Strengthening the ecosystem for impact entrepreneurship
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Amsterdam is thriving. The city’s economy, as well as that of the Amsterdam Metropolitan Area, is growing. But economic growth does not mean that everybody gains. One of Amsterdam’s key challenges is how to be a fairer city, a place with equal opportunities for everyone. For this reason, the College of Mayor and Alderpersons chose to strive towards a city that turns business, creativity and entrepreneurship into opportunities for all. Amsterdam and its region also face major societal challenges in other areas, such as climate, energy transition and the circular economy. Health, poverty, education and inclusion also require our attention. To help develop innovative solutions to societal challenges in all of the above-mentioned areas, the government needs to shift its role to being more of a partner to the city’s residents, companies and social organisations.

The ‘Amsterdam Impact 2019-2022: Strengthening the ecosystem of impact entrepreneurship’ programme means tackling societal challenges through entrepreneurship, and building a strong ecosystem that promotes and encourages business that never loses sight of people and the environment.

The new programme will pick up where the successful 2015-2018 programme left off. It has six pillars: transition, market access, capital, internationalisation, impact entrepreneurship in the local neighbourhood and promoting network connections/liaison along with eighteen specific measures (see table on the next page). The focus of the first programme was on creating a nurturing climate for social entrepreneurship - a climate in which social enterprises could start and grow. In the new programme, there is a shift towards strengthening the ecosystem for impact entrepreneurship through impact companies: social enterprises and socially responsible businesses that want to create both financial and societal value. This means focusing on businesses generating multiple forms of value through their entrepreneurial activities, and therefore contribute to solving the societal challenges that we face.

The new Amsterdam Impact 2019-2022 programme aims to provide room for companies to play a role in communities, and to encourage them to address societal challenges, so that wherever possible they create multiple forms of value and generate maximum impact. To this aim, we want to create favourable conditions. In essence, this means promoting the creation of multiple forms of value by companies: financial and societal value. This goal is achieved by social enterprises, which have shared this mission from the start, as well as by a growing group of socially responsible companies. Both types of businesses focus on making an impact, which is why we call them impact companies. The new Amsterdam Impact programme, which supports the development of impact companies, is designed to lead to:
• More jobs at impact companies (social enterprises and socially responsible businesses).
• More impact companies (social enterprises and socially responsible businesses).
• An improved climate for impact companies (e.g. with respect to market access and access to capital).
• Tackling societal challenges through entrepreneurship.
• Positioning Amsterdam as the number one city for impact entrepreneurship.

This four-year programme, for which €2,500,000 has been budgeted, is financed from resources coming from the city’s economic structure and labour market strengthening funds. The College of Mayor and Alderpersons will report to the Council annually on the programme and the results achieved in relation to the various measures. A final report on the programme will be published in 2023.
Introduction

Amsterdam is thriving. The economy in both the city itself and in the wider Amsterdam Metropolitan Area (AMA) is booming. Employment has recovered to pre-recession levels and the AMA is attracting both start-ups and existing companies, from the Netherlands and abroad. The College of Mayor and Alderpersons is investing heavily in strengthening Amsterdam’s economic structure, in order to ensure that the regional economy is fit for the challenges of the future. But today’s economic success will not produce only winners, as set out by the College of Mayor and Alderpersons in its agreement entitled ‘A new spring and a new voice’.¹ One of the most important challenges is how to ensure that Amsterdam is a city that is fair for everyone, and where equality in opportunities is a core value. The College of Mayor and Alderpersons has therefore opted to stress the value of cooperation over that of competition. It aims to make Amsterdam a city that converts prosperity - created by business, the creative sector and entrepreneurship - into opportunities for everyone.² The College of Mayor and Alderpersons has set itself the goal of looking at economic progress in a different way. In Amsterdam, combating inequality means not only creating prosperity but also improving human well-being.³

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¹ Economic Explorations Amsterdam Metropolitan Area 2018.
³ This is reflected in the Wider Prosperity Monitor of the Amsterdam Metropolitan Area, which was first presented by Amsterdam in 2018.
Amsterdam and its region also face major societal challenges in other areas, such as climate, energy transition and the circular economy. The fields of health, poverty, education and inclusion also require our attention. Innovative solutions are needed for societal challenges in all of these areas. And that requires co-creation where the government acts as a partner for residents, companies and social organisations. Because residents often have smart new solutions and ideas for tackling the city’s challenges, the College of Mayor and Alderpersons provides scope for social initiatives by Amsterdam residents, particularly in local neighbourhoods, through its Democratisation programme.

Businesses are also increasingly accepting that they have a big role to play in society. They want to be part of the solution to these problems. They are developing new business models to address societal challenges and supporting others to do the same. The Amsterdam Impact 2019-2022 programme aims to provide scope for companies to play a role in communities and to encourage them to address societal challenges to achieve the greatest possible positive impact. To this aim, we want to create favourable conditions. In essence, this means promoting the creation of multiple forms of value by companies: financial and societal value. This goal is achieved by social enterprises which have had this mission from the start, as well as by a growing group of socially responsible companies. Both types of organisations focus on making an impact, which is why we call them impact companies. We want to facilitate this trend.

Tatiana Glad
Co-Founder & Director
Impact Hub Amsterdam

“This is an excellent opportunity for the municipality to work on impact together with partners around the city. Addressing the challenges faced by the city and creating a society that works for everyone demands a process of co-creation with residents, a more system-wide perspective and solutions from social entrepreneurship. By facilitating this co-creation, the municipality can help us to create an economy that includes social, ecological and economic improvements in a sustainable way.”
THE CONTINUUM FROM NON-PROFIT ORGANISATION TO TRADITIONAL PROFIT-DRIVEN COMPANIES: MOVING TOWARDS IMPACT ENTREPRENEURSHIP

Definitions

Social enterprise
Amsterdam adopts the definition of a social enterprise formulated by the European Commission and the Social Economic Council (SEC) supplement to this.

A social enterprise:
• Primarily has a social mission: impact comes first;
• Achieves this goal as an independent enterprise, which supplies a service or product;
• Is financially self-supporting, based on trade or other forms of value exchange, and therefore has little or no dependence on gifts or subsidies;
• Is social in the way in which it conducts its business:
  - profit is acceptable, but the financial aims serve the mission of increasing social impact. Any shareholder dividends are reasonable in extent.
  - management and policy are based on a balanced input from all parties involved;
  - fair to all;
  - aware of its ecological footprint;
  - is transparent.

Socially responsible business
Socially responsible businesses are based on a traditional profit-driven business model. They are accountable to their shareholders, with whom they share their profits. But in addition to this purely financial motivation, they are increasingly focusing on creating long-term shared value, both financial and societal; that is, they focus on value creation for customers, employees, investors and society as a whole.
IMPACT
At the Fawaka Entrepreneurship School, primary school children learn about sustainable entrepreneurship, or entrepreneurship that takes our planet and the people we share it with into account. Doing business is a great way to learn how to make decisions, take the initiative, persevere and adapt your approach where necessary. It’s also a great way to bring about a more sustainable society, because it involves more than just talking – it also involves doing. Inclusion is essential, too.

Amsterdam is a highly diverse city. It is crucial to tap into that diversity and use it as an asset. For three years now, we’ve been giving the kids from all over Amsterdam the opportunity to experience what sustainable business actually means. Our aim is to build a future in which sustainability is second nature for everyone!

