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ECOSYSTEM APPROACH TO ASSESSING THE EFFECTIVENESS OF SOCIALLY ORIENTED ENTREPRENEURSHIP

The most pressing task of modern society is to ensure sustainable development based on inclusive economic growth. In this regard, the importance of social and socially oriented entrepreneurship in achieving the Sustainable Development Goals is increasing. Scientific research discusses various aspects of the phenomenon of social entrepreneurship. The least developed in the applied aspect is the issue of the effectiveness of social entrepreneurship and its assessment. The purpose of the study is to determine the conceptual foundations of the ecosystem approach to assessing the effectiveness of socially oriented entrepreneurship to improve the sustainability of the socio-economic development of regions.

The methods include bibliographic analysis, modeling and statistical analysis. Bibliographic analysis revealed the need to distinguish between external and internal efficiency of social entrepreneurship. Modeling allows this to be implemented based on the ecosystem approach. Statistical analysis revealed that social entrepreneurship develops in rural areas much more slowly than in cities. Such imbalance cannot contribute to sustainable growth of regions in Kazakhstan.

The results include literature analysis and identification of current research areas in the field of social entrepreneurship effectiveness assessment. The need to develop a social entrepreneurship ecosystem at the regional level is substantiated. The structure of the regional ecosystem as a complex institutional system is developed. The role of the state in the formation of this ecosystem is characterized. The types of ecosystem resources that determine internal efficiency are substantiated. The definition of the effectiveness of socially oriented entrepreneurship is formulated. An algorithm for assessing the effectiveness of socially oriented entrepreneurship has been developed. The ecosystem approach allows classifying social entrepreneurship into non-profit and commercial, taking into account not only external but also internal parameters, such as inclusiveness, density of connections and synergy. A statistical analysis of social entrepreneurship in Kazakhstan in the regional context is carried out.

The findings highlight the need to develop socially oriented entrepreneurship as a key element of an inclusive economy for sustainable socio-economic development of regions. When developing public policy aimed at achieving sustainable development goals, one should rely on the concept of social entrepreneurship and its ecosystem, as well as on assessing its effectiveness.

Key words. sustainable growth, socialization, inclusion, social impact, effectiveness of social entrepreneurship, regional ecosystem model.

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Әлеуметтік бағытталған кәсіпкерліктің тиімділігін бағалаудағы экожүйелік тәсілі

Қазіргі қоғамның ең өзекті міндеті – инклюзивті экономикалық өсуге негізделген тұрақты дамуды қамтамасыз ету. Осыған байланысты Тұрақты даму мақсаттарына қол жеткізуде әлеуметтік және әлеуметтік бағытталған кәсіпкерліктің маңызы артып келеді. Ғылыми зерттеулерде әлеуметтік кәсіпкерлік феноменінің әртүрлі аспектілері қарастырылады. Қолданбалы аспектіде ең аз дамығаны – әлеуметтік кәсіпкерліктің тиімділігі және оны бағалау мәселесі.

Зерттеудің мақсаты – аймақтардың әлеуметтік-экономикалық дамуының тұрақтылығын арттыру үшін әлеуметтік-бағдарланған кәсіпкерліктің тиімділігін бағалаудың экожүйелік тәсілінің тұжырымдамалық негіздерін анықтау.

Әдістерге библиографиялық талдау, модельдеу және статистикалық талдау жатады. Библиографиялық талдау әлеуметтік кәсіпкерліктің сыртқы және ішкі тиімділігін ажырату қажеттілігін анықтады. Модельдеу мұны экожүйелік тәсіл негізінде жүзеге асыруға мүмкіндік береді. Статистикалық талдау әлеуметтік кәсіпкерліктің қалаларға қарағанда ауылдық жерлерде әлдеқайда баяу дамып келе жатқанын көрсетті. Мұндай теңгерімсіздік Қазақстандағы тұрақты аймақтық өсуге ықпал ете алмайды.

Нәтижелер әдебиеттерді талдауды және әлеуметтік кәсіпкерліктің тиімділігін бағалау саласындағы қазіргі зерттеу бағыттарын анықтауды қамтиды. Өңірлік деңгейде әлеуметтік кәсіпкерліктің экожүйесін дамыту қажеттілігі негізделген. Күрделі институционалдық жүйе ретінде аймақтық экожүйенің құрылымы әзірленді. Бұл экожүйені қалыптастырудағы мемлекеттің рөлі сипатталады. Ішкі тиімділікті анықтайтын экожүйе ресурстарының түрлері негізделген. Әлеуметтік-бағдарланған кәсіпкерліктің тиімділігінің анықтамасы тұжырымдалған. Әлеуметтік бағытталған кәсіпкерліктің тиімділігін бағалау алгоритмі әзірленді. Экожүйелік көзқарас тек сыртқы ғана емес, сонымен қатар инклюзивтілік, байланыстардың тығыздығы және синергетика сияқты ішкі параметрлерді ескере отырып, әлеуметтік кәсіпкерлікті коммерциялық емес және коммерциялық болып жіктеуге мүмкіндік береді. Қазақстандағы әлеуметтік кәсіпкерлікке аймақтық тұрғыдан статистикалық талдау жасалды.

Қорытындылар аймақтардың тұрақты әлеуметтік-экономикалық дамуы үшін инклюзивті экономиканың негізгі элементі ретінде әлеуметтік-бағдарланған кәсіпкерлікті дамыту қажеттігін атап көрсетеді. Тұрақты даму мақсаттарына қол жеткізуге бағытталған мемлекеттік саясатты әзірлеу кезінде әлеуметтік кәсіпкерлік тұжырымдамасына және оның экожүйесіне, сондай-ақ оның тиімділігін бағалауға сүйену керек.

Түйін сөздер: тұрақты өсу, әлеуметтену, инклюзия, әлеуметтік әсер, әлеуметтік кәсіпкерліктің тиімділігі, аймақтық экожүйе моделі.

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Экосистемный подход к оценке эффективности социально ориентированного предпринимательства

Наиболее актуальной задачей современного общества является обеспечение устойчивого развития на основе инклюзивного экономического роста. В связи с этим возрастает значимость социального и социально ориентированного предпринимательства в достижении Целей устойчивого развития. В научных исследованиях обсуждаются различные аспекты феномена социального предпринимательства. Наименее разработанным в прикладном аспекте является вопрос об эффективности социального предпринимательства и ее оценке.

