



# **Social Enterprise in a Global Context: The Role of Higher Education Institutions**

## **Country Brief: Pakistan**

**August 2016**



**INSIGHT  
WITH  
PLYMOUTH  
UNIVERSITY**

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## About the British Council

The British Council was founded to create a friendly knowledge and understanding between the people of the UK and the wider world. The British Council creates international opportunities for the people of the UK and other countries and builds trust between them worldwide. We call this work cultural relations.

We work in over 100 countries, connecting millions of people with the United Kingdom through programmes and services in the English language, the Arts, Education and Society. We believe these are the most effective means of engaging with others, and we have been doing this work since 1934.

[www.britishcouncil.org](http://www.britishcouncil.org)

## About Plymouth University

Plymouth University is one of the leading modern universities in the UK, ranked in the top seven institutions under the age of fifty by Times Higher Education. The University was awarded the Queen's Anniversary Prize for Higher and Further Education in 2012, and was the first in the world to be awarded the Social Enterprise Mark in recognition of working as a genuine social enterprise, caring for communities, and protecting the planet. The study has been led by SERIO, an applied research unit based at Plymouth University, in collaboration with colleagues from the Institution's Futures Entrepreneurship Centre.

## Using this report

### Overview

This research seeks to identify the benefits and challenges of partnership between higher education institutions (HEIs) and social enterprises (SEs) with a particular focus on those operating within an international context. Specifically it explores:

- Existing partnerships between HEIs and social enterprise across twelve countries, spanning four continents;
- The benefits of existing cooperation between social enterprise and HEIs;
- The impact of such cooperation on a range of stakeholder groups, such as students, social entrepreneurs, and funders; and,
- The role of HEIs in supporting an increased awareness of social entrepreneurship as a career option, and in assisting start-ups and early growth.

In May 2016, the British Council published the core research report<sup>1</sup> emanating from this study - *'Social Enterprise in a Global Context: The Role of Higher Education Institutions'* – which placed a deliberate focus on the macro international landscape for engagement between HEIs and social enterprise. In contrast, this report on Pakistan provides a specific country focus, enabling a more granular view of social enterprise activity among Higher Education Institutions (HEIs). A similar report has been produced for each of the eleven other countries that participated in this study.

It is expected that the findings of this research will:

- Facilitate dialogue, networking and knowledge exchange, opening up avenues for greater international cooperation between HEIs, and a stronger global narrative on social value and the contribution of this activity to achieving social development goals.
- Assess and promote the role of HEIs in social enterprises and the benefits of existing co-operation, based upon an analysis of opportunities and challenges related to collaboration.
- Provide a body of evidence which supports and informs further research and collaboration opportunities.

All research outputs from this study, including this report, will be made available on the British Council Social Enterprise webpage: [www.britishcouncil.org/society/social-enterprise/reports](http://www.britishcouncil.org/society/social-enterprise/reports)

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<sup>1</sup> Referred to hereon after as 'the global research report'.

## Introduction

### Outlining the research

This research is set against a context of global growth in higher education, and seeks to understand and enhance the role of international cooperation between higher education institutions (HEIs) and social enterprises (SEs). The study, led by Plymouth University for the British Council, is one of the first to attempt to identify the range of HEI activity in the social enterprise sector. Specifically, the study maps and explores existing partnerships between HEIs and SE; the benefits of existing cooperation; and the impact of such cooperation on a range of stakeholder groups, such as students, social entrepreneurs, and funders.

One of the challenges of conducting social enterprise research on a global level is that the term is governed by different legal frameworks, terminology, and cultural approaches. For this study, the researchers adopted the [www.socialenterprise.org.uk](http://www.socialenterprise.org.uk) definition, which considers a social enterprise to be:

*“A business that trades to tackle social problems, improve communities, people’s life chances, or the environment. They make their money from selling goods and services in the open market, but they reinvest their profits back into the business or the local community”*

### Study approach

The global research was undertaken with over two hundred HEIs drawn from Canada, Greece, Hong Kong, India, Kenya, Mexico, Pakistan, Slovenia, South Africa, Thailand, United Kingdom and the USA. These twelve countries were selected to provide a wide range of different geographical locations, higher education structures, and levels of economic development and rates of growth. The study comprised three core methodological stages:

Approach	Overview
<b>Desk-based review of social enterprise activity</b>	<ul style="list-style-type: none"> <li>▪ This included academic and grey literature, as well as media sources such as HEI and news websites, blogs, and third party partner organisation websites.</li> <li>▪ The review was supported by consultations with British Council representatives from each country and explored country-specific issues such as variations in the definition of social enterprise, legal structures for the sector, and challenges to growth.</li> </ul>
<b>HEI survey</b>	<ul style="list-style-type: none"> <li>▪ An online survey was sent to all known HEIs in each country to map social enterprise activity, and to explore the benefits and challenges of partnership working.</li> <li>▪ The survey was disseminated to 993 HEIs, yielding a return of 205 (a 21% response rate).</li> </ul>
<b>Consultation</b>	<ul style="list-style-type: none"> <li>▪ In-depth semi-structured interviews with up to three HEIs from each country, to capture their social enterprise activity and partnerships in more detail.</li> <li>▪ This data was combined with analysis from the preceding two stages to formulate a series of case studies of practice.</li> </ul>

With specific regard to Pakistan, 141 HEIs were invited to complete a survey, yielding a return of 29 – a response of 21%. Where possible, the survey was targeted toward named contacts with knowledge of, or responsibility for social enterprise at their institution. Whilst this approach was felt to provide the most rounded view of cross-institutional engagement and practice, it should be noted that any views expressed may not necessarily reflect the official stance of their HEI.

