



Commonwealth Scholars
Professional Development Training

Social entrepreneurship: launching your own social project

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#AccessEdTraining



Welcome to today's workshop



Zoom Housekeeping:

- Please ensure you are **muted** if you are not speaking to the group
- We will pause for questions as we go
- If you are having connectivity issues, please try turning off your camera during the presentation; these can be turned on during discussion sections
- If you have any technical issues please privately message Sharmin in the chat for her help
- If you have a questions as we go, please use the chat function
- For breakout groups, we encourage use of your camera if possible please!

AccessEd: Who are we?



- AccessEd is a non-profit organisation committed to supporting postgraduate researchers in their professional development and university access programmes to increase social impact globally.
- AccessEd has expertise working with international students and social enterprises, as well as delivering courses in transferable skills for the 21st century. AccessEd bridges the gap from education to the professional and public sectors.



Introduction to your trainer



- Former Management Consultant at PwC delivering training
- Worked in a variety of different social organisations: at a global NGO, social enterprise start up, UK charity
- Managing Director at AccessEd - which is a charity that incubates other social organisations!

Why Social entrepreneurship: launching your own social project training



This training is good for researchers who:

-  Might consider starting an organisation of any kind in the future
-  Interested in start-ups or working on social programmes
-  Want to understand key steps to planning and starting a socially driven project, programme or organisation
-  Are currently deciding whether to launch their own social project
-  Already have plans to launch their own project and want guidance
-  Want to practice setting out their vision statement, mission statement and Theory of Change

Session learning outcomes



You will leave with an understanding of:

10 practical steps you can take when considering setting up a social project or organisation

Choosing a social issue, and questions for exploring your idea

Key factors to plan your set-up

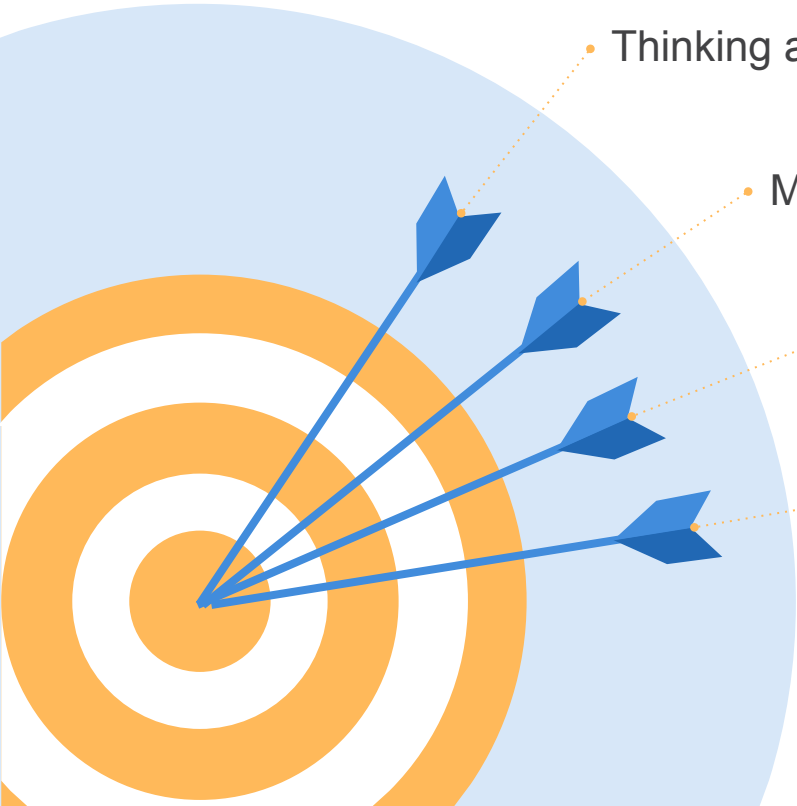
What to include in your business or project plan

How to seek support from a social mentor



Session learning outcomes

You will leave having practiced:



Thinking about what your own social venture idea could be

Mapping your own vision and mission statement

Practicing writing objectives

Practicing your elevator pitch



Steps for launching a social project or organisation



Social organisations



What do we mean by a 'social organisation'?



