### 360RECYCLE MANUFACTURING

Reuses packaging foam, paper, and PET plastic to create garden accessories like planter flowerpots and garden sculptures. They create solutions in the home and garden, construction, education and social sectors in communities, by manufacturing artistic and innovative products from recycled materials.

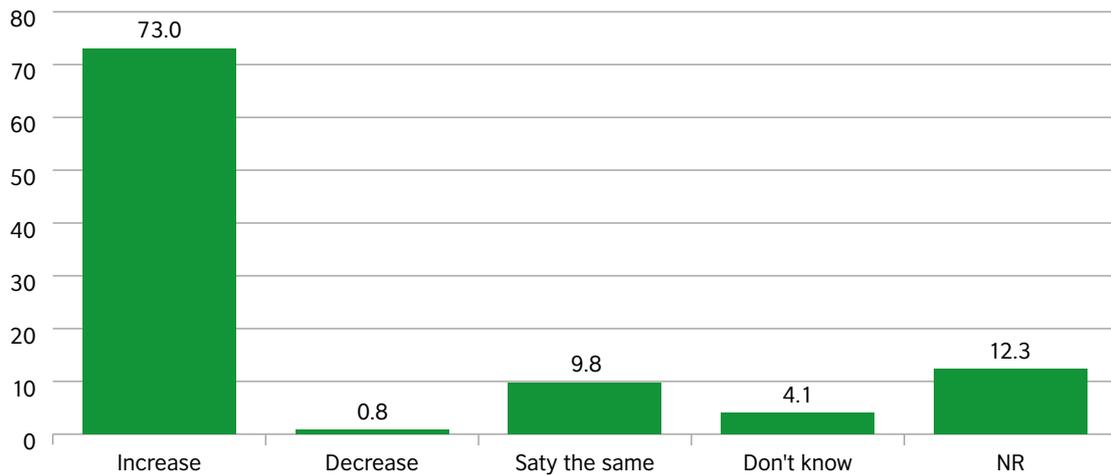
They have saved P.E.T bottles, foam lunch boxes, other waste Styrofoam, used tyres and paper from being burnt or being washed into our streets, drains, water bodies; using a circular manufacturing model.

Their playgrounds are world-class creative spaces in which children can gain from the benefits of physical and creative play as well as problem-solving skills. They are also intrinsically aware that someone cared enough for them to create an awesome space for them to dream impossible dreams.

© 360Recycle Manufacturing



**Figure 8. Annual turnover (%)**

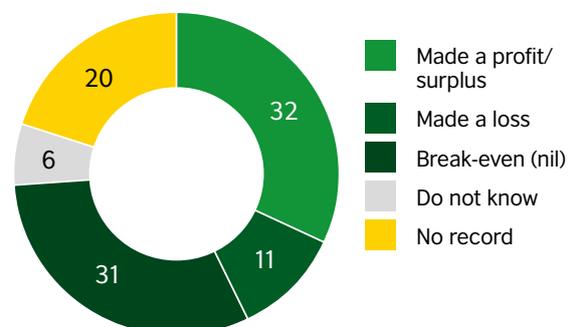


SEs in Jamaica are optimistic about prospects for growth. While they are often small, 73% of the organisations indicated that they expected their revenue to increase within the next year of operations, with less than 1% expressing that they felt their revenue would decrease.

Social enterprises in Jamaica are profitable. 32% (39) of respondents indicated that they made a profit while another 31% (38) noted that their venture broke even. Only 14% (11) of the respondents reported that they made a loss. 20% of respondents argued that they did not have any records, which speaks to the need to implement capacity building in financial management and the need for improved monitoring and reporting practices by these organisations.

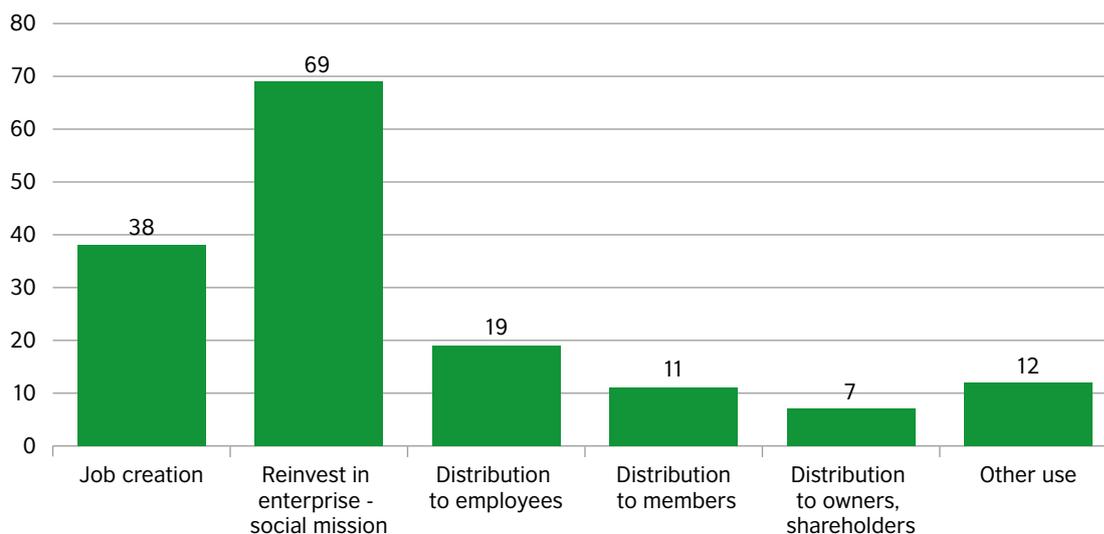
## Financial Performance

**Figure 9. Financial performance (%)**



## Use of Surpluses

Figure 10. Summary of intended use of surplus revenue (%)



69% of social enterprises reinvest surplus revenue in fulfilling their social mission, while 19% indicated that surplus revenues were distributed to employees. An additional 38% indicated that they used surplus revenue to support job creation for their targeted beneficiaries.

## Source of Funds

Table 6. Finances and funding received by type/source

	Frequency	(%)
Grant funding	53	43
Donation	47	38
Loan	10	8
Equity	4	3
Mortgage	0	0
Overdraft	0	0
In-kind resources	54	44
Fund raising	34	28
Other	39	32

n=123; Multiple responses

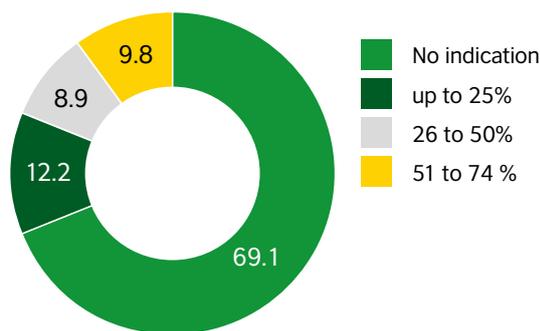
A large proportion of SEs' external funding and finance is through grants 43% (53) as well as in-kind contributions for 44% (54) and donations for 38% (47). There are several programmes in Jamaica, which offer grants to community-based organisations and NGOs to establish SEs. These programmes are supporting the transformation of traditional NGOs and not-for-profit entities into SEs or to adopt a social enterprise business model in their operations. Another 28% (34) noted

that they used fundraising events to finance their operations.

Only 8% indicated that they used loans. Overall, the data substantiated the view that social enterprise is an emerging phenomenon in Jamaica and the sector is still in the start-up phase, where many businesses still access grants and other forms of external support at this stage in their business cycle.

### Contribution of Grant funding to Overall Financing

Figure 11. Contribution of grant funding to overall income (%)



Of the 43% of SEs that indicated that they received some grant funding, a significant proportion 69% did not indicate what percentage of their funding was from grants. For those who did respond, 9.8% (12) received 51%-71% in grants; 8.9% (11) received 26%-50% in grants and 12.2% (15) received up to 25% in grants of the overall funding. Those who received more than 70% were excluded from our final sample (see above).