The survey findings have been exemplified and elaborated upon through the inclusion of case studies of practice from two Pakistani HEIs, and consultation with representatives from the British Council team in Pakistan.

### **The British Council's social enterprise programme**

Social enterprises address social and environmental problems through innovative solutions that improve people's lives in our communities and societies. The British Council's global social enterprise programme draws on the UK experience in social enterprise to promote its growth around the world. We build capacity in the sector, forge international networks, and support policy leaders to create ecosystems in which social enterprise and social investment can thrive. Our work supports positive social change, inclusive growth and sustainable development while building trust and creating opportunities between the UK and other countries.

## The landscape for social enterprise

### Country overview

At the time of its independence in 1947, Pakistan had only one university and some 40 colleges. Now there are approximately 177 institutions recognised by the Higher Education Commission (HEC) of Pakistan; an independent, autonomous and constitutionally established institution responsible for regulating and accrediting the HE sector in Pakistan. Despite this increase in provision, the country's higher education system has long been characterised by issues with the quality of faculty and curriculum, lack of funding, and lack of research.<sup>2</sup> In 2013, there were nearly 2 million student enrolments in Pakistan, representing around 1% of the total population.<sup>3</sup> This is lower than the average number of student enrolments as a proportion of the total population across all 12 study countries reported in this research; with the mean average number across the study countries standing at 3.6%.

Although social enterprise is not a new concept in Pakistan, with early forms dating back to the beginning of the 20<sup>th</sup> Century<sup>4</sup>, the term itself is still relatively novel and not well understood by those working outside of the sector. Evidence suggests that there is considerable overlap between the not-for-profit and social enterprise sectors, with many social enterprises stemming from non-profit umbrella organisations. This has led to confusion regarding how the two sectors differ, and a lack of understanding about what constitutes a social enterprise.

### Approaches to social enterprise

Currently, more than two thirds of Pakistan's 192 million-person population are under the age of 30. Coupled with high unemployment levels and economic uncertainty for this over-represented demographic, a key focus of the social enterprise sector in Pakistan is concerned with improving the younger generations' economic prospects. Historically, Pakistan has been a nation heavily reliant on donor funding and foreign aid.<sup>5</sup> More recently, the social enterprise sector is working to strengthen itself as a self-sustainable alternative to the traditional reliance on aid.

It is understood that SE in Pakistan is relatively well-established and the sector is characterised by a multitude of cross-sectoral collaborations and partnerships. However, with no separate legal category available for SEs, many are recognised and registered as non-profit organisations and thus the size of the sector is difficult to quantify.<sup>4</sup>

### Support for social enterprise

Evidence suggests that there are a number of support organisations dedicated to promoting and advancing the SE sector in Pakistan. Reflective of the informal nature of the ecosystem as a whole, these organisations tend to offer support in a number of ways simultaneously, including funding, incubation and advocacy; and are often led by existing social enterprises themselves.<sup>4</sup> For example, Naya Jeevan is a well-established social enterprise in Pakistan, providing low-income families with affordable access to quality healthcare through insurance. DoctHERS, created and developed by the founders of Naya Jeevan, extends this social mission by also promoting inclusion of female health professionals back into the workplace. Similarly, SEED (Social Entrepreneurship and Equity Development) ventures is a social enterprise and SE development organisation, providing incubation space, mentoring and training to new and emerging SEs. Another national

<sup>2</sup> IZA (2014) Education System Reform in Pakistan: Why, When, and How? Available at: <http://ftp.iza.org/pp76.pdf>

<sup>3</sup> UNESCO Institute for Statistics (2016). Enrolment by level of education. Available at: [http://data.uis.unesco.org/Index.aspx?DataSetCode=EDULIT\\_DS](http://data.uis.unesco.org/Index.aspx?DataSetCode=EDULIT_DS)

<sup>4</sup> ODI (2015) Grants, incubators and innovation: a snapshot of social enterprise activity in Pakistan. Available at: <https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/10105.pdf>

<sup>5</sup> SEED (2016) Development Aid vs Social Enterprise – A Pakistan Perspective. Available at: <http://seedventures.org/wp-content/uploads/2016/01/Development-Aid-vs-Social-Enterprise-A-Pakistan-Perspective.pdf>

support organisation includes Shell Tameer, an independent trust promoting the SE sector through competitions, workshops and training.

In terms of financial support, there are few organisations who actively seek social enterprises to benefit from their impact investments. Of those that do, SEED and Acumen, a non-profit organisation that raises charitable donations to invest in social businesses, are two of the most prolific. Given Pakistan has previously received foreign aid and donor grants, and the overlap between the not-for-profit and SE sectors, it is perhaps unsurprising that many SEs are using 'aid' forms of finance, including from international donors and aid agencies, in place of more reliable or sustainable sources of income.<sup>4</sup>

Evidence suggests that the government is supportive of the SE sector, illustrated through various collaborative partnerships such as Plan 9 and Plan X, which are social business technology incubators founded by the government-led Punjab Information Technology Board. In addition, entrepreneurship and innovation have been highlighted as a key focus in the government's 'Vision 2025' strategy document, although explicit reference to social enterprise is absent.<sup>6</sup> Further to this, there is currently no government department, at either a federal or provincial level, that is responsible for supporting or developing an appropriately-regulated SE sector.