Any organisations that exist with a mission that is aimed at social impact – they want to change or improve something that will benefit wider society or a key group of people.



This could be environmental, social, educational or civic.



There are not-for-profit and *for-profit* social organisations.

Social organisations



What do we mean by a 'social project'?



This could be project that links to your research -- an initiative, product or service

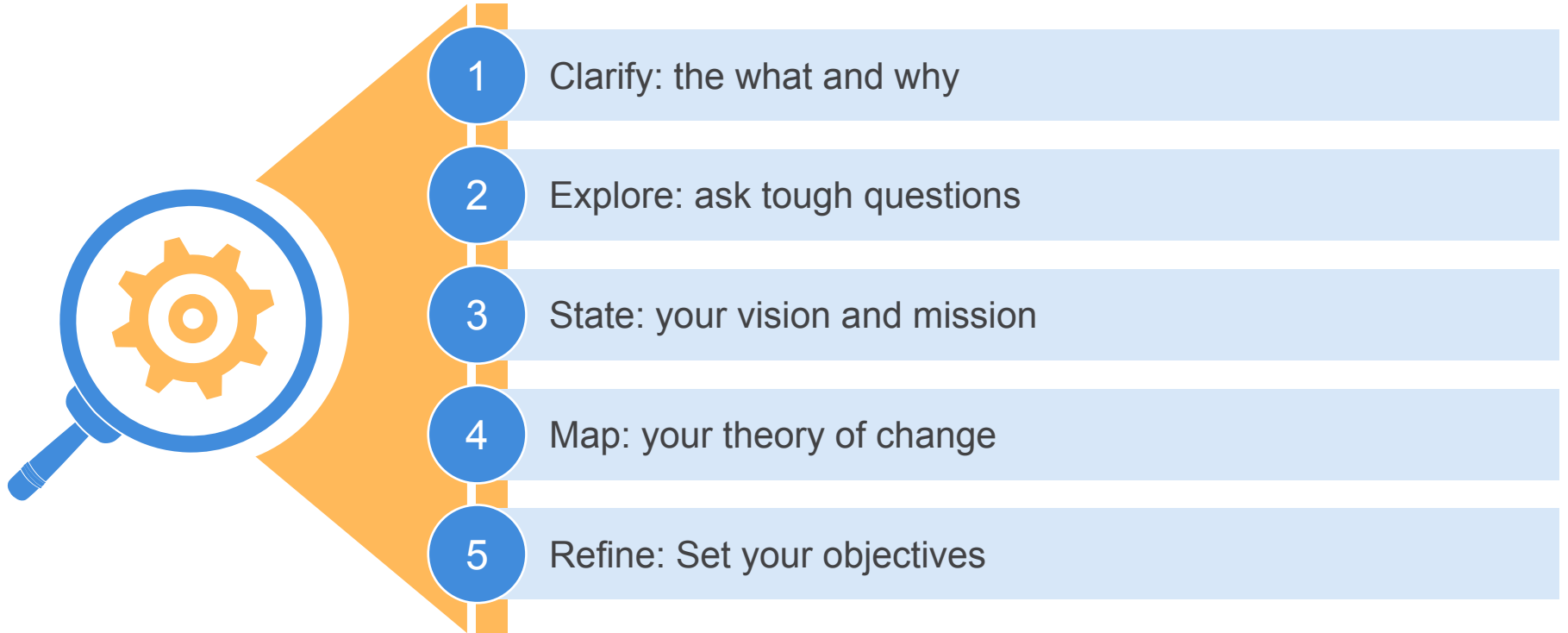


This could be a smaller scale volunteering of community project you are conducting for social impact