A DREAM FOR THE FUTURE
Our ambition is to reach all children in the Netherlands, regardless of the neighbourhood they grow up in, how they learn or what background they are from. We are determined to make sure that the new generation has the skills to build a more sustainable future.

www.fawakanederland.nl
The new Amsterdam Impact programme focuses on local and international economic opportunities and social trends, combining entrepreneurship with tackling societal challenges. Amsterdam Impact therefore has two objectives: to promote economic activity and to tackle societal challenges, both in Amsterdam and elsewhere in the world. This is our approach to strengthening our economy and the well-being of all of Amsterdam’s residents.

The programme for 2019-2022 builds on the Amsterdam Impact 2015-2018 programme, which focused on strengthening Amsterdam’s ecosystem for social entrepreneurship. The new programme aims to build a broader movement towards impact entrepreneurship. Societal value creation and impact are becoming more important in all segments of society, from citizens to boardrooms. And that is happening on many different levels and in many different places in the world. This development creates opportunities for Amsterdam and requires a shift in focus for Amsterdam Impact: from social entrepreneurship to impact entrepreneurship.

In strengthening our ecosystem for impact entrepreneurship, we are focusing on socially responsible businesses and social enterprises, which form the crucial link in this development. Local neighbourhoods are another priority, because that is where impact entrepreneurs can help tackle the specific challenges that Amsterdam faces. That means that the Amsterdam Impact programme also helps achieve the ambition of strengthening the economy in local neighbourhoods, as set out in the coalition agreement. 4

The United Nations Sustainable Development Goals provide a framework for the challenges addressed by the programme and its partners (see next page).

4. The Amsterdam Entrepreneurs Program lists all the measures that the College of Mayor and Alderpersons takes to strengthen the neighbourhood economy. This programme will be offered to the City Council after the summer of 2019.
Increasingly, the Sustainable Development Goals (SDGs) of the United Nations are serving as business guidelines. The SDGs also serve as a catalyst for other actors such as social enterprises, and are seen as an opportunity for business activity and economic development. The SDGs were adopted at the UN in 2015, and also signed by the Dutch Prime Minister, Mark Rutte. The Netherlands has therefore committed itself to achieving these objectives – both at home and abroad. Unlike the Millennium Goals, which preceded the SDGs and focused more on developing countries, the SDGs can serve as a global blueprint for a better and sustainable future. The SDGs cover global challenges in a range of areas including health, environment, poverty, education and gender equality, and they are increasingly serving as a guide for the activities of companies, finance providers and governments, for example. These global challenges also affect Amsterdam. Our ambition for this programme is to help impact enterprises to take on these challenges.

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IMPACT
Plastic Whale is the world’s first professional ‘plastic fishing’ company. It’s a social enterprise with a mission: to make the world’s waters plastic-free. We do this by raising societal awareness of the problem, but primarily by taking direct action with as many people as possible and going fishing for plastic waste.

A DREAM FOR THE FUTURE
So far, Plastic Whale has fished over 100,000 PET bottles out of the water, which are then recycled into high-quality products, including designer boats and office furniture. But our ultimate aim, of course, is to go ‘out of business’ by achieving our mission. In our case, overfishing is a really good thing.

www.plasticwhale.com
Trends

The way we see the economy and economic development has been changing. And economic actors have been transforming, too. From citizens to CEOs, from scientists to governments, from global movements to finance providers – they are all increasingly asking themselves the same questions: how are we making a positive contribution to society? What is our impact? Are we creating social value? For whom? And how are we doing that?

An academic like Kate Raworth has been drawing large audiences presenting her ‘Doughnut’ model of the economy. Across the world, the trend towards B Corporations – socially responsible companies that use ‘business as a force for good’ – is growing. Danone and Wessanen are examples of companies that focus on impact in their business models. Young people want to work at companies and organisations that make a positive contribution to society and look after their employees. For a growing group of them, the philanthropic approach – or in other words the concept of ‘learning, earning and giving back’ – is losing its appeal. They want to make an impact right from the start of their career.

Consumers are also becoming increasingly aware of the influence they can have when they are spending their money. Tony’s Chocolonely started out as a protest brand but has grown to become the largest chocolate brand in the Netherlands.

The financial sector is also changing. Larry Fink, CEO of Blackrock, a $ 6.3 trillion investment fund, has urged CEOs to create multiple forms of societal value. Philanthropists, informal investors and private equity financiers are also moving towards impact investing. ABN AMRO recently released its first Impact Report for 2018, in partnership with the Impact Institute. The bank argues that value creation is about more than just creating financial value. And also more than sustainability. In the long term, it is about creating multiple forms of value for clients, employees, investors and society as a whole. The number of banks that are putting impact first is also growing, and they have come together to form the Global Alliance for Banking on Values, co-founded by Triodos Bank.

Nathan Gilbert
Executive Director
B Lab Europe

Companies need to embrace their responsibility for ensuring that they have a positive impact on the environment and on society. The B Corporations do exactly that: they meet high and verified standards of transparency and accountability. There are now more than 2,800 B Corporations worldwide, 31 of which are in Amsterdam. They are competing not only to be the best in the world, but to be the best for the world.

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6. Kate Raworth. "What on Earth is the Doughnut?"
Knowledge institutions are launching new courses, study programmes and professorial chairs – partly inspired by their students, and increasingly working together across national borders. They are also forming partnerships with financial institutions to promote social entrepreneurship. The Amsterdam Business School (University of Amsterdam / VU Amsterdam) and the School of Business & Economics at Vrije Universiteit Amsterdam now offers a Post-Growth Entrepreneurship Workshop. Other universities, such as the University of Valencia, Stanford and Harvard, have similar programmes.

Governments are taking the same path. Several cities in Spain and Germany, for example, have actively embraced the Economy for the Common Good, and a number of cities, including New York, are working with the B Corp model and have used this in experiments. The European Parliament organises multi-stakeholder conferences on the Post-Growth Economy, where recommendations are discussed for an alternative European economic policy that moves away from dependence on GDP growth. Governments in Asia, Latin America and Africa are also working on this, often in partnership with other players.

Impact entrepreneurship is on the rise. The number of social enterprises is growing and they are going from strength to strength, both in Amsterdam, in the Netherlands and internationally. 2018 research by PwC characterises the development of the Dutch ecosystem as moving ‘from “black hole” to leading light in social entrepreneurship’: ‘The Dutch social enterprise sector has developed from a sector that was very limited in size and was never recognised as such, to a sector that is growing and flourishing and has its own figureheads. After a period of preparation and pioneering, the sector has now moved into a growth phase and there is still plenty of room for professionalisation.’

Social enterprises play a pioneering role; they prove that a different way of doing business, in which the focus is on solving a societal challenge, is certainly possible. They are inspiring not only other companies, but also consumers, finance providers, universities and the public sector. Traditional companies enjoy working with social enterprises, because it leads to innovation. A partnership with a social enterprise helps companies to make their own business model future-proof. There are many examples of this in practice. After three years of collaboration, Unilever recently acquired the Vegetarian Butcher (Vegetarische Slager). One of the reasons for this acquisition is that Unilever sees that their ‘brands with a purpose’ are growing faster, are better aligned with what consumers want and are creating societal impact. Another example is the collaboration between Tony’s Chocolonely and supermarket chain Albert Heijn.