### **The role of HEIs**

The higher education sector is becoming a valuable source of support for the development of new social enterprises and promotion of the wider SE sector in Pakistan. For example, the Youth Engagement Services (YES) Network Pakistan introduces and promotes youth service and youth social entrepreneurship programmes for in-school and out-of-school young people. The concept is being integrated into the school curriculum and the YES Network engages with over 40 leading universities in the country to educate young people about SE and prepare them as future social entrepreneurs.

Similarly, the School of Leadership (SoL) is a nation-wide social enterprise providing various services, projects, events and training in the areas of youth development and education for young people in Pakistan. More than 70 universities and schools partner with this enterprise across the country, working on national and local initiatives and projects. For example, various HEIs are affiliated with the SoL's Karachi Youth Support Network, a first of its kind youth centre in Pakistan, providing young locals with a safe place to engage in training, events and have a wider system of support.

There are also a growing number of institutions providing social enterprise incubation facilities for new start-up ventures across the country. For example, based at Lahore University of Management Sciences (LUMS), the Center for Entrepreneurship runs a business incubation and acceleration programme for entrepreneurs pursuing sustainable, high-impact ventures. A previous incubate includes BLISS: Business and Life Skills, a social enterprise empowering adolescent girls with limited education in rural Pakistan. The enterprise provides the girls with entrepreneurial training and tools to launch their own handicraft micro-enterprise; the profits of which fund their continued education.

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<sup>6</sup> Ministry of Planning, Development and Reform (2015) Pakistan 2025: One Nation – One Vision. Available at: <http://www.pc.gov.pk/wp-content/uploads/2015/05/Pakistan-Vision-2025.pdf>

## Overview of social enterprise activity

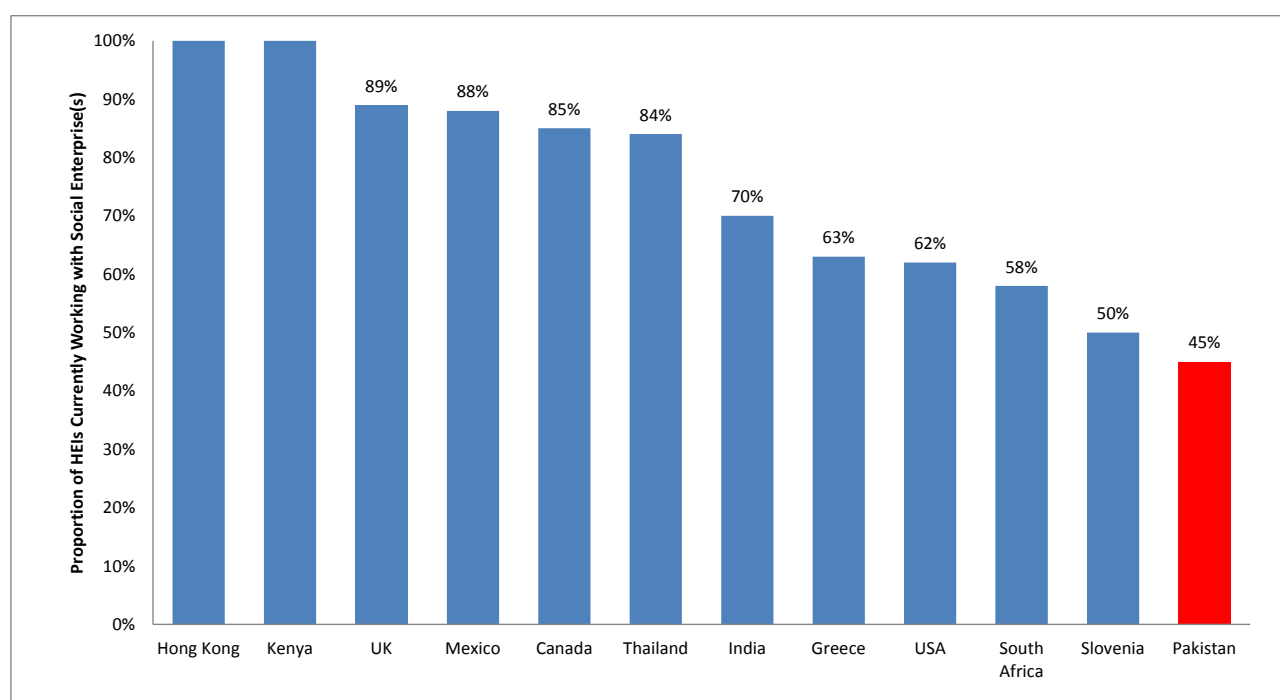
### Introduction

This section firstly summarises the scale and characteristics of HEI and SE partnerships in Pakistan, followed by a review of priority areas, and discussion on the benefits and approaches to supporting social enterprise. Where appropriate, the analysis draws on findings from the eleven other countries of focus in order to provide a comparator position to Pakistan (see 'Using this report').

### The scale of social enterprise activity

Social enterprise activity amongst Pakistani HEIs was found to be fairly commonplace. As illustrated in Chart 1, of the 29 responding Pakistani HEIs thirteen (45%) had an active partnership(s) at the time of the survey. Although this was the lowest proportional concentration of HEI/SE activity found across the study countries, Pakistan did have the highest level of those who intend to work with SE in the future across the 12 study countries (15, 52%). Perhaps reflecting the increasing role that Pakistani institutions are planning on taking to support the sector. The remaining HEI (3%) reported that they had previously worked with a social enterprise(s).