Целью исследования является определение концептуальных основ экосистемного подхода к оценке эффективности социально ориентированного предпринимательства для повышения устойчивости социально-экономического развития регионов.

Методы включают библиографический анализ, моделирование и статистический анализ. Библиографический анализ выявил необходимость разграничения внешней и внутренней эффективности социального предпринимательства. Моделирование позволяет это реализовать на основе экосистемного подхода. Статистический анализ выявил, что социальное предпринимательство развивается в сельской местности значительно медленнее, чем в городах. Такая несбалансированность не может способствовать устойчивому росту регионов в Казахстане.

Результаты включают анализ литературы и определение актуальных направлений исследований в области оценки эффективности социального предпринимательства. Обоснована необходимость развития экосистемы социального предпринимательства на региональном уровне. Разработана структура региональной экосистемы как сложной институциональной системы. Охарактеризована роль государства в формировании этой экосистемы. Обоснованы виды экосистемных ресурсов, определяющих внутреннюю эффективность. Сформулировано определение эффективности социально ориентированного предпринимательства. Разработан алгоритм оценки эффективности социально ориентированного предпринимательства. Экосистемный подход позволяет классифицировать социальное предпринимательство на некоммерческое и коммерческое, учитывая не только внешние, но и внутренние параметры, такие как инклюзивность, плотность связей и синергия. Проведен статистический анализ социального предпринимательства в Казахстане в региональном разрезе.

Выводы подчеркивают необходимость развития социально ориентированного предпринимательства как ключевого элемента инклюзивной экономики для устойчивого социально-экономического развития регионов. При разработке государственной политики, направленной на достижение целей устойчивого развития, следует опираться на концепцию социального предпринимательства и его экосистемы, а также на оценку его эффективности.

Ключевые слова: устойчивый рост, социализация, инклювизация, социальное воздействие, эффективность социального предпринимательства, региональная экосистемная модель.

Introduction

In modern conditions, the main task of society is to ensure sustainable development based on inclusive economic growth. To achieve this goal, it is necessary to find and maintain a balance between economic, environmental and social development. The need to identify these opportunities and determine ways to implement them has become a priority area of socio-economic research.

In this context, the relevance of studying the development of socially oriented entrepreneurship has increased, which, in our opinion, is the basic form of manifestation of the socialization of the economy as the first stage of socialization of the overall economic system, focused on human development, with the goal of increasing the level of well-being and quality of life of the population. To properly understand the role of social entrepreneurship, it is important to distinguish its types, based on the basic principle of entrepreneurial activity, which is to ensure its self-sufficiency. This approach allows us to consider the conditionality of including non-profit organizations (NPOs) in the field of social entrepreneurship and realize that social entrepreneurship itself is realized through the activities of socially oriented entrepreneurs. In this regard, the significant potential of social entrepreneurship in the literature is associated with the development of its ecosystem. However, most studies focus on the ecosystem of a single enterprise and do not consider the opportunities that arise in the context of sustainable development at the level of the regional ecosystem of socially oriented entrepreneurship. An important aspect of this approach is the question of the effectiveness of socially oriented entrepreneurship and methods for its assessment. The relevance of the research question is due to the fact that at this stage in the literature, in our opinion, a one-sided approach to studying the problems of measuring and assessing the results of social entrepreneurship through the prism of its social impact predominates. However, in our opinion, for the successful development and quantitative growth of social entrepreneurs, especially those who are focused on the principle of self-sufficiency, it is important, first, also evaluate the efficiency of busi-

ness processes of their internal activities, and secondly, to take into account their involvement in the social ecosystem. This means the need to evaluate entrepreneurship taking into account the integration resources and synergies that it provides. The approach we propose to the study of issues of measuring and assessing the effectiveness of socially oriented entrepreneurship determines the theoretical and practical significance of the study.

The purpose of the article is to substantiate the application of the ecosystem approach in assessing the effectiveness of socially oriented entrepreneurship that contributes to the sustainable socio-economic development of regions.

The following tasks have been defined:

- analyze approaches to determining the effectiveness of socially oriented entrepreneurship;
- identify limitations of existing approaches to measuring and assessing social impact;
- disclose the content of the concept of the ecosystem approach in assessing the effectiveness of social entrepreneurship;
- argue the need to apply the ecosystem approach to assessing the effectiveness of socially oriented entrepreneurship at the regional level;
- develop an algorithm for assessing the effectiveness of socially oriented entrepreneurship;
- analyze the state and features of the development of socially oriented entrepreneurship in the region of Southern Kazakhstan;

The working hypotheses of the study suggest that the introduction of an ecosystem approach to assessing the effectiveness of social entrepreneurship at the macroeconomic level of regions will create clear guidelines for government development programs, popularize this area among various social groups and involve them in the values and processes of social entrepreneurship.

The object of the study is the activities of socially oriented entrepreneurs in the region of Southern Kazakhstan

The scientific significance of the work lies in the fact that it fills a gap in the Russian scientific literature concerning the development of conceptual aspects of evaluating the effectiveness of socially oriented enterprises, organizations and communi-

ties. The work takes into account both the internal effectiveness of the subjects and their involvement in the ecosystem of social entrepreneurship, which allows participants to create new resources through inclusivity and synergy. This contributes to high sustainability of development both at the micro level and at the regional level.

The practical significance of this study lies in its potential to enhance the development of socially oriented entrepreneurship and its ecosystem at the regional level. This involves the development of a systematic approach to assessing the effectiveness of subjects of socially oriented activities within the regional ecosystem, an algorithm for assessing the effectiveness of socially oriented entrepreneurship.

Literature review

Social aspects of entrepreneurial activity, their measurement and assessment have become an important area of research in the field of sustainable development of society. There has been an increased interest in the role of business in society, in social and high impact projects, and in knowledge of social impacts and has become the subject of research across sectors, government, the environment and companies.