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Impact entrepreneurship and economic models

The developments and trends that we have outlined owe some of their success to various economic frameworks, which seek to offer an alternative model and are often cited as a source of inspiration and frame of reference for many players in the economy, such as companies, finance providers, governments and citizens. What lies at the heart of these new paradigms is that the well-being of all people is central and that players in the economy need to operate within ecological and social boundaries. Various parties in the Netherlands are also researching how this broader concept of well-being and prosperity can be applied. One example is Statistics Netherlands with the first Monitor of Well-Being 2018, which also factors in the United Nations Sustainable Development Goals. Amsterdam’s College of Mayor and Alderpersons is supporting this initiative and also applying a broader concept of prosperity and well-being. Amsterdam developed a preliminary version of the Monitor of Well-Being for its Metropolitan Region in 2018, and will update this regional index in 2019.

In the pages that follow, we will describe a number of conceptual frameworks. All these developments are brought together in a global partnership, the Wellbeing Economy Alliance.  

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The ‘Doughnut Economy’ focuses on inclusive and sustainable economic development. This concept, developed by Kate Raworth, offers a compass and a way forward that is designed to maximise well-being for everyone. She argues for a more balanced economy and for economic development that remains within our planet’s upper ecological limits and within our society’s lower limits. Every member of society should be able to meet the twelve basic needs that every human being has. Meanwhile, the upper boundaries on growth are our planet’s nine ecological limits, which we must respect in order to ensure the continued stability of the planet. The implication of this is that GDP growth should no longer be an end in itself, because GDP growth does not necessarily mean prosperity and well-being for everyone. Instead, we should be focusing on redistribution and building an economy that is essentially regenerative.
Conceptual frameworks for the economy

**Economy for the Common Good**
The Economy for the Common Good movement\(^{12}\) also argues that profit maximisation should not be our priority. Instead, human dignity, solidarity, ecological sustainability, social justice and democracy should guide our economic activities. Economic success should no longer be measured using GDP (Gross Domestic Product), but CGP (Common Good Product). The indicators that contribute to CGP include humane working conditions, ecologically sustainable production processes, revenue distribution and the equal treatment of men and women. The financial balance sheet would be replaced by a Common Good Balance Sheet, based on which companies, institutions and governments can be valued in relation to the indicators set out above.\(^{13}\)

**B Corp movement**
The B Corp movement is growing around the world. B Corps use ‘business as a force for good’. B Lab offers a quality benchmark the B Corp Certification that measures both societal and sustainable aspects. The model is accessible to all types of companies and, in addition to social enterprises, it is inspiring businesses such as Wessanen and Danone, which are also certified B Corps. The European headquarters of B Lab are located at Amsterdam’s Royal Tropical Institute (KIT), which serves as B Lab’s home base for European events.

12. *Economy for the Common Good* was founded by the Austrian activist and academic Christian Felber in 2002. More than 2,500 companies around the world are now participating. Over 11,000 people have joined the movement in more than 100 regional sections.

13. The Economy for the Common Good matrix is used to measure the relevant indicators. The matrix measures the impact of a company or organisation based on various stakeholder groups and using four core values: 1) What impact do economic activities have on the general quality of life, both today and for future generations? 2) How much focus is there on human dignity? 3) Is social justice promoted? 4) Is ecological sustainability guaranteed? 5) Are business goals achieved democratically and through participatory methods? How transparent is the process?
IMPACT
As an assurance, tax and consultancy firm, we fulfil our responsibility to society by sharing our knowledge and skills, pro bono and during working hours, particularly with social enterprises. Many of those are active in the Amsterdam region, because that is where our head office is located. We help them to contribute to the economic ecosystem. This is consistent with PwC’s mission of contributing to trust in society and addressing important problems. Every year, we organise the Social Impact Lab, a challenge for social enterprises. The winners receive two years of support and the opportunity to use our office facilities. We achieve our aim by developing services that meet the needs of a wide group of stakeholders.

A DREAM FOR THE FUTURE
At PwC, our ambition is to make all our operations fully circular by 2030 and we are working closely with social enterprises to help us achieve that goal.

www.pwc.nl
Strengthening the ecosystem for impact entrepreneurship

All these trends bring opportunities and possibilities for Amsterdam. But they require a shift in focus from Amsterdam Impact: from social entrepreneurship towards impact entrepreneurship. We are working on this shift using a proven approach: promoting the ecosystem (see Amsterdam Impact 2015-2018 results on page 20).

In recent years we have strengthened our ecosystem for social entrepreneurship. Now we are shifting the focus to the ecosystem for impact enterprises. We want to promote an environment that is as favourable as possible to entrepreneurship and which creates multiple forms of value – financial value and societal value.

In practice, we can kill two birds with one stone or, to use a more animal-friendly metaphor, feed two birds with one scone. This is because we are strongly committed to promoting connections and cooperation within the ecosystem, such as between socially responsible businesses and social enterprises, but also with and between other relevant players in the ecosystem.

Impact enterprises interact with a range of other players and actors in a system that is designed to generate societal value and thereby helping to address a range of societal challenges. These other actors are all important for achieving that impact, and they all have their specific role to play. For example, finance providers play a key role in enabling the establishment and growth of impact-oriented companies. Businesses and consumers purchase products and services from impact enterprises. And companies encourage employees to add value to social enterprises as mentors or volunteers, or to innovate by developing business challenges. The same applies to NGOs. Knowledge and educational institutions offer students and pupils the opportunity to maximise the impact of their entrepreneurship skills and to develop concrete business models. Impact enterprises also receive support from incubators, accelerators and network organisations, as well as the public sector.

Mirjam van Praag
President of the Executive Board of Vrije Universiteit Amsterdam

For almost 140 years, Vrije Universiteit Amsterdam has been achieving an impact on society through its education and research. We are seeing that impact grow still further with social entrepreneurship. And that’s why we, together with our international network, are investing in social entrepreneurship for students and employees. We can learn a lot from it and help to improve our immediate surroundings. And, of course, that means the wonderful city in which we are based, Amsterdam.
An ecosystem that functions well provides fertile ground for the growth of activities designed to create multiple forms of value – both financial and societal value, thus creating an impact. We will be conducting more detailed research into the ecosystem for Impact Entrepreneurship in the Amsterdam region.

Results of Amsterdam Impact 2015-2018

Amsterdam has a rich and growing ecosystem for social entrepreneurship, with many different types of actors, including network organisations, finance providers, knowledge institutions, incubators and accelerators, interest groups and companies. There are also many local, national and international sections and connections.

Companies are active in various impact areas. There are many start-ups, but also a significant number of growing social enterprises that are scaling up internationally. This ecosystem has been strengthened significantly in recent times.

- The number of social enterprises in Amsterdam is growing. The number of members of Impact Hub has more than doubled from 220 in 2015 to 471 (November 2018)
- The number of Amsterdam-based members of Social Enterprise NL (SE NL) has grown from 104 in 2015 to 119 in 2018.
- Amsterdam-based members of Social Enterprise NL have seen employment growth of 26% from 2015 to 2016 and 28% from 2016 to 2017 (data monitor SE NL 2018). And members of Impact Hub Amsterdam are also steadily creating new jobs.

The activities and results of Amsterdam Impact 2015-2018 can be found in the Amsterdam Impact 2015-2018 Final Report.

14. Examples: Fairphone and Vanderbron (circular electronics and renewable energy), VraagApp (healthcare), Swink (access to the labour market), Moyee Coffee (fair trade supply chains), Taxi Electric (renewable energy), De Prael (access to the labour market) Peerby and Thuisafgehaald (social cohesion and reducing food waste).
15. Such as Tony’s Chocolonely, Closing the Loop and Yoni.
This means a shift in focus for Amsterdam Impact. Previously, we have focused on strengthening the ecosystem for social entrepreneurship, specifically targeting social enterprises and other actors that play an important role in this. Now the focus will shift towards providing fertile ground for impact entrepreneurship. This will involve:

1. Socially responsible businesses, companies which are increasingly prioritising the creation of societal value
2. Social enterprises, for whom impact is a priority from the start, and which play a pioneering role in this shift
3. Impact enterprises that are tackling societal challenges in their neighbourhood.