## Source of Funds

Table 7. Source of funding support

Source of support	Frequency	(%)
State agencies (e.g. JSIF, EFJ, DBJ etc.)	33	26.8
Local Foundations and Endowments (e.g. Digicel Foundation, JN Foundation)	22	17.9
The Jamaican diaspora	9	7.3
International Funding agencies/programmes (e.g. USAID COMET)	21	17.1
Individual donors	37	30.1
The community or communities you serve	38	30.9
Other	53	43.1
Fund raising	34	28
Other	39	32

n=123; Multiple responses

Of the 123 SEs that received external funding, 30.9% (38) indicated that they received support from the community they served, while 30.1% reported that their funding came from individual donors (37), 26.8% from state agencies (33), 17.9% from local foundations and endowments (22) and 7.3% from the diaspora (9). More than 42% indicated that their funding came from other sources.

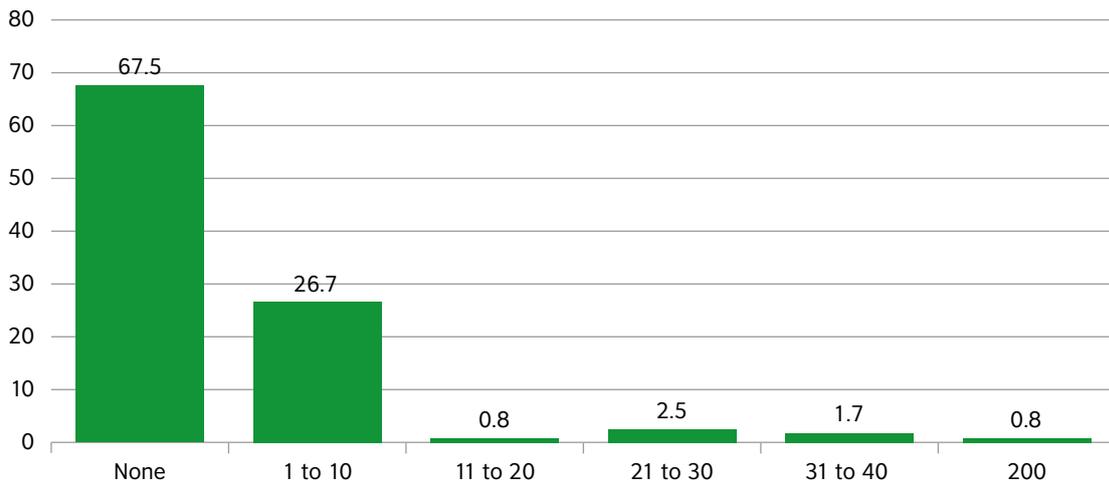
The Jamaican diaspora has the potential to make a greater contribution. With the recent launching of the Jamaica Social Stock Exchange, it is anticipated that the diaspora's contribution to the sector will increase (Gleaner 2018). Five SEs are now listed on that exchange with the aim that the platform can signal that these organisations are credible, and have good governance and

accountability, which are key elements taken into account when funders, especially those in the diaspora, are making decisions.

Among the other funding sources listed by respondents were the business community and adjoining communities, family members and friends, income from sales, loans from friends and family, salary, Member of Parliament, private sector organisations, Rural Agricultural Development Authority (RADA), SDC, Youth Crime Watch of Jamaica (YCWJ), Jamaica Business Development Corporation (JBDC) and Universal Service Fund.

## Employment

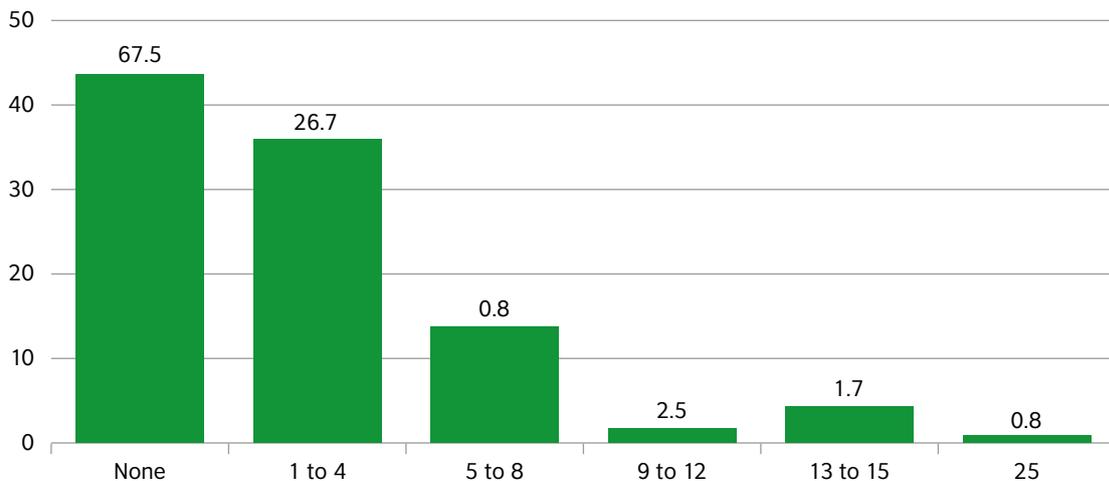
Figure 12. Number of permanent workers (%)



Social enterprises in Jamaica often have small or no staff teams. Many of these SEs are in their start-up phase and appear to be dependent on volunteer support in order to provide their services. Currently 67.5% (81) of 120 respondents

did not employ permanent staff members. 26.7% (32) employ between 1 and 10 permanent or full-time staff. This further demonstrates the fragility and start-up scale of the social enterprise sector in Jamaica.

Figure 13. Number of part time employees (%)



Many organisations (43.6%) had no part-time staff; while 35.9% (42) had 1-10 part-time staff, followed by 13.5% (16) that had 5 – 8 part-time employees.

## Beneficiaries

Social enterprises in Jamaica are working to support a diverse array of beneficiaries. The majority of social enterprises report that they are serving beneficiary groups which include domestic violence victims (82% or 101); young people with delinquent behaviour (72% or 88); the local community (70% or 86); young people more widely (70% or 86); children under 18 (65% or 80)

and older people (59% or 73) and their employees (59% or 72). Other beneficiaries included the homeless and those with physical disabilities. This focus particularly on domestic violence victims is unique to Jamaica in the context of social enterprise research elsewhere and reflects a particularly severe challenge with this issue in the country.

## Direct beneficiaries

Table 8. Targeted group of beneficiaries of core business activities

Rank	Target group	Frequency	%	Rank	Beneficiaries	Frequency	%
1	Domestic violence victims	101	82	10	Individuals with a physical disability	51	41
2	Young people with delinquent behaviour (aged 29 or under)	88	72	11	Men	44	36
3	Local community	86	70	12	Refugees and asylum-seekers	44	36
4	Young people more widely (18- 29)	86	70	13	Women	32	26
5	Children (under 18 years old)	80	65	14	Unemployed	19	15
6	Older people	73	59	15	Trafficking victims	18	15
7	Employees of your organisation	72	59	16	Individuals with a learning or mental disability	7	6
8	Homeless / coming out of homelessness	55	45	17	Drug addicts	6	5
9	Organisations (NGOs, micro and small businesses, social enterprises, self-help groups, community, and religious groups)	53	43	18	Other	3	2

n=123; Multiple responses

The intended benefits for those served by SEs were skills development training for 66.7% of respondents (82) and links to employment opportunities 39.8% (49). Other services offered by SEs include cash or donations, food and

grocery, clothing, school support, re-entry into school and house improvement support. Some of these services reflect how many social enterprises in Jamaica are emerging from the traditional charity sector.

### Profile of beneficiaries

Table 9. Profile of beneficiaries by category of service rendered

Category of support/service rendered to beneficiaries	Frequency	(%)	Age group (modal)	Avg. # of males	Avg. # of females	Total
Cash	32	26.0	13 - 65	49	20	69
Skills development training programme	82	66.7	17 - 50	52	28	80
Link to employment opportunity	49	39.8	18 - 35	34	15	49
Food & grocery	28	22.8	40 - 70	62	40	102
Clothing	15	12.2	16 - 70	58	25	83
School support	47	38.2	6 to 25	197	183	380
Re-entry into school	16	13.0	12 to 18	36	7	43
House improvement support	15	12.2	50 to 65	17	3	20
Other, please specify	17	13.8	30 to 60	65	18	83
Do not know	1	0.8				
No response	8	6.5				

Many internal and external stakeholders see evidencing and measuring the impact of SEs as crucial. External validation is often seen as valuable to minimise bias in the assessment process.