Today, the world faces more challenges than ever before. Almost two-thirds of all countries face inequality (Marginson, 2017), which causes growing social inefficiency. The relevance of these issues determines the growing popularity of the Sustainable Development Goals in society. This is accompanied by the development of directions and an increase in the amount of scientific research. It is important to note that in this area a lot of attention is paid to environmental problems of sustainable development and the technological aspects of their solution. although researchers recognize that social and institutional conditions are key aspects of these decisions (Ferreira Gregorio, 2018). The Circular economy (CE) is closely linked to the concept of sustainable development, offering ways of practical implementation at the environmental and economic levels. (Merli, 2018). At the same time, social and institutional aspects are considered only superficially by scientists. The greatest attention is paid to cleaner production methods, which are aimed at reducing environmental impacts and waste generation throughout the product lifecycle, as well as optimizing productivity and process efficiency. At the same time, CE research can focus on strategies for social and institutional change that can transform

production and consumption processes at a higher level. Conversely, CE research can place greater emphasis on strategies for social and institutional change that can transform the bottom-up process of production and consumption. An analysis of the literature shows that in the last ten years, considerable attention of researchers has focused on the issues of measuring and evaluating the social impact of social entrepreneurship (Kühnen, 2018), (Kah, 2020). During this period, about 71% of all works on this topic were published, while in 2019 more than 93 publications were published, which is 10% of the total number of publications (Alomoto, 2022). Non-profit organizations are under increasing pressure to demonstrate their social influence, which has led to active research in this area. In particular, in an article by Arvidson et al. (2014) examines how non-profit organizations in the UK adapt to the requirements of social impact assessment by external resource providers, which require proof of how effectively resources are used and what results organizations achieve.

After the global financial crisis, the concept of social impact has become more widely used, due to the increased interest of private entrepreneurs and consumers in the social aspects of sustainable development, such as ecology, climate change, the environmental situation, employment, working conditions and gender inequality.

The term «social impact» was first coined at a seminar at Yale University in 1969 on the ethical responsibility of institutional investors. The workshop, led by James Tobin, explored the social and environmental aspects of investing beyond purely financial indicators. The following year, the United States National Environmental Policy Act (NEPA) of 1970 introduced practices and procedures known as Social Impact Assessment (SIA). (The National Environmental Policy Act (NEPA): The Complete Guide, 1970, by Sarah Tancredi).

The SIA was a legal requirement to systematically consider the potential (negative) socio-economic impacts of large-scale industrial land use. This government-required assessment was intended to raise awareness of the environmental degradation of real estate development and the potential socio-economic costs associated with the displacement of people and activities"

Later, the World Bank and the International Monetary Fund began to implement socio-economic assessment and impact assessment reporting for their development projects. This was done in order to assess how their investments and efforts to strengthen technical capacity affect local communi-

ties. Since the 1990s, methods for assessing social impacts began to be developed.

The analysis of scientific literature demonstrates a variety of approaches to the study of this problem, reflected in terms such as «social return on business», «corporate social responsibility», «social indicators», «impact investing», «social indicators», and «social return on investment» (Millar, 2013), (Nicholls, 2017), (Kah, 2020). These concepts aim to identify how investments can create social value. Methods of measuring «social impact» are also discussed, which cover three aspects of sustainability: social, economic and environmental. It is important to note that the size of the firm requires an approach that includes broad participation in the selection of indicators for assessing social impact in order to ensure order and transparency of practices in this area.

Dr. Robin Klingler-Wydra expresses concern that «the rise of 'social impact' without sufficient common understanding of what it means and how to measure it risks widespread 'impact dilution' whereby the impact label is assigned to routine activities...» (Robyn Klingler-Vidra, 2019)

This broad interpretation of the concept of social impact has led to the fact that today more than 150 different methods have already been developed.

Thus, in order to assess the results of social entrepreneurship, it is necessary to substantiate a conceptual approach that, taking into account all the diversity of aspects and directions, would allow us to determine a practical algorithm for assessing the effectiveness of the activities of social entrepreneurship entities.

In our opinion, great potential for the development of the effectiveness of social entrepreneurship lies in various aspects of the concept of the ecosystem model (Trabskaia, 2023), (Christopoulos, 2023), (Dzhulaeva, 2020), (Dzhulaeva, 2024).

Methodology

Our study of the potential of social entrepreneurship to ensure the sustainable development of the region demonstrates that its effectiveness depends on the development of a regional ecosystem organized according to the network principle and characterized by inclusiveness and synergy. In this regard, it is important to consider approaches to assessing the effectiveness of socially oriented entrepreneurship at the regional level.

The purpose of the article is to develop the conceptual foundations of an ecosystem approach to assessing the effectiveness of socially oriented entrepreneurship at the regional level, which will

allow creating an algorithm for its practical assessment. This will expand the possibilities of realizing the potential of socially oriented entrepreneurship and will contribute to increasing the sustainability of socio-economic development of the regions.

The following tasks are highlighted in the study:

- establish a clear definition of the effectiveness of socially oriented entrepreneurship;
- identify the limitations of existing approaches to measuring and evaluating social impact;
- to argue for the need to apply an ecosystem approach to assess the effectiveness of socially oriented entrepreneurship at the regional level;
- to develop an algorithm for assessing the effectiveness of socially oriented entrepreneurship;
- to analyze the state and features of the development of socially oriented entrepreneurship in Kazakhstan.

The hypothesis of the study suggests that the introduction of an ecosystem approach to assessing the effectiveness of socially oriented entrepreneurship at the macroeconomic level of the regions will ensure the creation of clear guidelines for the development of government programs aimed at the development of social entrepreneurship, as well as for the effective management of its processes.

The main sources for the literary review included articles published in journals recommended by the Committee on Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan, as well as in publications indexed in the Scopus and RSCI databases.

Statistical data of the Agency of the Republic of Kazakhstan on Statistics on the state of social entrepreneurship in the country and in the region of Southern Kazakhstan were used for empirical research. Statistical analysis allowed us to analyze the current state of socially oriented entrepreneurship in Kazakhstan

Information from the Subcommittee on the Development of Social Entrepreneurship at the National Enterprise “Atameken”, which is engaged in communication between government agencies and social entrepreneurs, as well as collecting data on development problems from social entrepreneurs throughout Kazakhstan, was also involved. Additionally, data from the state register of social entrepreneurs were used.