**Chart 1: Proportion of institutions from each country currently working with social enterprises**

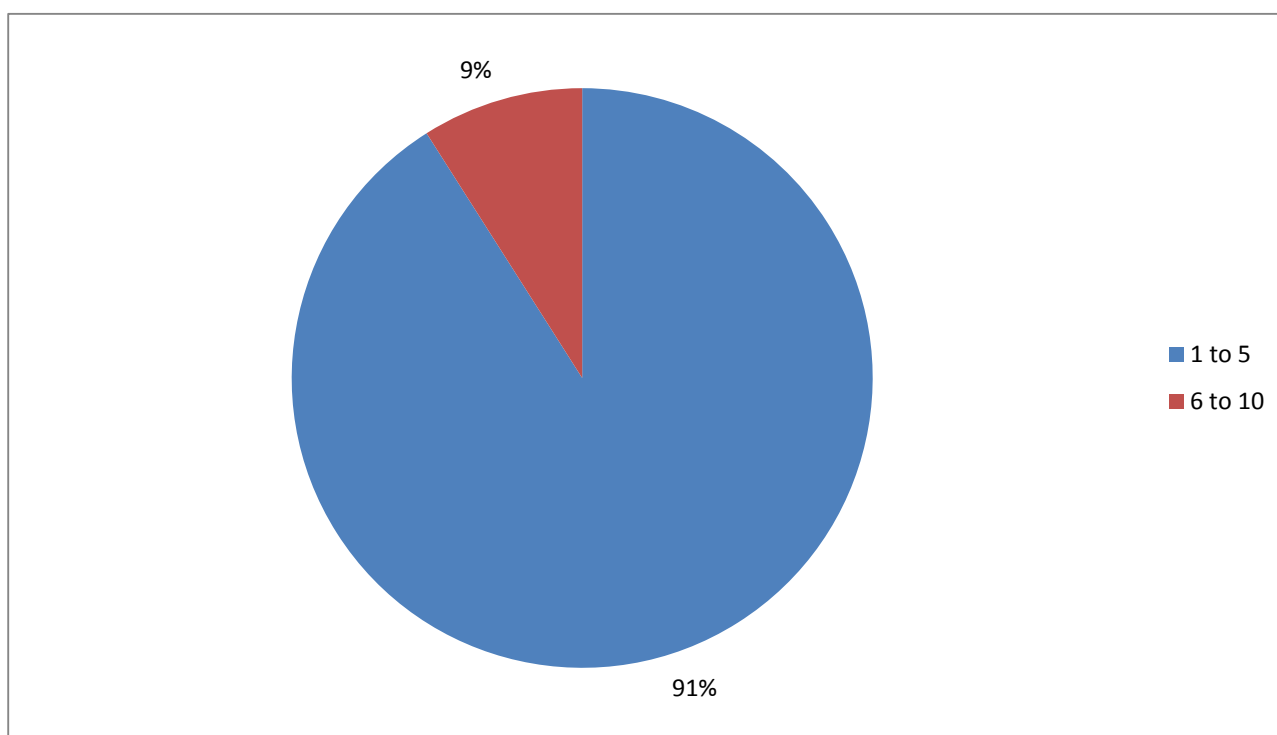


Source: Social Enterprise in a Global Context Survey, 2016  
Base: 205

With regard to the number of active partnerships across responding Pakistani HEIs, those who were working with social enterprise at the point of survey tended to have fewer partnerships than the global average. Ten institutions (91%) indicated they worked with between one and five social enterprises, whilst one (9%) stated that they had between six and ten partnerships (Chart 2).<sup>7</sup>

<sup>7</sup> Two respondents were unsure how many partnerships their HEI currently had.



**Chart 2: Number of active social enterprise partnerships per Pakistani institution**

Source: Social Enterprise in a Global Context Survey, 2016

Base: 11

### International activity

In terms of the geographical scope of engagement, of the fourteen Pakistani HEIs with either an active or previous partnership(s) at the time of the survey, seven (50%) stated that this included a partnership within their own country. Further, three (21%) stated that their partnerships also involved international activity, for example: being part of an international network and attending conferences.<sup>8</sup>

*“We are chairing an international conference in France that attracts multidisciplinary contributions on information systems research from international scholars in the areas of organisation, management, marketing, human resources, accounting, and supply chain”*

*“We have collaborated with different international universities through an exchange of resources, and have specifically supported faculty & staff exchange programmes”*

Regarding the scale of this international activity, two HEIs that work (or had previously worked) with international SE partnerships stated that this amounted to between one and five projects, whilst one worked with between six and ten projects. Further, as a proportion of total work with social enterprise, one Pakistani HEI stated that international partnerships accounted for approximately thirty per cent of their social enterprise engagement and activity; whilst two reported that international activity accounted for between fifty and sixty per cent.

<sup>8</sup> The remaining HEIs were unsure if their work with social enterprise included partnerships within their own country or whether they involved international activity.