### Direct beneficiaries

Table 10. Enterprises that measure social and environmental impact

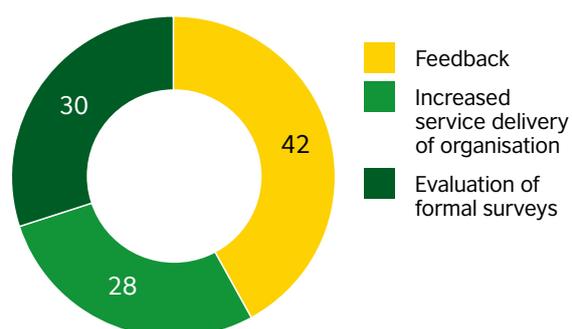
Action	Frequency	%
No	71	58
Yes, we do the measurements ourselves	39	32
Yes it is externally validated	6	5
Do not know	5	4
No record	1	1

n=122; Multiple responses

Our survey suggests that 58% (71) of SEs do not measure their social and environmental impact. While 32% (39) of the organisations do measure their impact, only 5% (6) of these have this measurement externally validated.

Most of this measurement is based on feedback from the beneficiaries and stakeholders 42% (18). 30% (13) of the respondents indicated that they use empirical evaluation methods. Another 28% (12) noted that they measured impact through assessing changes in the services they delivered, number of attendees, number of tasks accomplished, etc.

Figure 14. Measuring impact (%)

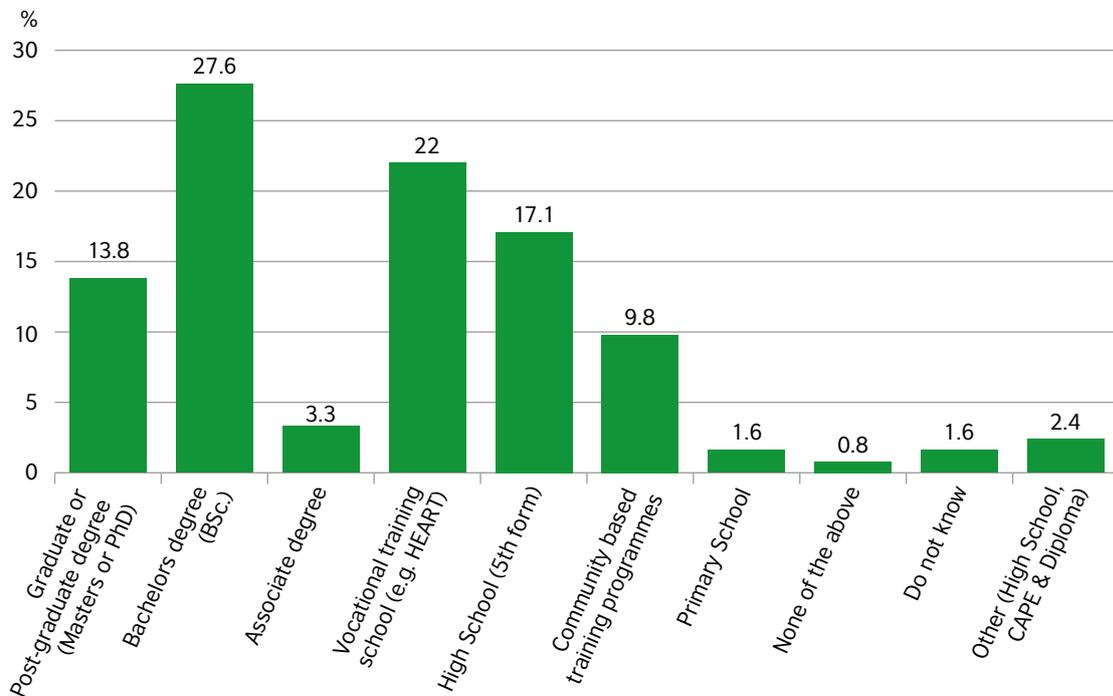


## Leadership

Social enterprise leaders are relatively well educated. Of the 123 respondents, 27.6% (34) indicated that their management had an undergraduate level qualification, 13.8% (17) indicated graduate or post-graduate level qualification, 22% (27) stated vocational training and 17% indicated high school-level qualifications.

This suggests that there tends to be more trained and qualified persons associated with SEs than traditional MSMEs wherein more than 70.7% of leaders have secondary level education, 15.9% post-secondary and only 2.4% at post graduate level (GEM 2017).

**Figure 15. Highest level of academic attainment (%)**



Previous research has shown that the majority of the staff in SEs are women, [Knife 2016], The majority of leaders or people in charge of social enterprises are men, at 57% (70) while 43% (53) indicated that the person in charge were females. This is similar to patterns of leadership across Jamaican business more widely, where GEM research (2017) reported that of early stage entrepreneurial activity, 54% were headed by males, while 46% were headed by females.

Nearly half of the people in charge of social enterprises (49% or 60) were between the ages of 45 and 64, while 33% (41) were between the ages of 25 and 44. 12% (15) of respondents indicated that the person in charge was above 65 years old (the retirement age in Jamaica). GEM (2017) findings indicate that more than 80% of operators of early stage ventures were in the age range of 25 – 54; with majority of their owners (approx. 60%) within the range 25 – 44. This suggests that the operators of private ventures may be younger than those that lead SEs in Jamaica.

Over 89% (109) of respondents confirmed that their leaders came from the community; telling us that SEs are locally grounded and leaders are likely to be able to engage community members more easily if they have the trust of local community members.

### Future Planning and Expectations

Most social enterprises in Jamaica expect their revenues to grow. This will be fuelled primarily through increase sales to existing customers as well as through partnering with other existing organisations.

Figure 16. Gender of Person-in-charge %

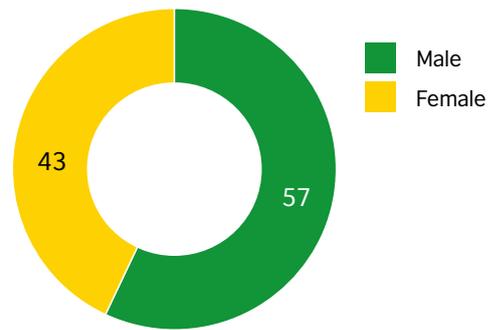


Figure 17. Age category of the person in charge %

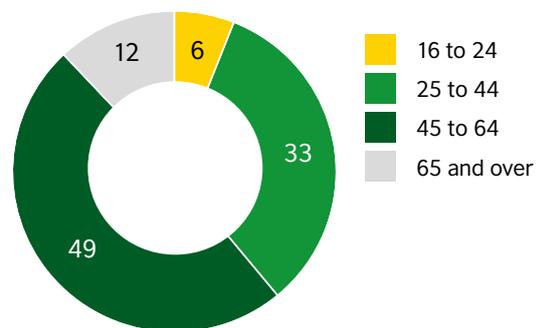
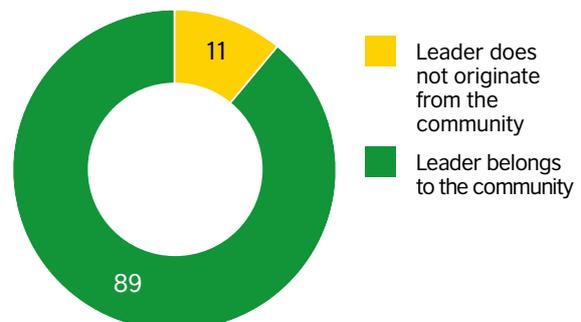


Figure 18. Origin of the leader %



## Areas for Growth

Table 11. Top five areas for enterprises to achieve growth

Rank	Areas to increase sales	Response	Highest Contribution (%)
1	Increasing sales with existing customers	49	65
2	Diversifying into new markets	17	24
3	Attracting new customers or clients	21	25
4	Attracting investment or finance to expand	18	23
5	Merging with another organisation	20	59

Multiple responses; highest under each rank category first to fifth across areas

When asked what were their top five areas for the enterprises to achieve growth; 65% (49) indicated increasing sales with existing customers, 59% (20) indicated merging with

existing companies, 25% (21) stated attracting new customers or clients, 24% (17) noted diversifying into new markets and 23% (18) indicated attracting investment or financing.