The research material from the presented sources ensures the reliability of the conclusions and research methods.

The research used methods of bibliographic analysis, modeling and statistical analysis. The bibli-

ographic analysis was used to study the current state of scientific developments in the field of evaluating the effectiveness of social entrepreneurship, which revealed the need to distinguish between the external and internal effectiveness of social entrepreneurship entities within the framework of the ecosystem approach. The modeling method allowed us to apply the ecosystem approach to develop an algorithm for assessing the effectiveness of socially oriented entrepreneurship. The study proposes to distinguish between external and internal assessment of the effectiveness of social entrepreneurship. External assessment of effectiveness is actively developed in the scientific literature in the form of an assessment of the social impact of social entrepreneurs on society. At the same time, in our opinion, studies do not pay due attention to the internal assessment of the effectiveness of their activities, which is due to the “sociality” of this segment of entrepreneurs. Meanwhile, the analysis of the activities of these entities through the prism of subjective or internal effectiveness leads to the need to consider its assessment as a combination of market and ecosystem approaches. Subjects of social entrepreneurship assess their self-sufficiency and profitability within the framework of the market approach. At the same time, as subjects of the social entrepreneurship ecosystem, they assess the level of their involvement in this ecosystem, which allows them to create and consume new resources generated by the ecosystem, resources of inclusiveness and synergy, which have virtually infinite potential. This contributes to high sustainability of development both at the micro and regional levels. The statistical analysis made it possible to analyze the current state.

To study the problem, the following stages of the study were implemented:

- conceptual approaches to assessing the effectiveness of social entrepreneurship were studied;
- the need for an ecosystem approach to determining the effectiveness of socially oriented entrepreneurship was substantiated;
- an ecosystem approach was applied to develop an algorithm for assessing the effectiveness of socially oriented entrepreneurship;
- it was substantiated that the role of the state in the formation of a regional ecosystem is key;
- an analysis of the development of social entrepreneurship in Kazakhstan was conducted;
- the advantages and disadvantages of instruments for financing the activities of entities of socially oriented entrepreneurship were considered from the point of view of the effectiveness of these

entities.

Results and discussion

An analysis of the scientific literature shows that most studies focus on the development of an optimal methodology for assessing the social impact of social entrepreneurship. This activity is seen as necessary to demonstrate its usefulness and importance in achieving the Sustainable Development Goals (SDGs). For example, the following definition can often be found on official websites: «Social entrepreneurship is a newly emerged sector of the economy. The legislation provides for measures of state support, including ensuring the availability of infrastructure to support social entrepreneurship, providing tax incentives, financial assistance, preferential rental of property, assistance in interregional cooperation and the search for business partners».

However, in our opinion, the approach according to which social entrepreneurship is considered as a separate type of activity for which it is necessary to determine a «niche» in the economic system is methodologically erroneous. A conceptual approach to determining the essence and role of this phenomenon allows us to define social entrepreneurship as a systemic feature of an emerging new economic system – the social economy. Professor O.Yu. Mamedov, revealing the true significance of the inclusive development of society, emphasized that «the process of socialization means not only the movement of the modern market to a different form of society, not only its transition to a qualitatively new state. It is significantly broader, representing an endless process of creating diverse prerequisites and the most effective incentives for self-realization of a person’s capabilities, ensuring a strategy for his free and harmonious development». (Mamedov, 2017). Professor U.Zh. Aliyev, within the framework of a systematic approach to social economics, considers socialization as the highest form of humanization and institutionalization of human activity, covering material, intellectual and spiritual aspects. He suggests that a post-market economy synthesizing elements of previous economic systems, from traditional to market, leads to the formation of a genuine social economy, which he calls socionomics or humanistic economics (Aliyev, 2001).

In modern conditions, in the process of changing the relationship between economic and social in its dual essential characteristics, practical socialization of the economy occurs. The desire to achieve balance reflects the direction of the evolutionary pro-

cess of gradual transition from a market economic system to the next, more highly developed type of economic system – a social economic system. The essence of the changes taking place is deeply revealed, in our opinion, when defining the concept of social economy in conjunction with the concept of inclusive growth. Defining the social economy as a new evolutionary stage in the development of the economic system, O.Yu. Mamedov argued that the novelty of its content lies in the inclusivity of the entire system of economic relations. The developed state of a socialized economy is determined by the achievement of inclusiveness – «the most humane organization of the human community», the task of which is to ensure the transition to sustainable development of society through the development of human resources. The inclusiveness of a socialized economy creates its developed state – a «personalized economy», that is, an economy built taking into account the creative characteristics of each worker.”(Mamedov, 2017).

Thus, socialization and inclusivity change the content of economic growth, which occurs through the genuine development of human capabilities, through the transition from financial and economic criteria to criteria for the development of human resources. This type of economic growth, socially inclusive growth, creates conditions for the manifestation of creativity as the realization of the personal potential of each participant in production, regardless of social status.

These processes necessitate the development of social entrepreneurship as the main form of organizing activities in the social economy. The powerful potential of social entrepreneurship is due to the fact that in the process of socialization of subjects, new system resources arise: inclusion and synergy. The peculiarity of these resources of the emerging socially inclusive economy is that they have an almost unlimited potential to influence the result of economic, entrepreneurial, and social activities of society due to their human origin. This is what distinguishes them from the limitations of «classical» resources in the form of natural, material, labor, financial, and information resources.

Therefore, today, in the context of the deepening crisis of the market economic system, social entrepreneurship is already acting not only as a way to solve individual social problems that arise in various local communities, but as a basic form of development of a socially inclusive economic system.