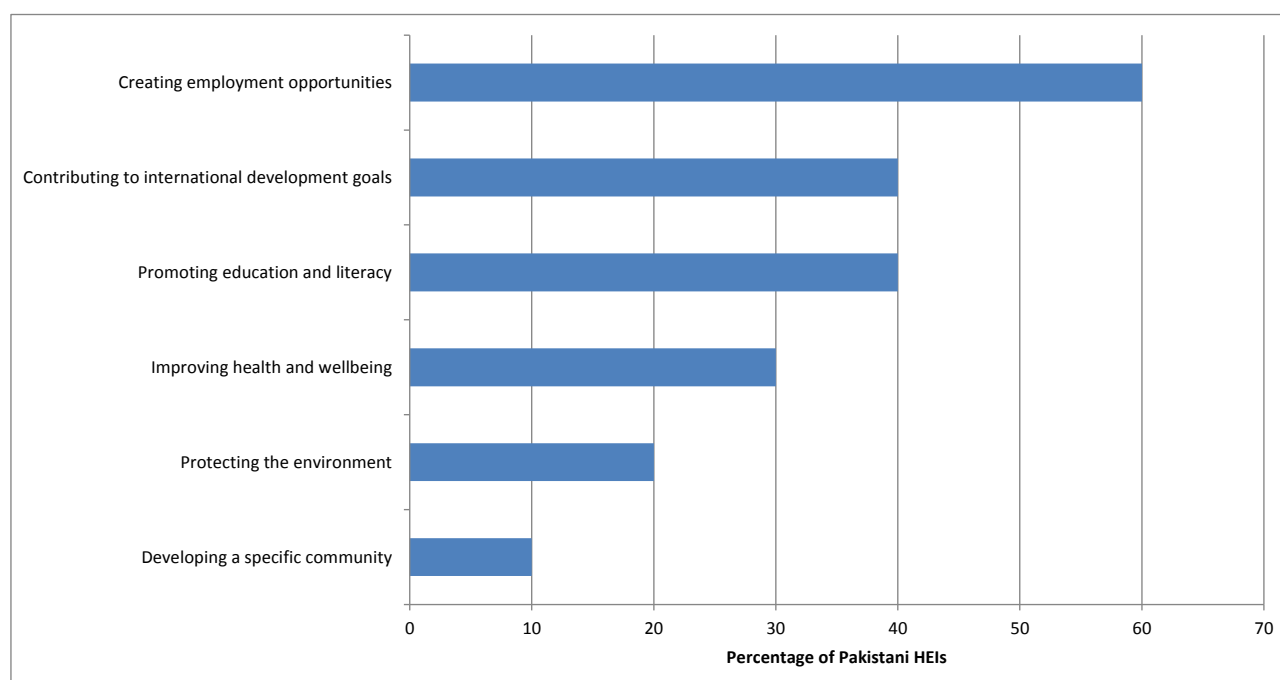
Key motivations for Pakistani HEIs working internationally focused on the ability to build networks, gain additional exposure and expand knowledge sharing opportunities. However the main challenges identified centred on a lack of internal capacity and resources to dedicate to the activity.

*“We are a flagship Textile education institute located here in Pakistan; as such we felt it would be beneficial to collaborate with other internationally recognised institutes of similar standing to share knowledge and learning”*

### Priority areas

Somewhat echoing the findings from the global research report, the most commonly cited social purpose that Pakistani HEIs would be most likely to support<sup>9</sup> was the creation of employment opportunities, reported by six institutions. In addition, four HEIs reported that they would prioritise social enterprises that contribute to international development goals and those that promote education and literacy. As shown in Chart 3, improving health and wellbeing (cited by 3 HEIs), protecting the environment (2), and developing specific communities (1) were also deemed to be important social purposes. As described in *‘The landscape for social enterprise’*, high unemployment levels and the associated economic uncertainty is one of the most pressing issues experienced by the over-represented under-30 age demographic in Pakistan. Thus, Pakistani HEIs’ motivation to support social enterprises focused on creating such employment opportunities is unsurprising, and somewhat in line with the wider strategic goals for the country.

**Chart 3: Types of social enterprise Pakistani HEIs would be most likely to support**



Source: Social Enterprise in a Global Context Survey, 2016

Base: 10

<sup>9</sup> HEIs nominating each variable as their first or second choice of purpose they would be most likely to support.

## Motivations for engagement

Pakistani institutions outlined a range of motivating factors that underpinned their engagement with social enterprises. Echoing the global findings, of the Pakistani institutions providing a response, four reported that they would be particularly motivated<sup>10</sup> to engage with social enterprise if doing so was included as part of the HEI's mission or strategy. However, contrary to the most commonly cited motivating factors reported globally, two HEIs specified that they would be encouraged to engage in partnership working to address national needs; access funding; improve the reputation of the HEI; and if it was part of the curriculum on some courses.

*“Working with social enterprises helps us to achieve our strategic goal and aim – training our students to cope with the requirements of their profession; promoting innovation and entrepreneurship for economic sustainability”*

*“We believe the national community will get world class services from our partnership with social enterprise”*

*“Our role in fostering social enterprises is important for our institution's ranking among other business schools, and also elevates our standing in the community”*

*“Students receive ownership of their ideas, economic prosperity, and the ability to establish a start-up business”*

## Working with and supporting social enterprise

Pakistani HEIs that were found to be currently working with a social enterprise(s) were asked to indicate the ways in which this took place, and to exemplify the associated type of support they provide.

As shown in Table 1, the most commonly cited approach, far exceeding the global average, was the provision of incubation facilities where new social enterprises can develop (92%/ 12). For example, as noted in *'The landscape for social enterprise'*, Lahore University of Management Sciences' Center for Entrepreneurship provides business incubation and acceleration support for new social businesses in Pakistan. Partially echoing the global findings, the second two most commonly cited approaches were through institutional commitment to working with social enterprise within the HEI's mission or strategy (83%/ 10); and through a project, partnership, or joint activity (82%/ 9). This was exemplified by the provision of: collaboration or research opportunities (12); training (12); expertise (11); access to facilities (11); and business support services, placement students and promotion of SE goods and services (10).