We will also focus attention on other relevant players in the ecosystem: finance providers, knowledge institutions and schools, support and network organisations, governments, traditional companies and consumers. All these players have a key role in the growth of impact entrepreneurship. In particular, we will focus on the interaction and connections between these players. The next section will discuss how we will strengthen Amsterdam’s impact ecosystem.

IMPACT
Dopper was born ten years ago out of frustration with the amount of discarded plastic that ends up in our oceans. Its spiritual father, Merijn Everaarts, was working in the events industry at the time, and every day he would see festival visitors leaving a trail of plastic waste – mainly PET bottles. The image of plastic waste on the beach in Bloemendaal also made an indelible impression on him. That was how the idea of a reusable drinking bottle was born. The Dopper water bottle is produced sustainably in Emmen (original version) and China (steel and insulated versions), and is free from harmful substances and toxic plasticisers.

A DREAM FOR THE FUTURE
The goal is not profit, but helping to build a better world. That’s why we assess the impact of our product and our organisation using the Cradle to Cradle concept. We re-use as much as we can and minimise value destruction. Dopper is striving for a world where people are aware of the environment, where we actively reduce the amount of single-use plastic waste and where everyone has access to safe drinking water.

www.dopper.com
The shift towards economic development that focuses on the creation of societal value is a positive one, which we are aiming to encourage and facilitate through this new programme. The goal is to achieve as much impact as possible in relation to societal challenges through entrepreneurship and to reduce negative impact on people and on the environment. In other words, to ensure that entrepreneurship creates multiple forms of value wherever possible – both financial value and value in other areas. And not only in Amsterdam, but also elsewhere in the world. Solutions developed in Amsterdam may be useful in other parts of the world, for instance. And similarly, we in Amsterdam are open to applying concepts that have been developed elsewhere.

The programme was developed in collaboration with players active in the ecosystem, in part at a Design Meeting held in January 2019. Wherever possible, cooperation is again taking place at the level of the Amsterdam Metropolitan Area and at the national level. As in the first iteration of the programme, a number of measures have been designed right from the outset, and the programme has pillars and measures in which we will discover exactly which actions are appropriate. The specifics of the programme will be further developed through a process of co-creation with players in the impact ecosystem.

Compared with Amsterdam Impact 2015-2018, this programme includes various new measures and initiatives for the 2019-2022 period. These are aimed primarily at facilitating companies and other actors who want to prioritise the creation of societal value. Another difference with the previous programme is the focus on the impact of entrepreneurship of local neighbourhoods.

The choice of pillars and measures in the programme is partly based on the experience gained during the preceding programme, but also on meetings with players in the ecosystem and various studies and reports.18

There is also more focus on measures to reinforce the impact of entrepreneurship skills among groups that currently lack these. On other points, with respect to initiatives that have already proven their value, the goals have been made more ambitious still. In the Market Access pillar, for example, the ambition is to expand The Impact Days campaign to include more cities and partners in the Netherlands, and to add more international cooperation to the campaign. In the Capital pillar, meanwhile, the ambition is to expand the Integrated Capital Network.

Mark Hillen
Chairperson of Social Enterprise NL

“Social entrepreneurs are showing everyone that things can be done differently. They are challenging large companies to aim much higher when it comes to CSR within their organisations and cooperation with partners. They are leading the way towards the long-term creation of value by businesses, and they shift away from short-term financial goals.”
A great deal of attention is already being given to measures that a national government could take to promote the shift towards economic development that creates multiple forms of value.\textsuperscript{19} We are focusing on what role cities and regions can play in this, and how the local government can work with other players. We want Amsterdam to become the leading global knowledge centre when it comes to the role of local government in the transition to an economy that creates multiple forms of value. What are the tipping points for consumer behavioural change, for example? And how can they be facilitated? These are key questions. Amsterdam can then grow to become a hub where new concepts are developed, tested and applied. The aim of this pillar is to promote the transition towards economic activity that creates multiple forms of value.

**What we are going to do**

- First of all, we will explore what an ecosystem for impact entrepreneurship looks like in even more detail. Which players are involved? And what do they need? What role can local government play in strengthening the ecosystem for impact entrepreneurship? We also intend to develop relevant measures that are designed to strengthen the ecosystem through a process of co-creation. We will do this through a series of transformation labs and experiments. We will also develop indicators and carry out baseline measurements.

- An integral part of this process is generating, unlocking and sharing knowledge. Amsterdam has the potential to become a growth pole for knowledge, new approaches and concrete solutions in the field of cooperation between local government and partners in the ecosystem to promote economic development and impact entrepreneurship that generates multiple forms of value. This also means that we can attract a range of international players who are focusing on impact.

- During the 2015-2018 programme we have gained valuable experience in terms of the development of challenges and short-term programmes for social enterprises that make a real impact. One example here is the Localise

IMPACT
Heroes make the world a better place. The Heroes & Friends initiative helps heroes to raise funds by providing an intuitive platform that they can use to build a movement of friends and supporters of their project very rapidly. More than 700 heroes used the platform in its test phase, including The Great Bubble Barrier, winner of the Postcode Lottery’s Green Challenge and the #Hemweg campaign to close a coal-fired power plant in Amsterdam.

Amsterdam is the perfect location for Heroes & Friends because it is a creative hotspot for so many people who are pursuing important social missions. The Amsterdam ecosystem, including the municipal government, the Impact Hub, knowledge centres and an international start-up scene, makes the city the ideal home base.

A DREAM FOR THE FUTURE
Heroes & Friends believes that anyone can become a hero. Its big dream is to help 1 million people in their missions to raise funds from their friends and supporters.

www.heroesandfriends.com
the SDG Challenge. Various players, including companies, knowledge institutions and NGOs, are active in this area. For example, Tommy Hilfiger recently launched the second edition of the Tommy Hilfiger Fashion Frontier Challenge for social enterprises, focusing on the transformation of the fashion industry. We will maintain our commitment to organising challenges and programmes, while also widening their scope to promote impact business activities and working with a wide range of players.

- There will also be a focus on talent and the development of entrepreneurship skills. Talented people of any age are increasingly committed to tackling societal challenges, both through social enterprises and through socially responsible businesses or at the neighbourhood level. We want to support these people. Because everyone who is involved in tackling problems in the city in an innovative and entrepreneurial way is contributing to the Amsterdam that we want to help build. This is also a way of engaging and attracting talent and channelling it towards impact entrepreneurship.

- Adult entrepreneurs and students in higher education already have many opportunities to enhance their impact entrepreneurship skills. In the Amsterdam region, over sixty programmes exist for impact entrepreneurs in different phases of their business, and for propagating impact entrepreneurship skills more widely. We are updating the overview of existing programmes and helping to raise their profile among those who are interested.
The following measures aim to contribute to the creation of a continuous learning path for impact entrepreneurship.