## Challenges

Table 12. Top five challenges by rank

Rank	Challenge	Response	Highest Contribution (%)
1	Obtaining grants	82	57
2	Obtaining other forms of finance	76	34
3	Shortage of business skills	40	33
4	Time pressures	46	24
5	Lack of access to business support and advice	32	14

Highest contribution under each rank category

Social enterprises face a range of challenges, particularly focused on funding. Respondents identified obtaining grants as the leading barrier at 57% of respondents (82) indicating their ongoing reliance on grant funding to support their trading revenue. 34% report barriers with obtaining other forms of financing (76). Other barriers included shortage of business skills for 33% (40); time pressures for 24% (46) and of lack business support and advice for 14% (32). While the findings are similar to those which emerged from the stakeholder interviews, some

external stakeholders argued that, in many cases, the main challenge is the lack of adequate management skills precipitated by the lack of business support and advice.

Among the other constraints indicated by the respondents were acquiring local raw materials, machines and equipment, registration, ICT equipment and reliable services, water supply, locations, marketing, waste management disposal, overhead expenses, input costs are high, theft, gaps in skill sets e.g. accounting, transportation and links into existing networks.

# 5 Conclusions and Recommendations

Social enterprises in Jamaica are focused on the needs of local communities. They are working to create employment, address financial exclusion, provide training opportunities and support vulnerable children and young people. Beneficiaries are often young people and people facing domestic violence. These businesses are offering skills training, school support and pathways to employment services. They are thriving and growing. They are also viable, making a profit or breaking even and they are optimistic about future revenue growth.

Yet these social enterprises are often still young and fragile. The majority are micro-enterprises and are less than seven years old. Grants, in-kind resources, donations and fundraising still remain important funding streams for social enterprises,

despite their commercial ambitions. They are also very dependent on volunteers to support their daily operations and only just over half of social enterprises have a Taxpayer Registration Number. Many do not measure their impact and they face a range of challenges.

So there is a need and an opportunity for further policy and programme support, as well as further awareness and capacity building, as the social enterprise sector seeks to grow. A common definition of social enterprise is not widely understood and Government policy has sometimes inadvertently worked against social enterprises or not been available.

The following recommendations follow directly from the evidence gathered in this research, both qualitative and quantitative.

© Link Your Purpose



## 5.1 Recognition and regulation

- The Government of Jamaica should accelerate the process for entities to be recognised as social enterprises through the Companies Office of Jamaica and through a clear and accepted definition of the term social enterprise, working in collaboration with social enterprises and their representatives.
- Such an agreed definition should be based around a few clear criteria, such as a commitment to a social purpose or beneficiaries; and the provision of goods and service to earn revenue. This would help prevent organisations presenting themselves as social enterprises when they do not meet the agreed criteria.
- The Government should also recognise registered community based organisations CBOs under the Social Development Commission, National Housing Trust and Rural Agricultural Development Authority programmes in order to qualify for support.
- The Tax Administration Department should grant temporary Tax Registration Numbers to community groups even if they are not registered with Companies Office of Jamaica or Department of Co-operatives and Friendly Societies.
- Qualification for incentives under the Charities Act should be made simpler, with safeguards implemented to ensure that this status is not abused by private entities that could potentially want to use this as a platform for tax avoidance.
- The Department of Co-operatives and Friendly Society (DCFS) should review and revise their registration and other requirements in order to make the process simpler and more effective.

## 5.2 Government and policy

- The Jamaica Business Development Corporation should be given the required resources to offer business support services to social enterprise;
- The provision of general extension services should be strengthened and expanded, with services offered by Rural Agricultural Development Authority, National Housing Trust, Social Development Commission and Jamaica Business Development Corporation forming part of the broader incubator support system.
- Funding, finance and fiscal incentives that are offered to MSMEs should be reviewed in order to ensure they are accessible equally available to social enterprises. Similarly, the Government should review the tax landscape for different organisational forms in order to better understand how this affects the development of social enterprises.
- The Government should work with funders and financiers and social enterprise representatives to bring greater clarity to different types of funding and finance, for example between grants and investment with an expected rate of return. Funders and investors should work together to ensure an appropriate blend of grant funding and loan finance is available which is appropriate to the maturity of the social enterprise sector in Jamaica. This, in turn, will help support social enterprises towards more sustainable trading revenue in future.
- Wider business support programmes and funds should be adapted to ensure that social enterprises can access appropriate capacity building and training, research, venture funding and incubator support.
- Public bodies should work more closely with social enterprise that can deliver services that the agencies do not have the capacity to deliver, filling gaps in service provision. Central and local government can consider how social enterprises can be supported to play a greater role in the delivery of public policy objectives.
- Government should introduce mechanisms for greater system wide co-ordination between agencies and ministries with regard to social enterprise.

### 5.3 Data and evidence

- Social enterprises and support bodies should develop and adopt clearer metrics which can be used to assess social enterprises capacity to absorb resources effectively and deliver results. These should then be used as a component of the selection process of supporting social enterprise ventures.
- Agencies should encourage and support SEs to keep more timely and accurate records that are also open and accessible more widely.
- Social enterprises should be provided with capacity building support to measure value creation, as well as to get this measurement validated by external partners, learning from Social Return on Investment and Cost Benefit Analysis approaches.

### 5.4 Capacity and capability

- Government and other support for SEs should follow the entrepreneurship process from ideation to development and scale through the business cycle, with the relevant agencies collaborating to provide services along the growth trajectory of the SEs
- The state should launch a national training programme on governance to ensure that organisations are sufficiently empowered to organise and govern their operations.
- There is a need for significant capacity building in the areas of proposal writing as well as in venture management and accessing loans.
- Focus should be on bolstering the governance capacity of organisations and ensuring that their accounts and other relevant documents are in order, for example, so that they could be considered for listing on the Jamaica Social Stock Exchange.

### 5.5 Leadership

- Steps should be taken to bolster the recruitment, development and retention of the qualified human resources within social enterprises.
- Funders should consider offering grant funding to pay staff during the start-up phase of the venture life cycle. Having proper management of the venture is an essential component of incubator support during the start-up phase of any venture, whether SE or other MSME more widely. Funders can help support the transition from volunteers into paid roles and business models that rely on grants towards those which are sustainable on the basis of earned income.
- There is a need to ensure that more young people are engaged in the leadership of social enterprises to aid in proper succession, which is essential effective governance and sustainability.
- Social enterprises can do more to support women and minority groups into leadership roles, harnessing the skills, energy and potential of their workforce.

### 5.6 Networks and partnerships

- Social enterprises should co-operate further to develop strategic networks and partnerships with other organisations so as to benefit from knowledge and skills that are among them.
- Leading social enterprises in Jamaica should encourage collaboration on developing proposals that support multiple groups and communities, thus benefitting from the clustering of resources to generate greater impact.

## 5.7 Education and awareness

- Given that the British Council and Victoria Mutual Foundation have launched their SE programme in high schools throughout Jamaica, active recruitment should target these high school students to become members of the community-based organisations and eventually a part of the executive, providing some of the needed human resources to operate the SEs.
- Higher education institutions should give consideration as to how they can support the development of social enterprise and alternative economic models, through their programmes, curricular, supply chains, teacher training, incubation and business support.
- Social enterprise leaders and supporters should consider how best they can work together to build greater awareness of social enterprise in Jamaica across the public more widely.

## 5.8 Private sector

- Government should encourage the private sector to explore greater collaboration with social enterprise. Businesses need to do more to encourage and incorporate social enterprises into their supply chains.
- Leading Jamaican businesses should co-operate with social enterprises to create better platforms for sharing market opportunities and raising awareness of the potential benefits of social enterprise.