The facilitation of HEI- or staff-led social enterprises amongst Pakistani institutions also followed the global trend, with seven (64%) citing this approach. However, HEIs in Pakistan were less likely than the global average to report supporting student-led social enterprises (67%/ 8), or having institutional membership of a social enterprise network (45%/ 5). This is somewhat surprising considering the presence of SE networks in Pakistan, as described in *'The landscape for social enterprise'*, such as the 'School of Leadership' and 'Youth Engagement Services', whom cite various universities among their partners.

<sup>10</sup> HEIs nominating each variable as their first or second most motivating factor.

**Table 1: Approaches to working with social enterprise**

Approach	Percentage	
	Pakistan	Global
Incubation space/ facility where new social enterprise(s) can develop	92%	68%
Institutional commitment to working with/ supporting social enterprises in mission/ strategy	83%	81%
A project, partnership or other joint activity with one or more social enterprise(s)	82%	96%
Student led social enterprises	67%	78%
HEI/ Staff-led social enterprises	64%	67%
Institutional membership of a social enterprise network	45%	70%

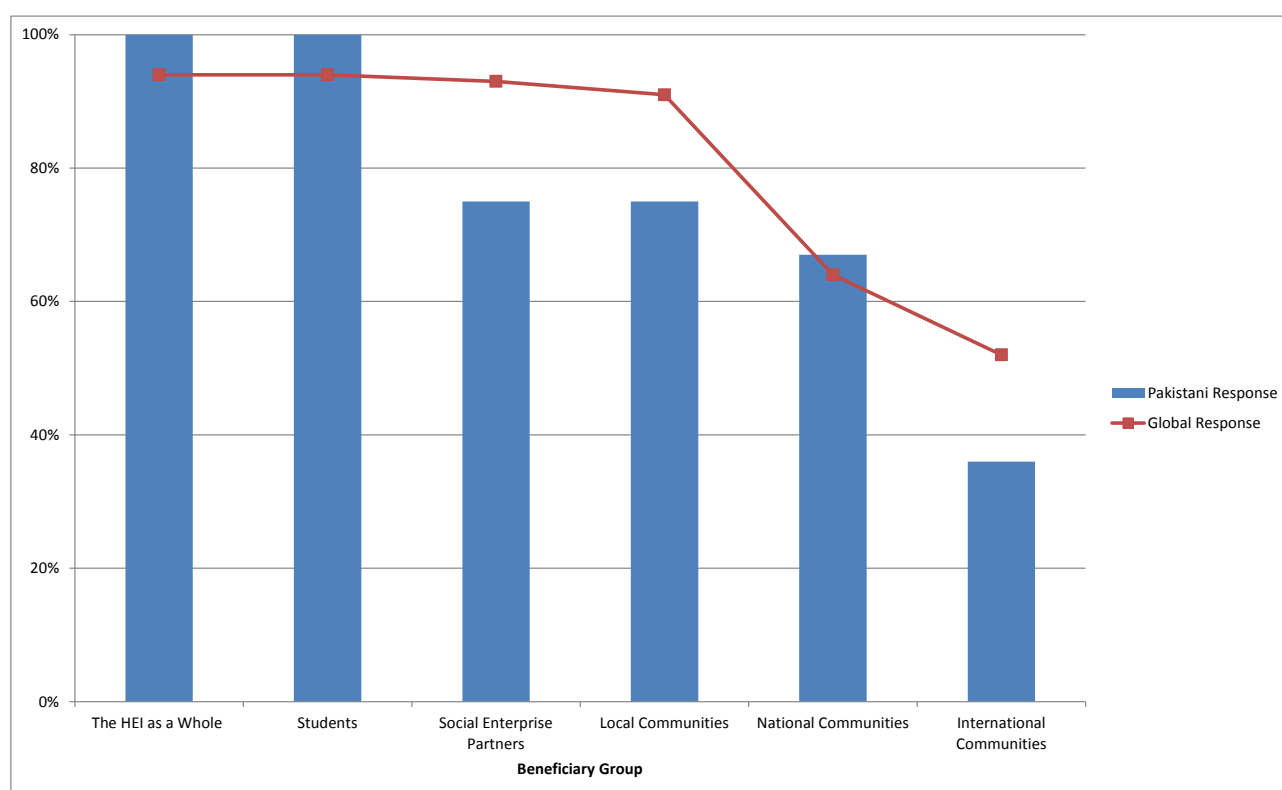
Source: Social Enterprise in a Global Context Survey, 2016

Base: 13 except 'Institutional commitment to working with/ supporting social enterprises in mission/ strategy', and 'Student led social enterprises' where B=12; 'A project, partnership or other joint activity with one or more social enterprise(s)', 'Institutional membership of a social enterprise network', and 'HEI/ Staff-led social enterprises' where B=11

### Benefits of partnership working

Pakistani HEIs identified that their work with social enterprise(s) had created benefits for a range of groups. This is presented in Chart 4, and benchmarked against findings from the global research report, indicated by the red trend line.