This understanding is of critical importance for the practical development of social entrepreneur-

ship. The analysis of the mechanisms of practical implementation of social entrepreneurship emphasizes the need to distinguish between two forms of its implementation: non-profit organizations (NPOs) and socially oriented entrepreneurship. NGOs, representing one of the forms of social entrepreneurship, focus on fulfilling a social mission and do not always take into account the socio-economic efficiency of their activities. This limits the full potential of social entrepreneurship. Unlike NGOs, socially oriented entrepreneurship not only solves social problems, but also strives to achieve socio-economic results and improve the efficiency of its work. In the article devoted to the conceptual aspects of the ecosystem of social entrepreneurship, the following definition is proposed: socially oriented entrepreneurship is a key form of socialization and inclusivity of the modern economy, contributing to its sustainable development through achieving both social efficiency of entrepreneurial activity and economic profitability. Based on the considered conceptual aspects of the social entrepreneurship ecosystem, the following definition is proposed: “socially oriented entrepreneurship is a key form of socialization and inclusiveness of the modern economy, contributing to its sustainable development by achieving both social and economic efficiency of entrepreneurial activity.” For the sustainable development of a socially inclusive economy based on the successful growth of socially oriented entrepreneurship, it is necessary to form an ecosystem by expanding resource availability based on the inclusion of synergistic and inclusive resources, as well as through the development of network interconnection and coordination of the activities of ecosystem entities that ensure its self-development. «An innovation ecosystem represents such a «dense» level of relationships between participants in the innovation process that creates a synergistic effect» (Dzhulaeva, 2020). To justify the importance of the development of the ecosystem, it is necessary to clarify the difference between the concepts of «ecosystem» and «infrastructure». The fact is that the question of the need to develop relationships is not new either in theory or in practice. The need for infrastructure development, which is also aimed at developing relationships between various areas, is still formulated in the literature and in government development programs today. The question arises: why do we need an ecosystem when there is an infrastructure that includes many elements of the ecosystem. The point is that it is the ecosystem that creates such a «dense» level of interconnections that turns into a synergetic resource. Such a transfor-

mation of interconnections is achieved only under conditions of a high degree of inclusion, cooperation and collaboration of ecosystem participants. An inclusive resource, and subsequently a synergistic resource, are not developed at the infrastructure level. Thus, an ecosystem created as a network of participants for the joint creation of social value on the principle of inclusion and synergy has a high potential for sustainable development in conditions of high uncertainty. Moreover, it is important to consider the ecosystem of social entrepreneurship at both the microeconomic and macroeconomic levels. At the micro level, the ecosystem encompasses both individual and collective forms of enterprises, whereas at the macroeconomic level it is studied in the context of the region. There are many studies in the economic literature on enterprise ecosystems. However, there is a gap in the study of socially oriented entrepreneurship ecosystems at the regional level. Most research focuses either on the level of an individual social entrepreneur or on the level of a social enterprise, missing the broader social, cultural and economic context in which social entrepreneurship takes place. The regional ecosystem of social entrepreneurship is a complex institutional system that is formed not only through interaction

between the agents of the system, but also influences the nature of these interactions. This feature is due to the many functions of the state as a regulating and stimulating entity in the process of forming network relations and interconnection models at the level of the regional ecosystem of social entrepreneurship.

Results

The ecosystem of socially oriented entrepreneurship at the regional level is the basis of its sustainable development and includes the entire range of institutions that form the subjective identity of the region. The relevance of studying such an aspect of social entrepreneurship ecosystems as its design at the regional level is due to the need to expand institutional opportunities for the development of socially oriented entrepreneurship. This is ensured by the numerous functions of the state as a regulating and stimulating entity in the processes of building a network of relationships, models of their relationships at the level of the regional ecosystem of socially oriented entrepreneurship.

The regional ecosystem of socially oriented entrepreneurship is a complex institutional system.

Table 1 – Key characteristics of social entrepreneurship in the regional ecosystem

Key characteristics of social entrepreneurship in the regional ecosystem		
	NGO-form of social entrepreneurship	Socially oriented entrepreneurship
Mission	Mitigation or solution of local social problems	Development of an inclusive society
Target	Creating Social Value	Ensuring self-sufficiency and profit while creating social value
Methods	Methods of state subsidies, provision of tax benefits, cheap loans, methods of charitable activities, volunteering, social design	Entrepreneurial methods of organizing and conducting activities, methods of social design, methods of charitable activities, methods of volunteering
Traditional Resources	<ul style="list-style-type: none"> s social entrepreneurs, volunteers; s government funding; s grants for development; s unsecured loans; s donations; s social help. 	<ul style="list-style-type: none"> s Social entrepreneurs, employees; s Starting capital (personal savings, unsecured loans, donations, assistance).

Key characteristics of social entrepreneurship in the regional ecosystem		
	NGO-form of social entrepreneurship	Socially oriented entrepreneurship
Regional ecosystem resources	<p>Inclusive resources:</p> <ul style="list-style-type: none"> s human resources, including employees from socially vulnerable groups (for example, SPSS); s information support platforms provided by regional authorities; s regional centers providing legal assistance to social entrepreneurship; s regional centers that provide information and educational support for social entrepreneurship; s association of Social Entrepreneurship at the regional level. <p>Synergistic resources:</p> <ul style="list-style-type: none"> s funding for the regional network, including fundraising and charitable foundations; s a network of volunteers at the regional level; s regional networks for product promotion and sales, such as interesting communities and platforms. 	<p>Inclusive resources:</p> <ul style="list-style-type: none"> s government training programs in the field of social entrepreneurship. s information platforms provided by regional authorities. s regional centers providing legal assistance to social entrepreneurs. s regional centers offering information and educational support for social entrepreneurship. s regional centers specializing in the rehabilitation and rehabilitation of employees from socially vulnerable groups. s associations of social entrepreneurship at the regional level. s regional employment centers for representatives of socially vulnerable groups. Synergistic resources: s volunteer networks at the regional level. s infrastructure for production and development within the regional network, including centers, acceleration programs, platforms, incubators, clusters and clubs. s financial sources for the regional network, including crowdsourcing, fundraising, impact investing and charitable foundations. s regional networks for product promotion and marketing, such as specialized communities and platforms.
Ecosystem resources of the subject	<p>Inclusive resources:</p> <ul style="list-style-type: none"> s the human capital of the organization, including employees from socially vulnerable groups (SSP); <p>network information resources. Synergistic resources:</p> <ul style="list-style-type: none"> s the number of volunteers in the network; s local volunteer networks; s production infrastructure within the network, such as platforms and clubs; s funding through online sources, including charities and fundraising campaigns; s networks that promote and sell products, including specialized communities and platforms. 	<p>Inclusive resources:</p> <ul style="list-style-type: none"> s human resources of the enterprise, consisting of hardworking employees representing socially vulnerable groups of the population (SSP); <p>information networks of the enterprise. Synergistic resources:</p> <ul style="list-style-type: none"> s the total number of volunteers; s local volunteer networks; s the infrastructure of the production network, including platforms and clubs; s financing through network mechanisms such as crowdsourcing, fundraising and charitable foundations; network resources for the promotion and sale of products, including specialized communities and platforms.
Result Internal performance assessment (Financial and economic result)	100% utilization of development grants and donations	<ul style="list-style-type: none"> s achieving financial independence for socially oriented business entities; s increase in wages for employees from socially vulnerable groups; s improvement in labor productivity among employees from socially vulnerable groups; s expansion in the workforce drawn from socially vulnerable groups; growth in the volunteer base.