© Link Your Purpose



# 6 References

1. British Council (2015). A Review of social enterprise Landscape in the Philippines
2. British Council (2015). social enterprise Landscape in Ghana
3. British Council (2015). social enterprise in the UK, Developing a thriving social enterprise Sector
4. British Council (2015). social enterprise Policy Landscape in Bangladesh
5. British Council (2015) The State of social enterprise in Ethiopia
6. The British Council (2017). The State of social enterprises in Kenya.
7. Curtis, T., Minto, I.D. and Nicholls, A. (2008). Cultural Shift: South East: Academic research outcomes from the Skoll Centre for Social Entrepreneurship, Saïd Business School, University of Oxford.
8. Dacin, M. T., Dacin, P. A., & Tracey, P. (2011). Social entrepreneur- ship: A critique and future directions. *Organisation Science*, 22(5), 1203–1213.
9. Boodraj, G. Maragh, S. G., Skeete, V., Steele, M., Sutherland, A. and Myers, W. C (2017). Global Entrepreneurship Monitor 2016/17 Jamaica Report. University of Technology, Jamaica.
10. The Gleaner, (November 9, 2018). Two-Step Rollout For Social Stock Exchange - Donation Site Goes Live January; Second Phase Awaits Legislation. <http://jamaica-gleaner.com/article/business/20181109/two-step-rollout-social-stock-exchange-donation-site-goes-live-january>
11. The International Center for Not-for-Profit Law (ICNL), 2018. Blurred Lines and Tough Choices: Jamaica's Complex Legal Environment for Civil Society Organisations and social enterprises and Implications for Reforms. *An Initial Assessment for Discussion among Stakeholders April 2018*.
12. K'nife, K (2018). Work Force Development Assessment for Involuntary Returned Migrants. British High Commission, 2018
13. K'nife, K. (2017). Developing an Integrated Governance Monitoring Framework, for NHT Best Schemes Programme: Baseline Survey, National Housing Trust, Jamaica
14. K'nife, K. (2016). State of social enterprises in Inner Cities: The Kingston Metropolitan Area, Digicel Foundation 'Queen Young Leaders Programme' and British Council, Jamaica.
15. K'nife, K. (2016). social enterprise Boost Initiative Jamaica: A Survey of Jamaica's social enterprise Landscape. Office of Social Entrepreneurship, UWI, Mona.
16. K'nife, K. (2015). Survey of Jamaica's social enterprise Landscape. Jamaica social enterprise Boost Initiative (SEBI II). Jamaica National Foundation. USAID.
17. K'nife, K. (2014). Community Renewal Programme: A social enterprise Approach. Office of Social Entrepreneurship, UWI, Mona.
18. K'nife K. (2014). Community Empowerment and Transformation Project Phase II- (COMET II) Community Baseline Survey Office of Social Entrepreneurship, UWI, Mona.
19. K'nife, K. (2012). Community Based Policing baseline study Jamaica, JCF. USAID COMET II, 2012
20. Loop. (2018, July 16). 50 entrepreneurs to benefit from JSIF grant valued \$100 million. <http://www.loopjamaica.com/content/50-entrepreneurs-benefit-jsif-grant-valued-100-million>.
21. Loop. (2019, January 23). Five groups named for phase one of Jamaica Social Stock Exchange. <http://www.loopjamaica.com/content/five-groups-named-phase-one-jamaica-social-stock-exchange>
22. Jamaica Observer (2018, April 15). The Crime Statistics Speaks for themselves. Retrieved from: [http://www.jamaicaobserver.com/the-agenda/the-crime-statistics-speak-for-themselves\\_130574](http://www.jamaicaobserver.com/the-agenda/the-crime-statistics-speak-for-themselves_130574).
23. Jamaica Stock Exchange (2018). What is the Jamaica Social Stock Exchange <https://www.jamstockex.com/what-is-the-jamaica-social-stock-exchange/>

24. Market Research Services Ltd (2017). Financing Needs of the social enterprise Organisations in Jamaica. Development Bank of Jamaica and USAID.
25. Ministry of Industry Commerce Agriculture and Fisheries (2018). Micro Small and Medium Enterprise Policy (MSME), Government of Jamaica, Jamaica.
26. Minto, I. D. (2009). "Diasporas and Development – The Case of Ireland and the Caribbean." Caribbean Paper #7, Waterloo, Canada: Centre for International Governance Innovation.
27. Minto-Coy, I. D. 2011. "Beyond Remittancing: An Investigation of the Role of Telecoms in Facilitating and Extending the Diaspora's Contribution to the Caribbean." Canadian Foreign Policy Journal 17 (2): 129–141. doi:10.1080/11926422.2011.607021.
28. Minto-Coy, I. D. 2013. Draft Jamaica Diaspora Policy. Consultancy for the Ministry of Foreign Affairs, Government of Jamaica.
29. Minto-Coy, I. D. 2016a. "The History of Public Administration in the Commonwealth Caribbean." In Public Policy and Administration in the Caribbean, edited by I. D. Minto-Coy and E. Berman, 33–60. New York, NY: CRC Press.
30. Minto-Coy, I. D. 2016b. "Diaspora Engagement for Development in the Caribbean." In Diasporas, Development and Governance, edited by A. Chikanda, J. Crush, and M. Walton-Roberts, 121–139, Heidelberg: Springer International Publishing.
31. Minto-Coy, I. D. 2016c. "The Role of Diasporas in the Growth and Internationalisation of Businesses in Countries of Origin." In Diaspora Business, edited by M. Elo and L. Riddle, 121–139. Oxford: Inter-Disciplinary.Net
32. Minto-Coy, I. D. 2018. "Marshalling Transnational Partners for Caribbean Development: The Role of the Diaspora." In Caribbean Realities and Endogenous Sustainability, edited by N. Karagiannis and D. Muhammed. Kingston, Jamaica: University of the West Indies Press.
33. Minto-Coy, I. D. Forthcoming. 2019. "From the Periphery to the Centre: Start-Up and Growth Strategies for Minority Diaspora Entrepreneurs." International Journal of Entrepreneurship and Small Business. doi:10.1504/IJESB.2019.10010782.
34. Minto-Coy, I. D., and M. Elo. 2017. "Towards an Entrepreneurial Ecosystem for Diaspora Engagement." Mona School of Business and Management Business Review 3 (4): 29–30.
35. Minto-Coy, I. D., and M. Elo. 2018. "Transnational Diaspora Entrepreneurship and Entrepreneurial Ecosystems: Opportunities for Diaspora Engagement in the Caribbean." In Dynamics of Caribbean Diaspora Engagement: People, Policy, Practice. University of Guyana.
36. Minto-Coy, I.D., Lashley, J.G. and Storey, D.J. (2018). "Enterprise and Entrepreneurship in the Caribbean Region: An Introduction to the Special Issue", Entrepreneurship & Regional Development 30 (9–10): 921–941.
37. Palmer, S.-A. (2017). JSE to Launch social enterprise Exchange. *Jamaica Information Service News*, <https://jis.gov.jm/jse-launch-social-enterprise-exchange/>
38. Pless, N.M. (2012). "Social Entrepreneurship in Theory and Practice – An Introduction", *Journal of Business Ethics* 111:317–320.
39. Tinsley, E. (2016, October 12). The Business of Doing Good: Supporting the social enterprise Sector. social enterprise Innovations. Retrieved from: <http://blogs.worldbank.org/dmblog/business-doing-good-supporting-social-enterprise-sector>
40. Statistical Institute of Jamaica (2015). Jamaica Labour Force Survey, Government of Jamaica, Jamaica.