### MEASURES IN PILLAR 1: TRANSITION

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<th>Measure</th>
<th>Explanation</th>
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<td>• Identify the players in the ecosystem, develop indicators and carry out baseline measurements.</td>
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| **Measure 2**<br>Transformation labs and experiments | • Identify and explore the needs of players in the ecosystem.  
• Co-creation of relevant measures with these companies, finance providers, knowledge institutions and tiers of government, including through a series of labs and experiments. |
| **Measure 3**<br>Generate and share knowledge about local government and impact entrepreneurship | • Generate, share and reinforce knowledge (research, education and valorisation) with actors in the ecosystem, such as consumers, in order to reach tipping points.  
• Including through research, lectures, debates, events and labs.  
• This measure also involves a role for local government and cooperation with players in the ecosystem, including other tiers of government. |

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### Measure 4
**Challenges and programmes**

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<td>Transformation labs and experiments</td>
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<tr>
<td>• Identify and explore the needs of players in the ecosystem.</td>
<td></td>
</tr>
<tr>
<td>• Co-creation of relevant measures with these companies, finance providers, knowledge institutions and tiers of government, including through a series of labs and experiments.</td>
<td></td>
</tr>
<tr>
<td>Measure 3</td>
<td>Generate and share knowledge about local government and impact entrepreneurship</td>
</tr>
<tr>
<td>• Generate, share and reinforce knowledge (research, education and valorisation) with actors in the ecosystem, such as consumers, in order to reach tipping points.</td>
<td></td>
</tr>
<tr>
<td>• Including through research, lectures, debates, events and labs.</td>
<td></td>
</tr>
<tr>
<td>• This measure also involves a role for local government and cooperation with players in the ecosystem, including other tiers of government.</td>
<td></td>
</tr>
</tbody>
</table>

### Measure 5
**Talent and impact entrepreneurship skills**

<table>
<thead>
<tr>
<th>Measure 5</th>
<th>Talent and impact entrepreneurship skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure 4</td>
<td>Challenges and programmes</td>
</tr>
<tr>
<td>• Update the overview of existing programmes and promote this information.</td>
<td></td>
</tr>
<tr>
<td>• Co-create and/or promote challenges aimed at young people, for example.</td>
<td></td>
</tr>
<tr>
<td>• Specific focus on talent and impact entrepreneurship skills during The Impact Days’ campaign.</td>
<td></td>
</tr>
</tbody>
</table>

### Potential partners

- B Lab and B Lab Europe, Economy for the Common Good, Regenerative Capital, MVO Nederland, knowledge institutions, schools, Enactus, CUSP, LUC Centre for Prosperity studies, various cities, Social Enterprise NL, Corporates and SMEs and their networks, SDG Charter, Impact Hub Amsterdam, Wellbeing Economy Alliance, NESI Forum, Leaders for Purpose, consumer organisations, marketing companies and educational programmes, Global Alliance for Banking on Values, DRIFT, Thrive, Rotterdam School of Management’s Partnership Resource Centre.
IMPACT
The DOEN Foundation is a fund established by the National Postcode Lottery, the BankGiro Lottery and the Vrienden Lottery. It yearly supports more than 250 green, social and creative pioneers, helping them to accelerate the transition to a greener, more social and more creative world. It does this by supporting fresh initiatives from the start and helping them grow bigger, stronger and more visible.

DOEN provides finance to pioneers in the Netherlands and abroad, including social and sustainable enterprises from Amsterdam. For example, the DOEN Foundation helped the Amsterdam-based brewery De Prael to get off the ground. De Prael provides employment opportunities for people who cannot find work in the regular labour market. Other Amsterdam initiatives, such as Koeckebackers, Oma’s Soep and Fairphone, have also received support from DOEN, as well as various sector-strengthening initiatives such as De Omslag and Social Enterprise NL. And DOEN also takes part in the Integrated Capital Network set up by the City of Amsterdam.

A DREAM FOR THE FUTURE
The ultimate goal of DOEN is to achieve a society based on a circular economy, where everyone can participate and where there is scope for radical thinking. Joining forces with the City of Amsterdam to promote social entrepreneurship can help us to achieve these ambitions.

Anneke Sipkens, general director of the DOEN Foundation

www.doen.nl
The aim of this pillar is to help impact enterprises to become established and to increase their turnover. This will enable the creation of more societal value by tackling social challenges through entrepreneurship. Access to the market can include business-to-government (B2G), business-to-business (B2B) and business-to-consumer (B2C).

Whether money is spent by a company or by a consumer, every euro spent is a significant contribution to a different and better world, especially if more and more people do the same.

Many impact enterprises focus on consumers and the business market. However, public procurement by municipalities and other levels of government can also provide a significant source of revenue. Amsterdam Impact will continue to share its expertise on the impact entrepreneurship ecosystem from the municipality, including through an impact ecosystem liaison within Amsterdam Impact.

Measuring the impact of the products and services provided remains essential. This also applies to the continued development of the Code Social Enterprises (Code Sociale Ondernemingen) by the sector. The creation of a specific and separate legal form for social enterprises may be helpful in this regard.

**What we are going to do**

- Amsterdam Impact will maintain the City of Amsterdam’s ambassador role in relation to procurement professionals outside the municipality and, where useful, expand this role. This relates to buyers at corporates and SMEs, for instance, but also those at other institutions and organisations. In addition, it relates to the consumer market.

  We will therefore continue to draw attention to social enterprises as a group, as well as to their products and services. Where relevant, this will also extend to socially responsible businesses. When it comes to government and consumer procurement processes, the OECD states in its review that visibility is crucial for social enterprises and other organisations that seek to create social impact.  

- We will enhance that visibility through specific measures such as the Buy Social matching events, The Impact Days, Buy Social shopping routes, and other campaigns. The Buy Social matching campaign proved to be an 

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21. For an overview of the recommendations of the OECD see Annex 1.
effective tool in the previous programme. The first edition of The Impact Days (in 2018) also demonstrated the potential of this initiative. The campaign has the potential to generate enthusiasm, provide a platform for entrepreneurs and encourage a range of partnerships. We will be focusing more on The Impact Days in the forthcoming period, including a possible combination with the Buy Social shopping routes. We will also be looking out for other campaign options.

- We will continue to promote social procurement as part of Amsterdam Merchandising, such as in the I amsterdam Store22 and as part of the municipality’s corporate gifts. We are seeing more interest from other parties in increasing the impact of promotional gifts, such as Christmas boxes.

We will seek connections with the Buy Social partner network, other networks and social procurement platforms and, where possible, promote mutual cooperation. We will promote the Buy Social partner network’s Buy Social Challenge and we will bring this to the attention of organisations and businesses wherever possible. The challenge encourages organisations and businesses to purchase in a socially responsible manner wherever possible. Experience abroad shows that such challenges can be successful and can lead to real and lasting change.