Key characteristics of social entrepreneurship in the regional ecosystem		
	NGO-form of social entrepreneurship	Socially oriented entrepreneurship
Result External performance assessment (Social result, social impact)	Mitigating or solving a local or individual social problem	<ul style="list-style-type: none"> s reducing the unemployment rate among people from the category of socially vulnerable groups at the local and regional levels, introducing inclusive principles into business practice, attracting employees from this category to jobs in organizations; s the growth in the volume of goods and services consumed by citizens from socially vulnerable groups; s an increase in the number of socially oriented business entities; s increasing the activity of volunteer initiatives; s reduction of the number of unemployed among persons from the category of socially vulnerable groups; reducing the crime rate.
Note – Compiled by the authors based on sources 17, 21		

The use of an ecosystem approach allows us to develop an algorithm for assessing the effectiveness of socially oriented entrepreneurship.

The potential for the effectiveness of socially oriented entrepreneurship can be fully realized provided that a regional ecosystem is developed. In Kazakhstan, this task can only be solved with the active participation of the state. Historically, in the development of social entrepreneurship in Kazakhstan, «two stages are conventionally distinguished. The first stage is associated with the activities of non-governmental organizations (NGOs), which began to develop commercial areas in this area in the 2000s. The second stage (approximately from 2020) is characterized by the involvement of public opinion in the problems of social entrepreneurship».

In recent years, in the context of implementing sustainable development goals, the state has been actively creating legal and institutional conditions aimed at developing social entrepreneurship. In accordance with the Law of the Republic of Kazakhstan dated June 24, 2021 No. 52-VII, from July 6, 2021, the Entrepreneurship Code is supplemented by a new chapter 6-1 “Social Entrepreneurship”, which defines social entrepreneurship as the entrepreneurial activity of social entrepreneurship entities that contribute to solving social problems of citizens and society, carried out in accordance with certain conditions. Social entrepreneurship entities are individual entrepreneurs and legal entities (with the exception of large business entities) included in the register of social entrepreneurship entities. Four categories

are legislatively established in determining the status of “social entrepreneur”.

The institutional support for social entrepreneurship is the Register of Social Entrepreneurs, which is an electronic database «containing information on individual entrepreneurs and legal entities that are subjects of social entrepreneurship».

An analysis of the table data allows us to calculate that in the regions of Southern Kazakhstan the number of social entrepreneurs is only 15% of the total number in the country, while it is important to note that this is the most densely populated region of the country, and its population at the beginning of August 2023 was 10,120,325 people. Moreover, the number of social entrepreneurs in rural areas is significantly less than in cities. Such an imbalance cannot contribute to sustainable growth of the region.

As the analysis of the regional ecosystem of socially oriented entrepreneurship shows, the role of the state in the formation of the regional ecosystem is key.

According to Order No. 130 of the Ministry of National Economy of the Republic of Kazakhstan dated June 30, 2023, the Rules for Supporting Initiatives for the development of social Entrepreneurship provided by government agencies, national holdings, national development institutions and other organizations were approved. In accordance with this order, the Rules regulate the procedure for providing state support to social entrepreneurship within the framework of article 20 of the Entrepreneurship Code of the Republic of Kazakhstan. The purpose of these rules is to support initiatives aimed at developing social entrepreneurship.

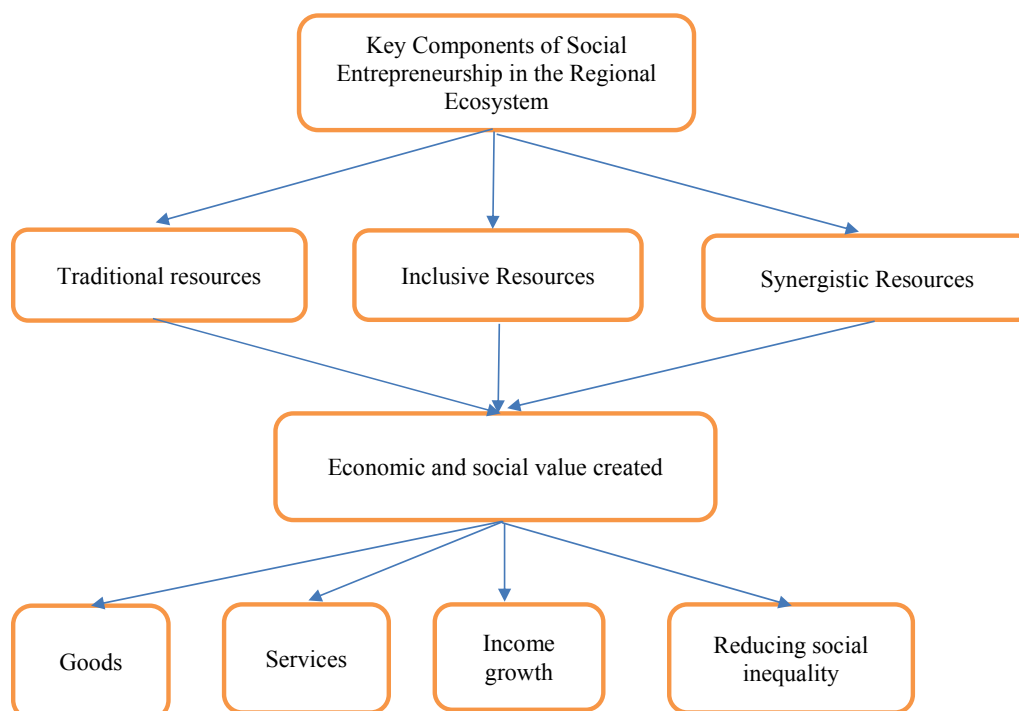


Figure 1 – Algorithm for assessing the effectiveness of socially oriented entrepreneurship based on the ecosystem approach