# 7.1 Appendix I: Names of Enterprises Surveyed

Q3. Name of the enterprises interviewed in the 2019 FHI360 social enterprise Mapping Survey in Jamaica

No.	Names	No.	Names
1	360 Recycle Manufacturing	23	Boue CDC
2	A FI YU SKIN AND HAIR PRODUCTIONS	24	Breadnut Walk Wood Craft Creations
3	A.J Education and Technology Services	25	BREDS Foundation
4	Abilities Foundation	26	Brixton Hill CDC
5	AChudleigh community benevolence society	27	Browns Town Housing Scheme Citizens Association
6	AF	28	Bull Bay CDC
7	African Brewery	29	Bull Bay Football club
8	African Brewery	30	Cambridge Tri-Star Police Youth Club
9	Agency for international renewal	31	Campus Cuts
10	All Natural	32	Castor Fields Farms
11	Arabesk Dance Collective	33	Central Jamaica Social Development initiative
12	Ashe Company	34	Chapleton cdc
13	Asia Disaster Risk Group	35	Charles Town Maroon
14	Aunt Nancy' s Products	36	Christopher's Portraits
15	Banki Craft	37	Chudleigh Development Benevolent Association
16	Barrett Town Youth Upliftment & Community Development Organization	38	Coleyville Rada Women's Group
17	Barrette town PYC limited	39	Constitution Hill Community Council
18	Bartley's All in Wood	40	CPMC Cyber Club (Barbican)
19	Beeston Spring Community Development Committee	41	Creative Tailoring
20	Belle Plain CA	42	Cross Keys DAC Plantin Curls
21	Bless to Bless Foundation	43	Cumberland Castor Oil
22	Bogwalk CD/sports education arts	44	Cumberland Trisector Citizen Association

No.	Names
45	Daytona Citizen Association
46	Diann's A + Jerk Seasoning
47	Dress for Success Jamaica
48	Drug Treatment Court
49	East Prospect citizens association
50	Eastern African Consciousness
51	Eastwood Gardens youth for progress youth club
52	Elegant Hats & Clothing
53	Ellen Street Producer
54	Empowering Self
55	Empowering Selves Foundation
56	Enid's Homemade Bammy Products
57	Faith Motivation & Children Outreach Foundation
58	Father's United for Change
59	Fiona's Couture
60	Flora Naturalle Castor Oil
61	Forward Step Foundation

No.	Names
62	Four path CDC
63	Franklyn Town Community Development Project
64	Funtastic Creations and Interiors
65	Gary's Ancient Craft
66	Gayle's Goat Farm
67	Ginger Hill Producers
68	Gordon Pen Police Youth Club
69	Gordon Town Citizens Association
70	Gordon Town Citizens' Association CDC
71	Grove Natural Exotic Oils
72	His creation
73	House of Kush
74	Life Yard
75	Impact Limited
76	Indelible Designz

Name of the enterprises interviewed in the 2019 FHI360 social enterprise Mapping Survey in Jamaica

<b>No.</b>	<b>Names</b>	<b>No.</b>	<b>Names</b>
77	Indigenous Skin Food	100	Marcia's Nature Juice
78	Institute for Mobilization, Partnership and Action for Community Transformation	101	Mocho citizens association
79	Inzzpire365	102	Monaltrie Rosehall Strata Cooperation
80	Irish	103	Morant Bay Police Youth Club
81	Isaiah Unique Clay Pot	104	Mount James community development. Benevolent society
82	Iwax Ltd	105	Narlie Hill Sweet Potato Project
83	Jack bee nimble	106	National Organization of Deported Migrants
84	JAD binders	107	Nature Producer
85	Jamaica Association for the Deaf	108	Need horizon Christian ministries
86	Jeffrey Town Farmers Association	109	Next Step Educationally Services
87	Kelsampo Drapery & Bedding	110	Nikki Spices
88	Kintyre Citizens Association Limited	111	Odette's Crochet Design
89	KitsonTown cdc	112	Old Harbour Farm & Agro-processing enterprise
90	Kk décor	113	Olympic Court
91	Kreative Xpressionz	114	Open Arms Development Centre
92	Lilliput CDC	115	Oxford River Community Tourism
93	Linstead community development committee	116	Paradise Blends
94	Linstead disabled group, pillow making enterprise	117	Port Moran CDC Honey Bee
95	Lion high foundation	118	Port Morant CDC Internet Cafe
96	Llandilo Citizens Association	119	Portmore Catholic Panthers Marching Band
97	LMC Super Fish World and Landscaping	120	Portmore Self Help Disability Organization
98	Lori- M	121	Positive Youths In Action
99	Maidstone Museum Historical Tours		

No.	Names
122	Priestman River Citizens
123	Progressive Tawes Meadows Benevolent Society
124	Pure Oil
125	Ragga Herbs & Tonics
126	Ragga Herbs and Tonics
127	Ragga Roots and Teas
128	Rastafri coral gardens benevolent
129	Real Country
130	Red Hills Community and Police Youth Club
131	Rock springs Farms
132	Rockfort Development Council
133	Rocky Point Literacy Academy

No.	Names
134	RODECO
135	Rose Essential Oil
136	Rose Foundation for the built environment
137	Scarce Commodity
138	School of Vision
139	Shacore Inna Style Juices
140	Something Country
141	Sound Balm Yard
142	South Manchester Herds & Spices Multipurpose Society Ltd
143	Spaulding Visionary Bee
144	Sugarloaf Mount Industry Citizens Association

Name of the enterprises interviewed in the 2019 FHI360 social enterprise Mapping Survey in Jamaica

No.	Names
145	Superior Craft
146	Tami-Cake & Treats
147	The Rock Stone Foundation
148	Tivoli Gardens Composting project
149	Top Hill Computer Lab
150	Totoni Accessories Plus
151	Trench town cdc
152	Uncle Dan's Natural Seasoning & Spices
153	Uniquely Yours
154	United Rae Town CDC
155	Upliftment Jamaica
156	Valley Creation

No.	Names
157	Valley Foundation
158	Vartex Studio
159	White Horses Botany Bay Pamphret Benevolent Society
160	Wichie Wickie Citizen Association
161	Women resource and outreach center
162	York Police Youth Club
163	Yow Levite Productions
164	Yutes4Change Foundation
165	Z& D Food and Beverages
166	Zeje
<b>FHI360_2019_social_enterprises_Jamaica</b>	

# 7.2 Appendix II: Survey Instrument

## Part One – Background

### 1. What is the name of your organisation?

---

### 2. In what year did your organisation begin operating?

---

[Choose “1900” if the organisation cannot or will not give an answer/estimate.]

---



---

### 5. What is the address of your organisation?

---



---



---

## Part Two - Activities and characteristics

4.0 What is the widest geographic area your organisation operates across:  
[single response]

- 4.1 Neighbourhood
- 4.2 Local/provincial
- 4.3 Regional
- 4.4 National
- 4.5 International

5. How would you describe your organisation?  
[multiple responses allowed]

- 5.1 social enterprise
- 5.2 Co-operative
- 5.3 Voluntary group
- 5.4 Non-profit organisation
- 5.5 Community-Based Organisation
- 5.6 other. If other, please specify:

---

6. Have you heard of the concept of “social enterprise”?  Yes  No

7. Please tell us, which of the following characteristics your organisation meets:  
[tick all that apply]

- 7.1 Formally constituted (with written by-laws or a written constitution) and/or Legally registered
- 7.2 Democratically controlled / participatory governance, comprised of members with a vote and a voice in electing leaders and making decisions
- 7.3 Trading (selling goods and services for money)
- 7.4 Ambition to earn most of our income through trading
- 7.6 Formal rules on limits to profit distribution (in your organisation’s by-laws or in the by-laws of the organisation of which the enterprise is a subsidiary)
- 7.8 Formal definition of the community/social/ environmental/cultural benefit the organisation aims to pursue
- 7.9 Independent of the state

8. In what form(s) is your organisation legally registered? [tick all that apply]

- 8.1 Benevolent or Friendly Society
- 8.2 Cooperative
- 8.3 Company Limited by Guarantee
- 8.4 Company Limited by Share
- 8.5 Sole Trader
- 8.6 Partnership
- 8.7 Industrial and Provident Society
- 8.8 Under the Charities Act
- 8.9 Not legally registered at all
- 8.other. If other, please specify:

---

Question 8\_noreg --> Only asked if organisation says that they are not legally registered at all.

Why is your organisation not yet legally registered?

\*Do not read the responses to the organisations.\*  
Allow them to speak and tick the ones that are relevant.