Steps for launching a social project



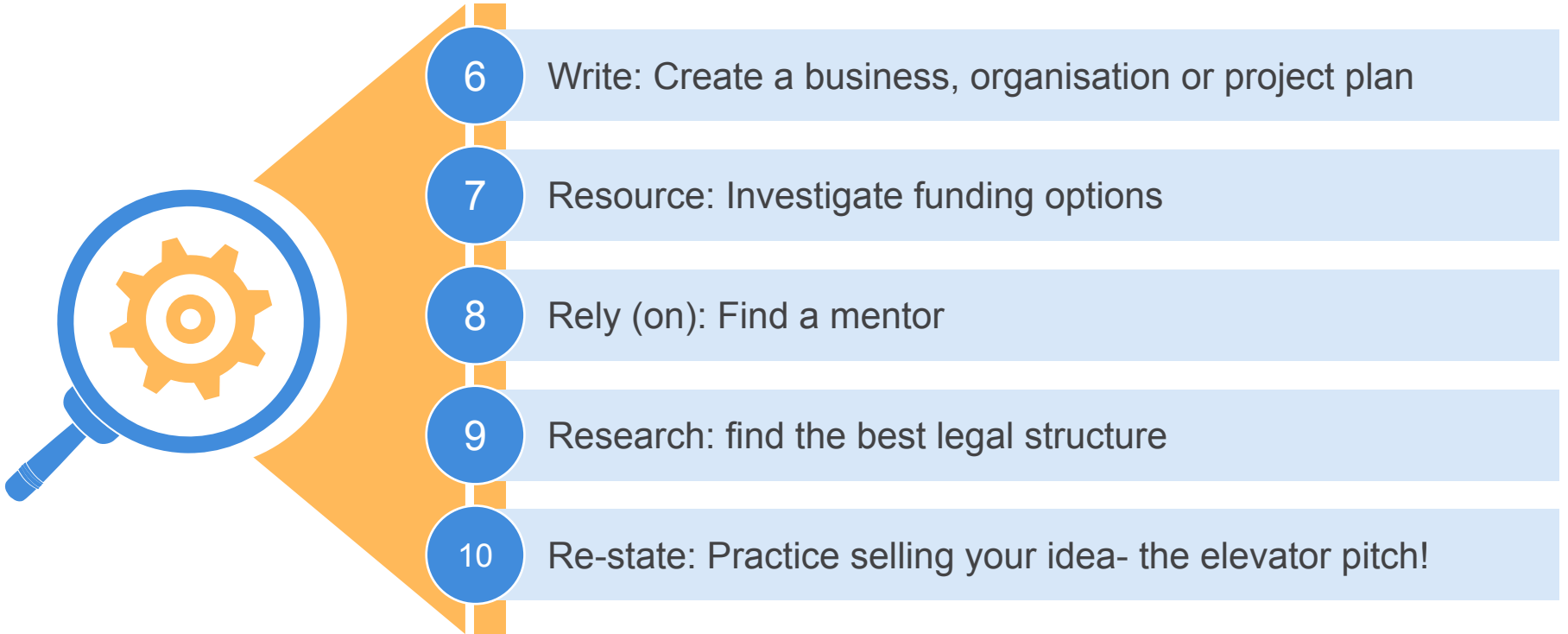
This presentation will go through the following practical steps in more detail:



Steps for launching a social project



This presentation will go through the following practical steps in more detail:



Step 1: clarify the what and why



What is your key social issue you will be tackling through your project?



Tips:

- Might be drawn to a social issue through your own experience, but the cause you choose needs to be important to many others
- Might stem from personal passion; your issue or cause can be social, environmental or economic, that needs to be tackled
- Important to identify beneficiaries of your project or venture
- Don't assume everyone has the same experience or will have similar buy in to your idea



Step 1: clarify the what and why



? Why focus on this problem?

? What are you bringing to this social issue that hasn't been done before?