Views on the beneficiaries of partnership working partially followed the global trend; the HEI as a whole, and students were commonly identified as the primary beneficiary by 100% of those providing a valid response (reported by 13 and 12 HEIs respectively) compared to 94% for both groups globally. Social enterprise partners and local communities were also considered key beneficiaries in Pakistan (75%/ 9 each); however this was notably less than the global averages of 93% and 91% respectively. National communities were cited as beneficiaries of HEI/SE partnerships by 67% (8) which was comparable to the global response of 64%. Yet international communities were least likely to be reported as beneficiaries by Pakistani HEIs, cited by 36% (4) of institutions in comparison to 52% globally.

**Chart 4: Pakistani views regarding the key beneficiaries of HEI/SE partnership**

Source: Social Enterprise in a Global Context Survey, 2016

Pakistan Base: 13 except 'Students', 'Social Enterprise Partners', 'Local communities', and 'National Communities' where B=12, and 'International Communities' where B=11

Global Base: 157, except 'Social Enterprise Partners' where B=156; 'Students' and 'Local Communities' where B=155; and 'National Communities' and 'International Communities' where B=148

### Embedding social enterprise in higher education

Echoing findings from the eleven other participating countries, 92% (11) of Pakistani HEIs providing a valid response commonly used social enterprise in the delivery of extracurricular activities such as being a mentor or a judge in a business competition, compared to 86% globally. A further seven institutions (64%) indicated that they involved SE in the delivery of curriculum teaching, which was also in line with the global average of 67%. However, only three (25%) Pakistani HEIs reported that they offered accredited social enterprise courses, and only two (18%) incorporated social enterprise across all courses, which was notably less than the global averages of 42% and 30% respectively.

## Good practice in developing partnerships

### Introduction

As noted previously, the research sought, in part, to facilitate dialogue and knowledge exchange, and to inform further collaboration opportunities (see *'Using this report'*). In support of these objectives, the survey asked HEIs to share examples of good practice stemming from their experience of developing partnerships with social enterprises.

HEIs in Pakistan provided a range of good practice approaches that could be shared more widely, which were broadly categorised as follows: focusing on impact and sustainability; involving communities; and developing cooperative networks. These are discussed in turn, and exemplified by quotes from responding institutions.

### Focus on impact and sustainability

In line with the global findings, HEIs in Pakistan noted the importance of developing a well-defined framework of joint working for partnerships to be effective. Institutions suggested that social enterprises need support to develop slowly with constant reassessment and learning built into the action plan.

*"Developing a well-defined frame work is important for successful partnerships"*

*"Start small. Usually plans that are too ambitious never take off the ground. With continuous learning along the way, scale up gradually"*

### Involving communities

HEIs in Pakistan were among those globally that highlighted the importance of involving local communities in social enterprise partnerships. Working in this way was perceived to maximise the social value of the intervention, though, for example, support for delivery, and in designing and shaping the approach.

*"Apply the participatory approach and involve the communities in all your areas of work"*

### Developing cooperative networks

HEIs in Pakistan, like those in the other study countries, advocated the development of networks to support the development of social enterprise. Globally, it was highlighted that engaging a breadth of organisations, with a variety of skills and expertise offers social enterprises the best avenue for development. In Pakistan there was a particular focus on developing funding networks, in order to help entrepreneurs access suitable start-up funding.

*"Develop incubator centres for new and selected start-ups. Also, it's a good idea to arrange investment forums to fund new enterprises"*

*"Start business ideas competitions and arrange some seed funding"*

## Summary

In Pakistan, the social enterprise sector is growing more established. With more than two thirds of the population under the age of 30, and economic uncertainty characterising this demographic, social enterprise is increasingly becoming used as a tool to improve the economic position of the country's population. Pakistani HEIs are playing an increasing role in support of the SE sector, as evidenced in this study. For example, almost half (45%) of the responding institutions reported that they currently have an active partnership with a social enterprise; and the majority of other respondents (52%) reported intending to work with SE in the future.

With regard to the geographical scope of engagement, half (seven) of Pakistani HEIs with either an active or previous partnership indicated that this included a partnership within their own country; whilst three stated that their partnership also involved international activity, such as being part of an international network or attending conferences. Underpinning this engagement was a motivation to include partnership working as part of the HEI's mission or strategy and address national needs.

In line with this desire to address national needs, and somewhat in common with the findings from the global report, the most commonly cited social purposes that Pakistani HEIs would be most likely to support were the creation of employment opportunities, contributions to international development goals, and the promotion of education and literacy. As described in *'The landscape for social enterprise'*, high unemployment levels experienced by the younger population is a key societal problem in Pakistan. Thus, it is perhaps to be expected that HEIs here reported that they would support social enterprises working to improve this situation.

The research identified various ways in which Pakistani HEIs approach their work with social enterprise(s). The most commonly cited approach was through the provision of incubation facilities, which was somewhat more prevalent amongst institutions in Pakistan than HEIs globally. In addition, Pakistani HEIs commonly reported having institutional commitment to working with and supporting social enterprises within the HEI's mission or strategy; and engaging in a project partnership or joint activity. This was exemplified through the provision of collaboration on research opportunities, providing training and expertise, and business support services. However, HEIs in Pakistan were less likely than the global average to support student-led social enterprises or have institutional membership of an SE network. Notably, although the facilitation of student-led social enterprises was not the most prevalent approach to working with social enterprises, students and the HEI as a whole were identified by Pakistani institutions to be the primary beneficiaries of partnership working.