- 1. Doesn't want to be taxed
- 2. Doesn't want to give the government information / for the government to know their business
- 3. Hasn't done it yet, but plans to
- 4. Registration costs too much
- 5. Registration is too time consuming
- 6. Not sure how to register
- 7. Not sure which body it would be best to register with
- 8. Not sure which form it would be best to register under
- 9. NR<sup>3</sup>
- Other

Question 8\_SDC --> Only asked if organisation says that they are not legally registered at all.

Is your organisation registered with the SDC (Social Development Commission)? [select one;  Yes  No  DK<sup>4</sup>  NR]

If the organisation has already indicated this, just put "yes" here and don't ask them the question again.

Question 9

[If Q8 = 8.1 to 8.8 or 8.other]

Does your organisation have a TRN?  
[single response; yes/no/dk/nr]

Question 10

ADD: If Q8 = options 8.1 to 8.8, 8.other:

With which body or bodies is your organisation registered? [tick all that apply]

- 1. Companies Office
- 2. Department of Cooperatives and Friendly Societies (DCFS)
- 3. Social Development Commission (SDC)
- 98. DK
- 99. NR
- Other (specify)

---

[ICNL-CO & ICNL-DCFS]

If registered with Companies Office or DCFS, ADD: Please rate your satisfaction with the support your organisation receives from the Companies Office/DCFS:

(Select one: very satisfied; somewhat satisfied; neither satisfied nor unsatisfied; somewhat unsatisfied; very unsatisfied)

11. Is your organisation a subsidiary of another organisation?  Yes  No

<sup>3</sup> NR = No response. This is not spelled out to discourage use, in case the respondent sees the answers.

<sup>4</sup> DK = Don't know. This is not spelled out to discourage use, in case the respondent sees the answers.

12. What are your organisation's overall objectives? [Tick all that apply]

- 12.1 Sell a product or service
  - 12.2 Improve a particular community
  - 12.3 Create employment opportunities
  - 12.4 Support vulnerable people (of all ages)
  - 12.5 Improve health and well-being
  - 12.6 Promote education and literacy
  - 12.7 Address human rights issues
  - 12.8 Protect the environment
  - 12.9 Address financial exclusion
  - 12.10 Support vulnerable children and young people
  - 12.11 Support other organisations that are non-profit organisations
  - 12.12 Support other organisations that are social enterprises
  - 12.13 Address safety and security issues (crime and violence prevention)
  - 12.14 Advance cultural awareness
  - 12.15 Provide training opportunities for people from a specific population group
  - 12.16 Provide training opportunities for people from a specific geographical area
  - other. If other, please specify:
- 

13a. What is the main sector your organisation operates in? [Tick one response]

- 13a.1. Housing
- 13a.2. Distribution and Retail
- 13a.3. Agriculture
- 13a.4. Business support / consultancy
- 13a.5. Childcare
- 13a.6. Culture
- 13a.7. Social care
- 13a.8. Health care

- 13a.9 Hospitality (cafes, restaurants)
  - 13a.10. Employment and skills
  - 13a.11. Creative industries (Web, design, print)
  - 13a.12. Financial support and services
  - 13a.13. Education
  - 13a.14. Environmental – recycling, reuse, awareness
  - 13a.15. Transport
  - other. If other, please specify:
- 

13b Do your organisation's traded products and services belong to a different sector than the rest of your organisation's work? [Select one, yes/no 13c if yes, what is the main sector to which your organisation traded products and services belong?]

- 13c.1. Housing
  - 13c.2. Distribution and Retail
  - 13c.3. Agriculture
  - 13c.4. Business support / consultancy
  - 13c.5. Childcare
  - 13c.6. Culture
  - 13c.7. Social care
  - 13c.8. Health care
  - 13c.9 Hospitality (cafes, restaurants)
  - 13c.10. Employment and skills
  - 13c.11. Creative industries (Web, design, print)
  - 13c.12 Financial support and services
  - 13c.13. Education
  - 13c.14. Environmental – recycling, reuse, awareness
  - 13c.15. Transport
  - 13c. other. If other, please specify:
-

### Part Three - Economic data

14. What was your organisation's annual turnover/ revenue in Jamaican dollars (J\$) the previous financial year? [Single response]

The "previous financial year" is the most recent completed financial year.

- (14.1) 0 – 9,999
- (14.2) 10,000 - 49,999
- (14.3) 50,000 - 499,999
- (14.4) 500,000 – 999,999
- (14.5) 1m - 5m
- (14.6) Over 5m
- 14.98 DK
- 14.99 NR

15. What do you expect to happen to your organisation's turnover/revenue next financial year? [Single response]

"Next financial year" is the year that will start after this current financial year is complete.

- 15.1 Increase
- 15.2 Decrease
- 15.3 Stay the same
- 15.98 Don't know
- 15.99 NR

16. For the last year, how would you describe your financial performance? [Single response]

- 16.1 Made a profit/surplus
- 16.2 Made a loss
- 16.3 Break – even (nil)
- 16.98 DK
- 16.99 NR

17. What percentage of your profit/surplus goes to each of the categories below [Multiple response]

- 17a Job creation
  - 17b Reinvestment in enterprise / mission to support social and/or environmental programmes
  - 17c Distribution to employees
  - 17d Distribution to members
  - 17e Distribution to owners / shareholders
  - 17f If other, please specify:
- 

### Part Four - Sources of funding

18. What forms of finance and funding have you received (in the last year or since you started operating)? [Tick all that apply]

- 18.1 Grant
- 18.2 Donation
- 18.3 Loan
- 18.4 Equity
- 18.5 Mortgage
- 18.6 Overdraft
- 18.7 In-kind resources
- 18.8 Fund raising
- 18.9 If other, please specify:

19. If "grant" is selected in Question 18: What proportion (%) of your total income came from grants last financial year?

20. Where do you get your funding support from [tick all that apply]?

- 20.1 State agencies (e.g. JSIF, EFJ, DBJ etc.)
- 20.2 Local Foundations and Endowments (e.g. Digicel Foundation, JN Foundation)
- 20.3 The Jamaican diaspora
- 20.4 International Funding agencies/ programmes (e.g. USAID COMET)
- 20.5 Individual donors?
- 20.6 The community or communities you serve
- 20.7 If other, please specify:
- 

## Part Five - Employment

21. How many paid full time employees (35+ hours per week) do you currently employ?

---

22. How many paid part time employees (34 or fewer hours per week) do you currently employ?

---

## Part Six - Community/ social and environmental goals

23. Does your organisation place emphasis on:

- 23.1. Profit first
- 23.2. Collective benefit/social/environmental/ cultural mission first
- 23.3. Both jointly?

24. Do you consider any of the following groups to benefit directly from your organisation's core business activities? [tick all that apply]

Here, "benefit directly from your organisation's core business activities," should include those who might benefit from the organisation's social programmes and services that are financed by the core business activities.

Here, "benefit directly from your organisation's core business activities," should include those who might benefit from the organisation's social programmes and services that are financed by the core business activities. (But these social programmes must be financed by the organisation's traded products and services!)

- 24.1 Unemployed
- 24.2 Individuals with a physical disability
- 24.3 Individuals with a learning or mental disability
- 24.4 Homeless / coming out of homelessness
- 24.5 Men
- 24.6 Women
- 24.7 Older people
- 24.8 Young people with delinquent behaviour (aged 29 or under)
- 24.9 Young people more widely (18- 29)
- 24.10 Children (under 18 years old)
- 24.11. Local community
- 24.12. Employees of your organisation
- 24.13. Organisations (NGOs, micro and small businesses, social enterprises, self-help groups, community, and religious groups)
- 24.14. Drug addicts
- 24.15. Domestic violence victims
- 24.16 Trafficking victims
- 24.17 Refugees and asylum-seekers
- 24.o. If other, please specify:
-

25. What are the main categories of support rendered and characteristics of the beneficiaries over the last 12 months? [please complete the table]

Category of support/service rendered to beneficiaries	Age group (yrs.)	Male (#)	Female (#)	Total
25.1 Cash				
25.2 Skills development training programme				
25.3 Link to employment opportunity				
25.4 Food & grocery				
25.5 Clothing				
25.6 School support				
25.7 Re-entry into school				
25.8 House improvement support				
25.other Other, please specify				

26. Do you measure your social and environmental impacts?

- 26.1. Yes, we do the measurements ourselves
- 26.2. Yes it is externally validated
- 26.0. No
- 26.98 DK
- 26.99 NR

26.b. If yes, how do you measure your social impact? (explain)

---



---



---



---



---



---

### Part Seven - Leadership

27. What is the highest level of academic achievement obtained by the person most responsible for managing your organisation?