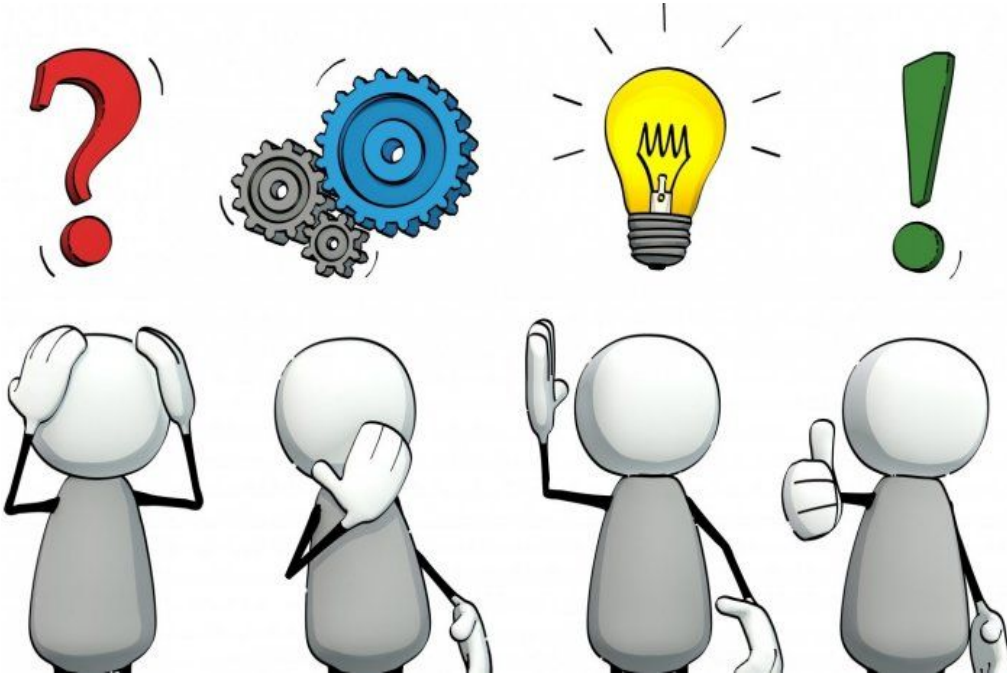
Think about approaching your social issue in the simplest form:



Ice breaker - breakout rooms



? Present in breakout rooms: what is a new social organisation or project you want to set up? Ask questions of your peers.



Step 2: Explore: ask tough questions



Ask yourself some key key questions:

- What is your target market for your project or idea?
- Who are the beneficiaries? How large is the target population?
- What assumptions are you making about your target market and beneficiaries?
- Is there a real need for your social project?
- Is the problem growing?
- What is your competition in the field and how will you stand out from it?
- What is the value you want to bring to society and your beneficiaries?
- What are the future expected trends that might change the situation (good and bad)



Step 2: Explore: see what's out there

What practical tools can you use to answer these questions?



1 Market research and analysis

2 Conducting feasibility studies

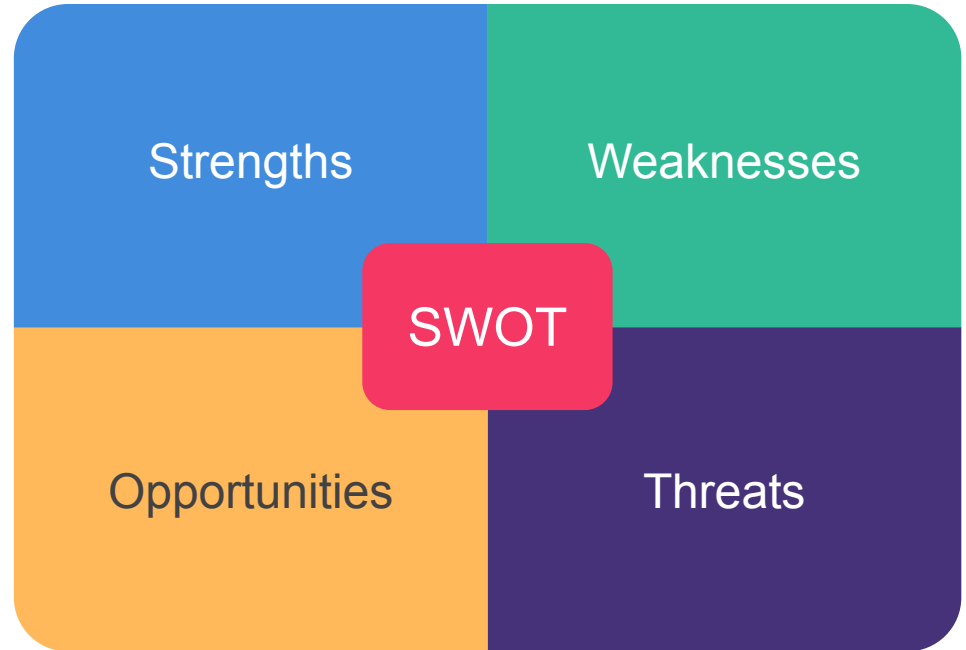
3 Performing industry or sector analysis