Looking forward, Pakistani HEIs are increasing their engagement with social enterprise, and have the potential to become a key source of support for the sector. The provision of incubation facilities, and inclusion of partnership working within the HEI's mission or strategy, were among the most commonly reported approaches to SE work currently taken by institutions in Pakistan. However, there now exists further opportunities for Pakistani HEIs to increase their engagement in the future. For example, only three Pakistani HEIs reported that they offered accredited social enterprise courses, and only two incorporated social enterprise across all courses. Therefore, embedding the concept across the academic curriculum, and facilitating more student-led ventures, as noted above, may encourage the younger generation to consider social enterprise as a viable career path; providing much-needed employment and economic security for this demographic.

## Case studies

### Case study 1: University of Gujrat

#### Institution overview:

Founded in 2004, the University of Gujrat (UOG) is one of the new public universities located in Punjab, Pakistan. UOG's mission is to equip students with knowledge in the areas of economy, social policy and research, so as to enable them to compete at the international level; achieving excellence in research and teaching in all disciplines. The university offers a range of undergraduate and postgraduate courses and there are around 14,000 students currently enrolled.

#### Approach to social enterprise:

Following their earlier work with community outreach programmes and charity-based organisations, UOG began formal engagement with social enterprise in 2015. The university encourages the development of start-up ventures, providing incubation, training and guidance for social entrepreneurs. They are particularly supportive of enterprises creating employment opportunities, supporting vulnerable children and young people; and improving health and wellbeing.

#### Incubation:

In collaboration with the Higher Education Commission, Pakistan, the University of Gujrat has recently established the Business Incubation Centre (BIC). The centre provides management guidance, technical assistance and consulting tailored to young growing companies; with the intention of producing entrepreneurs who can contribute towards the society and the national economy. Some of the current social enterprise incubates under the BIC include:

- **Medi:** Medical simulators giving hands-on experience to medical professionals and students about invasive surgery and interventional procedures.
- **Tech-Khaiti:** This enterprise provides drone services for farmers through Kinect mobile and windows applications. Drones collect information about farmers' crops through the attached camera, analysing photos to give the farmers valuable information to control the quality and quantity of their crops.
- **SARC:** A research and consultancy firm with a vision to facilitate researchers in data analysis and provide solutions with local adaptations. It intends to provide solutions to local industry, based on data analysis and respective research.

#### The benefits and challenges of social enterprise:

UOG note that their work with social enterprise has helped students and staff to connect with communities, serve humanity, and contribute to the development of their region, enhancing peoples' wellbeing and improving societal conditions. Their various initiatives have helped the local community in terms of improving education, health and hygiene, with development of local resources.

In terms of increasing their work with social enterprise, UOG note that financial support and capacity development are both needed in order to improve the quality of the ventures created. They advise others working with social enterprise for the first time to work rigorously on the sustainability model of the business with a clear long-term plan in place.

**Contact Information:** [www.uog.edu.pk](http://www.uog.edu.pk)



## Case study 2: Sukkur Institute of Business Administration (IBA)

### Institution overview:

Established in 1994, Sukkur IBA is a public institution of higher education located in Sukkur, province of Sindh; providing courses in the fields of management sciences, information technology, engineering and education. The university's mission is to contribute and serve the community by imparting knowledge through innovative teaching and applied research at the global levels of excellence. There are around 3,000 students currently enrolled.

### Approach to social enterprise:

Since its inception, Sukkur IBA has supported the development of the third sector and charity-based organisations. More recently, through collaborations with external partners including the British Council, the university has been focused on capacity building for social entrepreneurship and promoting the sustainable social enterprise model as a useful tool for societal improvements.

### Social enterprise incubation:

Sukkur IBA created the Centre for Entrepreneurial Leadership and Incubation (CEL&Inc.) in 2012; the first institute in the region to do so. The Centre was established to provide staff, students and the wider community with opportunities to advance their knowledge and practice of entrepreneurship and innovation. The centre provides training on social entrepreneurship and venture incubation, and provides mentoring to those developing their own social business plans. They offer guidance on business models, financial elements, networking and start-up processes. Through this supportive incubation process, two of the social enterprises that have been developed to date include:

- **Desert Collection** – empowering rural women artisans to earn a living wage by providing a market linkage for them to sell their crafts. The enterprise aspires to provide exclusive handmade products both for the local and international market; simultaneously creating opportunities for artisans to earn a greater, and more sustainable income. The benefit of the social enterprise can be observed through impact assessment data collected by the institute. After the introduction of Desert Collection, as an intermediary market link, it was found that artisans' per unit sale price had increased by up to 30-40% compared to pre-Desert Collection sale prices, resulting in a much fairer income for the artisans.
- **Zariya Foundation** – encouraging local businesses and organisations to work with a corporate social responsibility element to their operations, bringing prosperity to the lives of those underprivileged people in the region. The foundation earns a profit by gathering funds from the businesses they mentor, using it to invest in the education of students who otherwise would not be able to afford it.

### Challenges of HEI and social enterprise collaboration:

Sukkur IBA believes that one of the biggest barriers to their work is changing the mind-set of students and the wider community towards the concept of social enterprise. They note that there is still a common misconception that social enterprise means charity-based organisations; and so it remains a challenge to correct this belief and build enthusiasm for social enterprise as a viable career path.

Although their partnerships with other organisations bring benefits such as capacity building of staff and students, and helping to understand how social enterprise differs from charities; the institute notes that they still need more support in terms of tailoring incubation processes specifically for social enterprises. They seek to build a strong infrastructure for the sector, creating more networking opportunities, and mentoring support for new and emerging social ventures.

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