22. In 2018, social enterprises gained €125,000 in revenues from the I amsterdam Store.

Tony’s Chocolonely pop-up store in Santa Monica, Los Angeles.
### MEASURES IN PILLAR 2: MARKET ACCESS

<table>
<thead>
<tr>
<th>Measure</th>
<th>Explanation</th>
</tr>
</thead>
</table>
| **Measure 6**  
Buy Social matching events and challenge | • Buy Social matching events in order to connect buyers with social enterprises, and, where possible, other socially responsible businesses. |
| **Measure 7**  
Buy Social shopping routes and campaigns, including The Impact Days | • Shopping routes aimed at residents and visitors to Amsterdam, publicising impact enterprises in the city and wider region (AMA).  
• The annual The Impact Days campaign aims to raise awareness of the impact of entrepreneurship among consumers and purchasing professionals. It consists of various activities, including a Social Saturday aimed at consumers, and includes a range of local, regional and national partnerships.  
• Other campaigns will be developed in collaboration with partners, depending on the opportunities and developments within the ecosystem. |

**Potential partners**  
Social Enterprise NL, AMA, G4 and G40, international social enterprise networks such as Social Enterprise UK, Social Enterprise Denmark, corporates and SMEs, organisations and institutes, consumer associations, branche organisations, MVO Nederland.
IMPACT
Wessanen is a pioneering company in the European market for healthy and sustainable food. Our goal is to ‘connect to nature’ and we focus on organic, vegetarian and fair-trade products with good nutritional value. Our company is committed to positive change in Europe’s food sector. Our brands include many pioneers and market leaders: Allos, Alter Eco, Bjorg, Bonneterre, Clipper, Destination, El Granero, Isola Bio, Kallø, Mrs Crimble, Tartex, Whole Earth and Zonnatura.

A DREAM FOR THE FUTURE
We have been based in the Netherlands for over 250 years and Amsterdam is a fantastic city to do business in. It’s a city that generates so many new ideas. Many entrepreneurs have great ideas for improving the world of food. And the more ideas we have, the better for us and our planet.

www.wessanen.com
Impact companies require different types of finance during various phases in their development, as well as expertise and access to networks. The Integrated Capital Network, a network of impact financiers, has already shown that there is interest in the wider field of impact entrepreneurship. Businesses that focus on impact frequently see continuity and growth. They are often perceived as risky, but based on the experience of financiers working in impact finance, this image needs to be updated. Research by NN Investment Partners & Maastricht University, among others, shows that companies with a higher Environmental, Social and Governance (ESG) score actually perform better financially.23

The purpose of this pillar is to ensure that sufficient capital is available for these businesses at every stage in their development. Three aspects are important in this respect:

1. promoting cooperation between different types of finance providers;
2. strengthening links between finance providers and impact companies;
3. continuous improvements in knowledge and expertise.

Generally speaking, capital is no longer the biggest obstacle for social enterprises. However, links between finance providers and social enterprises could be amplified. Cooperation between finance providers could also be improved. And it remains undeniable that raising capital is easier in certain stages of a business’s development than in others.24

What we are going to do

• We have already gained experience in connecting finance providers with each other and with social enterprises. We have also focused on promoting knowledge sharing on best practices and concrete cooperation between finance providers and social enterprises in the ecosystem. We have worked with finance providers, social enterprises and network organisations in order to co-create concepts and to apply them.

• Using the Integrated Capital Network, we will support targeted collaboration between a range of finance providers and social enterprises, in order to

stimulate the creation of integrated financing for social enterprise. This will also relate to facilitation through expertise and access to networks. Depending on the level of demand, we will look at whether this measure can be extended to other socially responsible businesses, such as B Corps.

• The same applies to Unpack Impact, in which an alliance of finance providers and social enterprises shares knowledge about concrete cooperation in the financing process and through which local social enterprises can also draw on the expertise of players in the ecosystem. This concept may also be extended to socially responsible businesses such as B Corps and businesses with a certificate for Economy for the Common Good, where possible.

• An increasing amount of funding is available worldwide for impact financing. We want to serve both finance providers and impact enterprises by focusing attention on our own impact ecosystem and promoting real connections between them. The same applies to equity funds. We will contribute our expertise to municipal initiatives for Social Impact Bonds.

The aim of these steps is to promote and support Amsterdam’s development as an impact investment hub.

Katrin Ley
Managing Director of Fashion for Good

Fashion for Good brings together international innovators with major fashion brands and retailers. Amsterdam is the perfect place to do this because of its robust start-up and investment ecosystems and its specific focus on sustainability and circularity.
### MEASURES IN PILLAR 3: CAPITAL

<table>
<thead>
<tr>
<th>Measure</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure 8</strong>&lt;br&gt;Integrated Capital Network for impact entrepreneurship</td>
<td>• Continued development of Integrated Capital Network, in which different types of finance providers work together to finance impact enterprises.&lt;br&gt;• Explore the needs of socially responsible businesses.</td>
</tr>
<tr>
<td><strong>Measure 9</strong>&lt;br&gt;Attract finance and increase supply of capital</td>
<td>• Connect capital funds with social enterprises.&lt;br&gt;• Contribute our expertise to municipal initiatives for Social Impact Bonds.&lt;br&gt;• Raise the profile of the Amsterdam ecosystem for impact entrepreneurship among impact financiers, in the context of international meetings, for instance.</td>
</tr>
<tr>
<td><strong>Measure 10</strong>&lt;br&gt;Unpack Impact</td>
<td>• Continue to develop Unpack Impact, through which best practices are shared among social enterprises and financiers, with case studies of cooperation between socially responsible businesses and finance providers, such as B Corps and businesses with a certificate of the Economy for the Common Good.</td>
</tr>
</tbody>
</table>

**Potential partners**<br>Social Impact Ventures, Impact Hub Amsterdam, Generous Minds, ABN AMRO Social Impact Fund, Doen Foundation, Triodos, SE Fund, Social Finance NL, SET Ventures, Equity Funds, such as the City of Amsterdam’s covenant partners, the Social Alliance, B Corp Europe, Economy for the Common Good, Pymwymic.
IMPACT
The impact of AUAS is steadily expanding. Firstly, there is the Social Entrepreneurship Lab where practice-oriented research is conducted into subjects like how social entrepreneurs and the municipality can form better partnerships and how social initiatives can grow into social enterprises. We organise SDG hackathons and masterclasses on entrepreneurship. There is a national network on social entrepreneurship in higher education and, in February 2020, we will launch our minor in social entrepreneurship called Entrepreneurship for Society.

A DREAM FOR THE FUTURE
We would like to see social entrepreneurship addressed in ever more study programmes in the years to come. It is important that we promote a social entrepreneurship buzz at the AUAS. With 50,000 students and 6,500 employees, our potential reach is enormous. If all AUAS students come into contact with social entrepreneurship in one way or another during their studies, that would be wonderful!

www.hva.nl/ondernemerschap/onderzoek/social-entrepreneurship
In a number of locations around the world, we are seeing a shift towards economic development that prioritises the creation of multiple forms of value. Various cities and regions are promoting social entrepreneurship, and impact entrepreneurship more widely. This means that there are opportunities for cooperation in European projects. It is important for Amsterdam to consolidate the position that it has already attained through its first action programme, because that will benefit the impact entrepreneurship that we are aiming to promote through the new programme. In this way, we can support social enterprises and, for example, B Corps who want to relocate to Amsterdam or scale to other markets, using Amsterdam as a base.

Connecting urban and regional ecosystems also helps to achieve results in the other pillars of this programme, such as the Transition pillar, which relates to generating knowledge, and the Capital pillar, which relates to attracting more impact finance to Amsterdam. There will also be cooperation with our municipal counterparts in other countries and regions, or where relevant at the national level, as well as with knowledge institutions, network organisations and finance providers.

**What we are going to do**

- Develop and maintain a network of ecosystems for impact entrepreneurship with other cities.

- Provide support for impact enterprises to enter the international market more easily through trade missions.

- A broader strategy is also being developed for co-creating and attracting events with international appeal (in partnership with Amsterdam Conventions). This builds on the current approach to social entrepreneurship, which we have already worked with, for example, in our partnership with B Lab Europe for their annual summit.