3 Conducting viewpoint forums - help you validate your assumptions and determine the potential of your idea.

Step 2: Explore: see what's out there



A simple but effective tool is a **SWOT (Strengths, Weaknesses, Opportunities, Threats)** for your project concept. Use this as way to bring together your findings.



Step 2: Explore: see what's out there



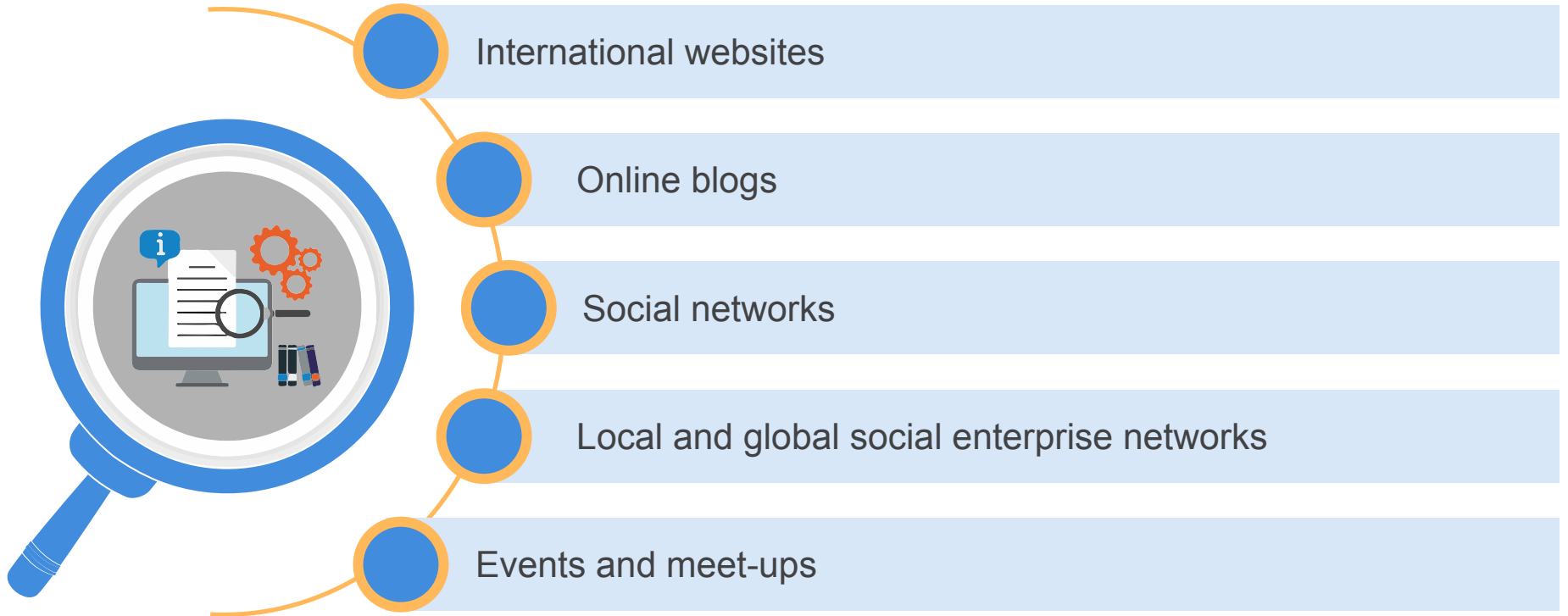
Even if you're acting local, think global!