Note – compiled by the authors

Table 1 – Number of registered social entrepreneurs by region

Regions	Total	In the city	In villages
Republic of Kazakhstan	166	149	17
Abay region	3	3	-
Akmola region	2	1	1
Aktobe region	11	8	3
Almaty	6	6	-
Astana	45	45	-
Atyrau region	4	3	1
West Kazakhstan region	25	24	1
Zhambyl region.	1	1	-
Zhetysu region	1	1	-
Kostanay region	19	18	1
Kyzylorda region	7	6	1
Mangistau region	10	6	4
Pavlodar region	6	5	1
North Kazakhstan region	7	7	-
Turkestan region	4	-	4
East Kazakhstan region	8	8	-
Shymkent	7	7	-
Almaty region	-	-	-
Karaganda region	-	-	-
Ulytau region	-	-	-

Note – compiled by the authors from source Register of social entrepreneurship entities

According to paragraph 7, state support for social entrepreneurship covers the following areas: development of infrastructure to support social entrepreneurship; provision of tax benefits; financial assistance, including subsidizing interest rates on loans issued by second-tier banks, as well as compensation for property leases; provision of state property for rent or leasing on preferential terms; informational, educational, advisory and methodological support; development through acceleration programs; promotion of interregional cooperation; provision of state grants for the implementation of socially significant projects.

The practical implementation of these areas of state support is expressed in a number of events that mark the beginning of development. Thus, on April 16-17, 2024, the first Kazakhstan Impact Forum was held in Almaty, dedicated to a phenomenon that is still unfamiliar in Kazakhstan – impact investing. The forum was organized by Impact Hub Almaty in partnership with Chevron, MOST Business Intelligence and Impact Europe. It was attended by representatives of the corporate sector, private investors, foundations, international organizations and impact entrepreneurs themselves. There is an understanding of the need to create an ecosystem that promotes impact investments in Kazakhstan, where the market has just begun to take shape. Studies such as those conducted in the ZIRCON project in 2021 demonstrate that the prospects for the development of joint ventures are limited by several key factors. The main dependence of these enterprises is to receive government orders, whether direct or indirect. The sector is facing a shortage of resources that go beyond financial, including technological resources and conditions for production activities. The lack of strategic interests capable of stimulating active and creative participation in solving social problems is also significant (Organizers of Impact Forum Almaty, 2024).

Impact funds are beginning to play a significant role in the modern ecosystem. These funds act as a link between investors, entrepreneurs, philanthropists and international development institutions, creating a financial ecosystem and carrying out social assessments. For example, Impact Hub Almaty, which is part of the global Impact Hub network, which unites more than 100 hubs and 16 thousand participants on five continents, actively supports social entrepreneurship. Since its foundation in 2017, the foundation has supported more than 250 influential entrepreneurs across Kazakhstan through incubation, acceleration, mentoring and financial

support programs. Currently, 60% of these entrepreneurs continue their activities, some of them participate in the acceleration program in partnership with Chevron. These enterprises represent a different model of economic activity that allows us to solve important social problems while simultaneously ensuring financial stability (Organizers of Impact Forum Almaty, 2024).

Collective financing platforms are also being developed in Kazakhstan. There are currently four licensed crowdfunding platforms – IKapitalist, Proportunity, InvestRoom and GoCrowd. From January 2020 to April 2023, 235 projects worth 10.6 billion tenge were financed through crowdfunding platforms, in which more than 900 investors participated (How collective financing is developing in Kazakhstan, 2024)

Thus, in the context of sustainable development, it is reasonable to consider the regional ecosystem model of socially oriented entrepreneurship as having the greatest potential for achieving the SDGs.

Thus, in the context of sustainable development, based on the essence of the phenomenon of socially oriented entrepreneurship, it is reasonable to consider the regional ecosystem model as having the greatest potential in achieving the SDGs.

For the practical implementation of this approach, it is important to determine how to measure and evaluate the effectiveness of socially oriented entrepreneurship.

An examination of the current literature reveals that the most relevant research focus in this area is the measurement and evaluation of social impact, which is increasingly recognized as a critical indicator of the effectiveness of social entrepreneurship. Notably, the academic discourse emphasizes that the need to quantify the social outcomes and effects of social entrepreneurship is primarily driven by the demands of governments, external stakeholders, and investors who seek to assess the social impact of their interventions. However, this perspective often overlooks the fact that social entrepreneurs themselves are in a difficult position. They are required not only to prove their value as a distinct form of enterprise by assessing their social impact on the external environment, but also to ensure internal operational effectiveness by focusing on the social returns and impact of their activities.

At present, the field of social entrepreneurship has made significant advances in the development of external measurement and assessment methods, particularly those focused on evaluating «social impact».

Table 2 – SWOT analysis of the prospects for the development of the regional ecosystem of socially-oriented entrepreneurship in Kazakhstan