- An updated communication and branding strategy, including the associated communication channels, will also focus on international target groups in this context. We are expanding the www.iamsterdam.com/impact website by adding more content such as news, events, videos, infographics and essential information, including for impact enterprises that want to establish themselves in Amsterdam. Our digital and social media presence will be expanded from 1 to 3 channels, with a LinkedIn account and a newsletter.
in addition to a Twitter channel. This means that good-quality content on the website will be essential, including prominent examples of ecosystem players. We will explore the need for a digital platform that brings the impact entrepreneurship ecosystem together in one place.

| Measure 11 | Impact Entrepreneurship Ecosystem network |
| Measure 12 | Trade missions |
| Measure 13 | Attract and co-develop events with international appeal and international participants |

### MEASURES IN PILLAR 4: INTERNATIONALISATION

<table>
<thead>
<tr>
<th>Measure</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Measure 11</strong>&lt;br&gt;Impact Entrepreneurship Ecosystem network</td>
<td>Impact Entrepreneurship Ecosystem network with other cities:&lt;br&gt;- Develop and maintain a network of cities that are working to strengthen their impact entrepreneurship ecosystem and economic development that emphasises the creation of multiple forms of value.&lt;br&gt;- Share knowledge and best practices with respect to the role of local government in the ecosystem and the concrete measures that we have developed and will develop.&lt;br&gt;- Co-create and implement projects with participating cities, with the aim of connecting networks to support impact enterprises, such as soft landing and expertise programmes. This means that there are opportunities for cooperation within European projects.&lt;br&gt;- Build on the international connections that we have already forged in the context of Amsterdam Impact 2015-2018.</td>
</tr>
<tr>
<td><strong>Measure 12</strong>&lt;br&gt;Trade missions</td>
<td>• Develop and implement a programme and/or activities for impact enterprises in Amsterdam’s trade missions and others (in collaboration with Amsterdam Trade and Innovate).</td>
</tr>
<tr>
<td><strong>Measure 13</strong>&lt;br&gt;Attract and co-develop events with international appeal and international participants</td>
<td>• Develop a strategy, including an overview of the required approach and partnerships, and the feasibility of attracting events (in partnership with Amsterdam Conventions).</td>
</tr>
</tbody>
</table>
### Measure 14
**Communication and branding aimed at international stakeholders**

- Develop and implement new communication and branding strategy aimed at international stakeholders.
- Redesign Amsterdam Impact website and expand social media channels.
- Explore the need for a digital platform for the ecosystem.

### Potential partners

Municipal authorities and other relevant partners in ecosystems in other cities, finance providers, knowledge institutions in the Netherlands and abroad, Impact Hub Amsterdam and the Impact Hub global network, SDG Charter, B Corp Europe, B Corporation, Social Enterprise NL, RVO, amsterdam & partners.

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*Buy Social Event XL at The Student Hotel Amsterdam during The Impact Days campaign.*
Impact enterprises are also active at the neighbourhood level, working to solve the societal challenges that Amsterdam faces. As such, they are making an important contribution to economic development and quality of life in those neighbourhoods. These places often provide fertile ground for impact entrepreneurship in areas such as social cohesion, distance to the labour market, poverty and sustainability. We want to promote enterprise activities that create multiple forms of value at the neighbourhood level. The experience of recent years has taught us that social enterprises at the neighbourhood level frequently need expertise and entrepreneurial skills.

What we are going to do

- The new Amsterdam Entrepreneurs Programme: Towards a stronger local economy (AEP) will be all about strengthening the neighbourhood economy. A strong local economy contributes to quality of life, safety, identity and local social cohesion. Entrepreneurs also have an important role to play through neighbourhood enterprises. The neighbourhood economy includes all economic activities that are specifically linked with a local clientele in a particular neighbourhood, often residents, but also with a network of local entrepreneurs. By economic activities, we mean enterprises and businesses that are financially self-sufficient, and therefore operate on the basis of their own resources.

- Impact enterprises also form an important link in the vitality and quality of life of local neighbourhoods. We will therefore focus specifically on these impact enterprises at the neighbourhood level, which we will encourage and facilitate with challenges and, where possible, also on strengthening their expertise and entrepreneurial skills. The challenges will contribute to achieving the ambitions set out in the coalition agreement of strengthening the neighbourhood economy. Cooperation with neighbourhoods will continue in the implementation of this measure.

25 Amsterdam Entrepreneurs Programme 2019-2022: Towards a stronger local economy. The programme will be presented to the College of Mayor and Alderpersons after the summer.
IMPACT
Money only means something when we use it constructively.
Since its foundation in 1980, Triodos Bank has been investing in initiatives that have a positive impact on the world around us. We finance better care for children and the vulnerable elderly, for example. We also contribute to reducing food waste and the production of cleaner energy, and we support inspiring art that brings communities together. With the savings that people entrust to Triodos Bank, we provide loans to inspiring entrepreneurs and for innovative projects. Thanks in part to these loans, 2.5 million households were supplied with green electricity in 2018, 41,000 people had access to elderly care and 22.6 million visitors attended various cultural events. In Amsterdam Noord we provided mortgages to the CPO Schoonschip project, which is enabling residents to build the most sustainable floating neighbourhood in Europe without the need for public funding.

A DREAM FOR THE FUTURE
Our objectives go to the very essence of the impact economy, and we warmly applaud Amsterdam’s ambition for more cross-pollination between impact entrepreneurs and the city.

www.triodos.nl
## Measure in Pillar 5: Impact Entrepreneurship in the Neighborhood

<table>
<thead>
<tr>
<th>Measure</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measure 15 Increase the impact of local entrepreneurship</td>
<td>• Challenges for impact enterprises that are active at the neighbourhood level.</td>
</tr>
</tbody>
</table>

### Potential partners

External partners of the AEP 2019-2022, Starters4Communities, Impact Hub Amsterdam, Social Enterprise NL.

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**Mark Schneiders**  
CEO of Royal Tropical Institute (KIT)

*SDG House is an invitation to all of Amsterdam’s entrepreneurs to work together on accelerating progress towards the impact economy, and thereby contribute to the 17 global goals for sustainable development.*
The success or failure of any ecosystem depends on the interaction and connections between the various players within it. In order to make an impact on societal challenges, collaboration – both within and between different sectors – is often crucial. It is therefore vital for social enterprises and socially responsible businesses to get to know other relevant partners in the ecosystem, to exchange knowledge with them and to form partnerships. And last but not least, it is also about doing business with each other in order to maximise overall impact.

**What we are going to do**

- We want to provide the best possible environment for impact entrepreneurship by linking players in the ecosystem both inside and outside the City of Amsterdam. Other specific measures in this programme will also promote the formation of links between players. This will be complemented by the impact ecosystem liaison, which will bring together parties in the ecosystem on a daily basis, both on their initiative and proactively on our own initiative. The Amsterdam Impact team will also serve as a point of contact for impact enterprises and other relevant partners in the ecosystem during the forthcoming programme period and promote interaction between them.

- We will also provide all parties in the ecosystem with accurate, objective and non-commercial information. As a city government and public sector actor, we have a role to play in this regard, and this extends to ensuring that all partners within the ecosystem and the activities that they undertake are transparent and visible.

- We will focus on Dutch-speaking stakeholders and partners informed by developing a Dutch-language branding strategy and communication tools, such as a webpage. This is consistent with the wider focus on impact entrepreneurship at the neighbourhood level, expanding cooperation with other cities in the Netherlands and developments at the national level, and is important when it comes to getting our own municipal organisation involved. We will build on the experiences and approach of the existing English-language website of Amsterdam Impact.