*The level of academic achievement specified must have been completed.*

- 27.1. Graduate or Post-graduate degree (Masters or PhD)
- 27.2. Bachelor's degree
- 27.3 Associate degree
- 27.4. Vocational training school (e.g. HEART)
- 27.5. High School (5th form)
- 27.6. Community based training programmes
- 27.7. Primary School
- 27.8 None of the above
- 27.other Other, please specify:

---

28. What is the gender of the person currently in charge of your organisation?

- Male       Female       Other

29. To what age range (in years) does the person currently in charge of the organisation belong?

- (29.1.) 16-24  
 (29.2.) 25-44  
 (29.3.) 45-64  
 (29.4.) 65+

30. Does the person currently in charge of your organisation belong to the community (or one of the communities) in which the enterprise operates?

- Yes       No

## Part Eight - Future planning/ expectations

31. How does your organisation plan on achieving growth over the next year? (Write in the top 5 with 1 the most likely and 5 the least likely)

- (a) Increasing sales with existing customers  
 (b) Diversifying into new markets  
 (c) Expanding into new geographic areas  
 (d) Developing new products and services  
 (e) Attracting new customers or clients  
 (f) Replicating or spreading work  
 (g) Attracting investment or finance to expand  
 (h) Merging with another organisation  
 (i) Winning business as part of a consortium  
 (j) Never thought about it  
 (k) If other, how?

32. What are the main challenges of your organisation? (Write in the top 5 with 1 the most likely and 5 the least likely)

- (a) Obtaining grants  
 (b) Obtaining other forms of finance  
 (c) Cash flow  
 (d) Recruiting staff or volunteers  
 (e) Shortage of business skills  
 (f) Time pressures  
 (g) Lack of access to business support and advice  
 (h) Lack of awareness of social and solidarity enterprise in Jamaica  
 (i) Government regulations and administrative burdens  
 (j) Availability of suitable premises or workspace  
 (k) Poor commissioning and procurement of public services  
 (l) If other, please specify:
- 

33. What are your organisation's top 5 constraints to financing? (Write in the top 5 with 1 the most likely and 5 the least likely)

- (a) Bank's profit margin / fees  
 (b) Investments available are too small  
 (c) Other organisations' lack of understanding of social enterprise  
 (d) Access to investors is low due to limited supply of capital  
 (e) Currency value and inflation  
 (f) Finding guarantors / collateral  
 (g) Investments available are too large  
 (h) Short loan repayment period  
 (i) Approval procedure  
 (j) Terms and conditions too onerous or difficult to understand  
 (k) If other, please specify:
-

34. Has your organisation benefited from any support programme?  Yes  No

34.b. If yes, what support was given in the programme or programmes? (Tick all that apply)

*Select all support the organisation has ever received.*

34.b.1. Mentoring

34.b.2. Incubation

34.b.3. Training

34.b.4 Financing

34.b.other Other, specify:

---

35. Has your organisation undertaken any of the following business practices within the last 12 months? [Select multiple]

1. Created or referenced your organisation's documented / formal strategic plan
2. Created or updated your organisation's formal business plan
3. Conducted budget forecasting
4. Created regular income/expenditure reports
5. Requested or received a formal and independent audit of your accounts
6. Evaluated or measured the impact of your organisation in relation to its mission
7. Formally networked with other organisations that sell goods or services (businesses or other social enterprises)
8. Compared your organisation's performance with other organisations that sell goods or services (businesses or social enterprises)

## Part Nine – Additional Information

36. Are you willing for this information about your organisation to be shared publicly?

Yes  No

37. Please provide contact details. (Necessary for validation and will not be shared publicly)

---



---

38. Are you willing to be contacted again by any of the partners on this project?  Yes  No

The partners are FHI 360 and British Council.

39. Do you know any other organisations that might be social enterprises?  Yes  No

40. If yes to #39: Would you be willing to provide us with contact information for any of them so that we could also include them in the survey? [If yes, contact details]

---



---

Thank you for participating in this important mapping, which will help to provide better support to Jamaica's social enterprise sector and the country's economic growth.

## Part Ten - For Official Use Only

Name of interviewer

---

Signature of interviewer

---

# 7.3 Appendix III: Directory of Social Enterprises Listed

Table A: Directory of respondents of the 2019 FHI 360 social enterprise Mapping Survey in Jamaica

Number	Name of organisation	Address
1	360 Recycle Manufacturing	21 Rousseau Road /Kingston 5
2	A FI YU SKIN AND HAIR PRODUCTIONS	16 George Bradley Drive, Allman Town
3	A.J Education and Technology Services	12 Begonia Drive, Mona, Kingston 6
4	Abilities Foundation	191 Constant Spring Road, Kingston 8
5	AChudleigh community benevolence society	Chudleigh Housing Scheme, Manchester
6	AF	Lot 54 African Gardens, August Town, Kingston 7
7	African Brewery	260 Spanish Town, Kingston11
8	African Brewery	260 Spanish Road, Spanish Town, St. Catherine
9	Agency for international renewal	85 West Road, Kingston 12
10	All Natural	Silent Hill,
11	Arabesk Dance Collective	12 Begonia Drive, Mona, Kingston 6
12	Ashe Company	8 Cargill Avenue, Kingston 5
13	Asia Disaster Risk Group	Asia Community, Pusey Hill P.O.
14	Aunt Nancy' s Products	681 Pine Crescent, Longview Park
15	Banki Craft	Hampton Court District, Golden Grove, St Thomas
16	Barrett Town Youth Upliftment & Community Development Organization	Barrett Town, Rose Hall, P.O.
17	Barrette Town PYC limited	Barrette District
18	Bartley's All in Wood	Hanbury Road, Mandeville, Manchester
19	Beeston Spring Community Development Committee	Beeston Spring, Westmoreland
20	Belle Plain CA	Osbourne Store P.O, Clarendon
21	Bless to Bless Foundation	Anglican Lane, Trinitivlle, St. Thomas
22	Bogwalk CD/Sports Education Arts	Mandella Avenue, Knowles, St. Catherine
23	Boue CDC	Bogue Hill, Gordon's Crossing P.A.

<b>Number</b>	<b>Name of organisation</b>	<b>Address</b>
24	Breadnut Walk Wood Craft Creations	Breadnut Walk Community, Ginger Hill P.O.
25	BREDS Foundation	Calabash Bay P.A, Treasure Beach, St Elizabeth
26	Brixton Hill CDC	Brixton Hill District, Mocho, Clarendon
27	Browns Town Housing Scheme Citizens Association	1A Windward Road, Kingston 16
28	Bull Bay CDC	St. Thomas Main Road. Bull Bay, St Andrew
29	Bull Bay Football club	8 Mile, Bull Bay, Kingston
30	Cambridge Tri-Star Police Youth Club	Cambridge Square
31	Campus Cuts	Taylor Hall, UWI Mona, Kingston 7
32	Castor Fields Farms	6 Hope Plaza, Hope Pasture, Kingston 6
33	Central Jamaica Social Development initiative	Whiteshop Community, CJIF Packaging Plant
34	Chapleton cdc	Sangsters Heights, Chapleton P.O., Clarendon
35	Charles Town Maroon	Charles Town, Buff Bay, Portland

To find out more about our work in supporting social enterprise and inclusive economies please visit

[www.britishcouncil.org/society/social-enterprise](http://www.britishcouncil.org/society/social-enterprise)

Follow our social enterprise programme on Twitter:

[@SocEntGlobal](https://twitter.com/SocEntGlobal)

© British Council 2019

The British Council is the United Kingdom's international organisation for cultural relations and educational opportunities.