<p>S – strengths:</p> <ul style="list-style-type: none"> - formation of public associations; - Associations of social entrepreneurs in the regions; - government funding of social entrepreneurship; assessing the necessity of fostering socially oriented entrepreneurship within the framework of sustainable development as an objective of public policy; - establishment of institutional frameworks includes the development of a state registry for social entrepreneurs and the establishment of a Subcommittee for Social Entrepreneurship Development within the Atameken National Chamber of Entrepreneurs; - establishing legal frameworks through the enactment of the “Law on Social Entrepreneurship” and the “Regulations for Implementing Support for Social Entrepreneurship Development Initiatives by Government Entities, National Holdings, National Development Institutions, and Other Organizations” (Registered with the Ministry of Justice of the Republic of Kazakhstan on July 5, 2023, No. 33040. 	<p>W – weaknesses:</p> <ul style="list-style-type: none"> - weak level of financial literacy of social entrepreneurs weak development of relationships between social entrepreneurs and the business community, educational and scientific communities, and youth movements; - weak level of training and involvement of people with disabilities in social entrepreneurship; - poor development of the educational infrastructure of the regional ecosystem of socially oriented entrepreneurship: training centers for social entrepreneurs, accelerators, business incubators, online learning platforms; - at the regional level, “Social Entrepreneurship Roadmaps” have not been created to help social entrepreneurs who have decided to enter the Register; - weak information promotion of social entrepreneurship among young people, weak volunteer movement. inadequate development of the financial infrastructure within regional ecosystems for socially oriented entrepreneurship, including impact investing, crowdsourcing, and fundraising, represents a significant challenge. Additionally, barriers to bank lending further hinder progress. There is also a notable deficiency in the application of methodologies for assessing social impact and evaluating the effectiveness of social entrepreneurship entities.
<p>O – possibilities:</p> <ul style="list-style-type: none"> - development of digital technologies for social entrepreneurship; - advancement of platform-based investment within the regional ecosystem of socially oriented entrepreneurship; - development of professional training centers for persons from the SUSN category; - advancement of impact investing within the regional ecosystem of socially oriented entrepreneurship; - attracting partners and sponsors from the business community and educational community; - development of social innovations in the field of socially oriented entrepreneurship; - development of infrastructure for training persons with disabilities. 	<p>T – threats:</p> <ul style="list-style-type: none"> - shortcomings and contradictions in the legislation regulating the field of social entrepreneurship; - existence of bureaucratic obstacles that dissuade social entrepreneurs; - rising prices for socially significant products and goods deterioration of the overall economic, environmental, and social conditions in the regions; - presence of corruption risks.
<p>Note – compiled by the authors based on sources (Dzhulayeva, 2020), (Organizatory Impact Forum Almaty, 2024)</p>	

In developing these studies, we proposed to distinguish between external and internal assessment of the effectiveness of social entrepreneurship. External assessment of effectiveness is actively developed in the scientific literature in the form of an assessment of the social impact of social entrepreneurs on society. At the same time, in our opinion, the “sociality” of this segment of entrepreneurs determines the lack of due attention to the internal assessment of their effectiveness. Meanwhile, internal assessment is of crucial importance for the success-

ful and dynamic growth of social entrepreneurship. It is very important to understand that internal assessment is not limited to self-sufficiency and profitability of socially oriented entrepreneurship entities. Internal assessment should be considered as a combination of market and ecosystem approaches. Social entrepreneurship entities not only assess their self-sufficiency and profitability, but also the level of their involvement in the social entrepreneurship ecosystem, which allows them to create and consume new resources of inclusiveness and synergy,

which have virtually infinite potential. This contributes to high sustainability of development both at the micro and regional levels.

Without considering the industry-specific features of socially oriented entrepreneurship, we will highlight the main ecosystem indicators of the internal efficiency of subjects of socially oriented entrepreneurship.

The ecosystem approach allows us to consider the possibility of measuring and assessing the influence of a set of stakeholders on the internal efficiency of a socially oriented business entity, assessing the impact of inclusion and synergy on the growth of social entrepreneurship, as key factors in its scaling, quantitative growth and mass character.

Table 3 – Ecosystem model for assessing the internal efficiency of socially oriented entrepreneurship

Ecosystem resources of a subject of socially oriented entrepreneurship	Basic ecosystem indicators of internal efficiency of a socially oriented business entity
<p>Inclusive Resources:</p> <ul style="list-style-type: none"> - human resources, including employees from socially vulnerable segments of the population (SSP); - networked information resources; - volunteers. Synergistic Resources: - volunteer networks; - networked production infrastructure, including hubs, acceleration programs, platforms, and clubs; - network-based financial support, such as crowdsourcing, fundraising, impact investing, and various funds; <p>networks for product promotion and sales, encompassing interest-based communities and online platforms.</p>	<ul style="list-style-type: none"> - number of employees from the category of socially vulnerable segments of the population (SVSP):/ number of employees of a socially oriented business entity; - number of social networks of partner organizations / number of employees of a socially oriented business entity; - number of volunteers / number of employees of a socially oriented business entity; - the number of basic material resources accessed through the network (hubs, acceleration programs, platforms, clubs) / number of employees of a socially oriented business entity; - number of information resources accessed via the network (hubs, acceleration programs, platforms, clubs) / number of employees of a socially oriented business entity; - the amount of financial resources accessed through the fundraising network / the number of employees of a socially oriented business entity; - the amount of financial resources accessed through a network of investors (crowdsourcing) / the number of employees of a socially oriented business entity; - number of goods sold through the network (platform) of partners / number of employees of a socially oriented business entity; - the amount of financial resources accessed through a network of investors (impact investing) / the number of employees of a socially oriented business entity; - number of social networks of communities based on consumer interests / number of employees of a socially oriented business entity.
<p>Note – compiled by the authors based on sources (Dzhulaeva, 2020), (Organizational Impact Forum Almaty, 2024)</p>	

Conclusion

The research highlights that fostering sustainable socio-economic growth in regions necessitates the advancement of socially oriented entrepreneurship as a fundamental component of a socially inclusive economy. When formulating public policy to achieve the Sustainable Development Goals (SDGs) by engaging human resources, it is crucial to base strategies on a well-defined conceptual framework for socially oriented entrepreneurship and its ecosystem.

A central factor in enhancing socially oriented entrepreneurship is improving its effectiveness. Our findings suggest that developing a robust algorithm for evaluating the performance of socially oriented entrepreneurs requires a solid conceptual foundation. Current practices predominantly emphasize the measurement of social impact as a primary external indicator of social entrepreneurship's value to society. While assessing social impact is critical, for the effective advancement and growth of social enterprises, particularly those striving for self-sufficiency, it is essential to focus not only on external

outcomes but also on internal performance metrics. This includes evaluating the integration of these enterprises within the social entrepreneurship ecosystem, utilizing inclusivity resources, and leveraging synergies.

The methodology for internal assessment of a social entrepreneurship entity should incorporate not only conventional socio-economic indicators but also emerging resources related to inclusion and synergy within the ecosystem. Thus, our proposed ecosystem approach to evaluating social entrepreneurship effectiveness encompasses both traditional external assessments of social impact and internal

evaluations guided by ecosystem indicators such as inclusivity, relationship density, and synergy.

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