- Finally, we will maintain our commitment to co-developing and attracting events aimed at Dutch-speaking visitors.
### MEASURES IN PILLAR 6: PROMOTING CONNECTIONS ACROSS ECOSYSTEMS & IMPACT ECOSYSTEM LIAISON

<table>
<thead>
<tr>
<th>Measure</th>
<th>Explanation</th>
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</thead>
</table>
| Measure 16  
Impact ecosystems liaison | Information and reference role, connecting players from the impact ecosystem inside and outside the municipality and helping them to make progress. |
| Measure 17  
Attracting and/or co-developing events | Attract and/or co-develop events that focus on Dutch-speaking visitors (in partnership with Amsterdam Conventions). |
| Measure 18  
Communication and branding aimed at Dutch-speaking stakeholders | Develop and implement a communication and branding strategy aimed at Dutch stakeholders, including by developing a Dutch-language webpage and other communication channels. |

**Potential partners**

G4, G40, network organisations and various players from the ecosystem, finance providers, knowledge institutions, Amsterdam Metropolitan Area, Social Enterprise NL, Impact Hub Amsterdam.
For the new programme period, our programme team will remain small. We always have to consider what the best role for us is, as a local government body. We will build on what has worked in the previous period in this respect.

We have learned that the ecosystem approach works well and that co-creation involving all the players in the ecosystem is the best way to develop and implement the required measures. We have also learned that the municipality can play a crucial role by identifying gaps in the ecosystem, tackling issues that would not otherwise be addressed, connecting players throughout the ecosystem both inside and outside the municipality, initiating action measures, encouraging progress, ensuring that information and good examples are visible and supporting the players involved. And we have naturally sought to create synergy with other municipal programmes, such as Startup Amsterdam 2019-2022, Circular Economy and the Amsterdam Entrepreneurship Programme 2019-2022.

Equity funds have traditionally played a role in alleviating poverty and building an inclusive society by making donations to the organisations that are working to solve such challenges. Some of these organisations achieve long-term viability by transforming into social enterprises. As an equity fund, we welcome this and actively seek out new partnerships. For example, through network organisations such as Impact Hub, we are exploring how we can exchange best practices and are expanding our partnership with Amsterdam Impact, for example, as part of the covenant between the City of Amsterdam and the funds.

Carla Houben
Curator, Sobbe Foundation
Budget: Financial overview/budget

€2.5 million has been earmarked for the programme for the period 2019 to 2022.

Reporting and intended results

The College of Mayor and Alderpersons will report annually to the Council on the programme and the results achieved in relation to the various measures. A final report on the programme will be published in 2023. Indicators will be developed and a baseline measurement carried out as part of the Facts & Figures measure. The Amsterdam Impact 2015-2018 programme made use of monitoring data from network organisations about their members.

Our objectives include:

- More jobs at impact enterprises (social enterprises and socially responsible businesses).
- More impact enterprises (social enterprises and socially responsible businesses).
- Improve market access for impact enterprises.
- Improve access to capital for impact enterprises.
### FINANCIAL OVERVIEW FOR AMSTERDAM IMPACT

Amounts in thousands of euro, excluding VAT

<table>
<thead>
<tr>
<th></th>
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<td>Ecosystem: Network partner &amp; liaison</td>
<td>100,0</td>
<td>90,0</td>
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</tr>
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</table>

**PROGRAMME TOTAL** | **515,0** | **730,0** | **725,0** | **530,0** | **2,500,0**
Appendix: 2019 OECD recommendations

The recommendations of the OECD focus particularly on strengthening the ecosystem for social entrepreneurship and social innovation, and on the level of the national government. Where the recommendations are relevant to the local and regional level, we have incorporated them into the measures of this programme. We have also widened them to include impact entrepreneurship, where appropriate.

Measures addressing the OECD’s recommendations include those that aim to enhance the visibility of impact enterprises, increase the range of programmes for impact entrepreneurship competencies among young people, and the visibility of entrepreneurship programmes. To sum up, OECD’s recommendations are reflected in measures included in the pillars of Market Access, Capital and Network and Liaison.

Where relevant, we will bring the OECD’s recommendations to the attention of the national or European levels. This includes collaboration within the G4 and G40, for example.

RECOMMENDATIONS

1) CLARIFY THE CONCEPTUAL FRAMEWORK

Strengths and challenges:
• Rise of a social impact society; growing interest for social entrepreneurship and social enterprises.
• Difficulties to navigate through a populated landscape, to identify social enterprises and to achieve conceptual clarity and common understanding.

Policy recommendations:
• Enhance visibility and acknowledge the differences between social entrepreneurship, social enterprises and social innovation.
• Recognise the specificities of social enterprises.

2) FORMAL RECOGNITION OF SOCIAL ENTERPRISES

Strengths and challenges:
• Socio-political momentum for the recognition of social enterprises and multiplicity of policy initiatives.
• Difficulties to identify social enterprises and trade-offs related to available legal forms.

Policy recommendations:
• Adopt an official and operational definition of social enterprise.
• Create a registration system for social enterprises.

3) PROMOTE THE MEASUREMENT OF SOCIAL IMPACT AND REPORTING

**Strengths and challenges:**
- Widely recognised importance of SIM and plural market for it.
- Lack of common standards and limited knowledge about methods.

**Policy recommendations:**
- Promote a systematic and high-quality process to measure social impact while avoiding one-size-fits-all approaches.
- Promote a stakeholder approach.
- Provide capacity-building vouchers.

4) DEVELOP SOCIAL ENTREPRENEURSHIP SKILLS AND CAPACITIES

**Strengths and challenges**
- Growing interest by youth to create social impact; rich offer of SEp courses and capacity building.
- Not enough at primary/secondary education levels; lack of sufficient business skills for SEs.

**Policy recommendations**
- Build entrepreneurial and social entrepreneurial competences specific activities at primary level.
- Raise the visibility of existing programmes (strategy / official statement).
- Open up capacity-building programmes.

5) IMPROVE ACCESS TO MARKETS FOR THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

**Strengths and challenges**
- Recognised importance of sustainable PP; EU PP directive window; B2B opportunities.
- Difficulties for SEs to be recognised in PP and B2B.

**Policy recommendations**
- Favour the *ex ante* adoption of social practices through PP.
- Enhance the visibility of SEs in PP/B2B.
- Implement a procurement framework conducive to Social Innovation.
6) IMPROVE ACCESS TO MARKETS FOR THE DEVELOPMENT OF SOCIAL ENTREPRENEURSHIP

Strengths and challenges
• Existence of a strong impact investing sector and innovative financing policies for social innovation.
• Negative perception of SEs in access to bank lending and gaps for community-based organisations.

Policy recommendations
• Promote existing capacity-building opportunities and develop tailored support for different SEs.
• Launch of a Small Business Loan matching scheme.
• Continue to develop a framework for payments by outcomes, in coordination with regional and municipal authorities.

7) ENSURE LONG-TERM INSTITUTIONAL SUPPORT FOR SOCIAL ENTREPRENEURSHIP AND SOCIAL INNOVATION

Strengths and challenges:
• Multiplicity of public and private initiatives to support social entrepreneurship.
• Lack of institutional framework and insufficient policy coordination.

Policy recommendations:
• Develop an integrated set of policies to promote SEp and SI and foster a supportive ecosystem for SEs including through the Better Entrepreneurship tool.
• Create Netherlands Social Entrepreneurship and Innovation Agency.
• Leverage EU funding.
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