Step 2: Explore: see what's out there



Lots of resources are available



Step 2: Explore: answer the tough questions

Key indicators of a strong social project:

- 1 It is clear in the problem it will tackle
- 2 It is realistic in the way in which it will tackle that problem
- 3 It is *focused* (not too broad or overly ambitious for the resources available)
- 4 There has been diligence on what already exists, opportunities and threats (SWOT) to avoid duplication or confusion
- 4 Practicalities, such as funding and resources, have been considered



Step 3: State your vision and mission



A Mission Statement defines the organisation's activities, its objectives and its approach to reach those objectives. (why do you exist?)



A Vision Statement describes the desired future position of the organisation. (What type of future are you creating?)

Elements of Mission and Vision Statements are often combined to provide a statement of the organisation's purposes, goals and values.



***Be aware:** sometimes the two terms are mistakenly used interchangeably. It's important to be able to distinguish between the two for your own social organisation*



Step 3: Devising a *vision* statement

A vision is the world that your project organisation seeks to create. Vision statements need to be:

Specific	addressing one issue, need or community
Bold	and cannot be delivered quickly.
Feasible	because people have to believe it can be achieved.

For example:



By 2025 our Youth Cafe will be Dublin City's largest and most popular provider of advice, training and encouragement to young people seeking to improve their lives and their opportunities.





Step 3: Devising a *vision* statement

Tips for developing a vision statement:



Make sure the time frame is within the next 5 to 10 years



Imagine what the newspaper headline might read like about your successes



Can people understand your message?



Make it real



Although a Vision is meant to stretch you, make sure it could potentially be within reach?



What would your *vision* statement be?

Other example vision statements:



Save the Children: A world in which every child attains the right to survival, protection, development, and participation.

Amnesty International: A world in which every person enjoys all of the human rights enshrined in the Universal Declaration of Human Rights and other international human rights instruments.

Teach for America: One day, all children in this nation will have the opportunity to attain an excellent education.

What would your *vision* statement be?



Activity and group discussion: Take 5 minutes to think about what your vision statement would be. It's ok if its rough or might change.

We will ask for scholars to share their vision statements.



Step 3: Devising a *mission* statement



- Now that you have got a vision, you need to work on how it will be achieved
- A mission statement is much more focused on giving a brief insight into the internal workings and objectives of your project.
- Your mission statement has to be short, specific and measurable.
- It expands on your vision statement, informing the reader how you plan to deliver the change you believe is required.



Step 3: Devising a *mission* statement



Make them:

Clear	Simple language. A 13 year old could understand it
Concise	No fluff - aim for 5-14 words (20 max)
Useful	They inform, focus and guide

Example social project or organisation mission statements

Save the Children: To inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives. (20 words)

Amnesty International: To undertake research and action focused on preventing and ending grave abuses of these rights. (15 words)

Teach for America: Growing the movement of leaders who work to ensure that kids growing up in poverty get an excellent education. (20 words)



Activity: writing your own mission statement

The mission statement needs to mean something to you and everyone who comes into contact with your organisation. It should include the who, how and what.

For example:

“

Dublin City Youth Cafe works with young people to to deliver personalised programmes that help them develop skills and goals and the space and support to achieve them. It does this by bringing the best youth workers, mentors and advisors together in a safe and supportive environment.’

”

Activity: writing your own mission statement



Activity and group discussion: spend 10 minutes writing your own mission statement, using this structure. I will draw on someone to feedback to the group:

What
are you
going to do?

Who
is going
to do it?

How
it will be
achieved?



Step 4: Map your Theory of Change

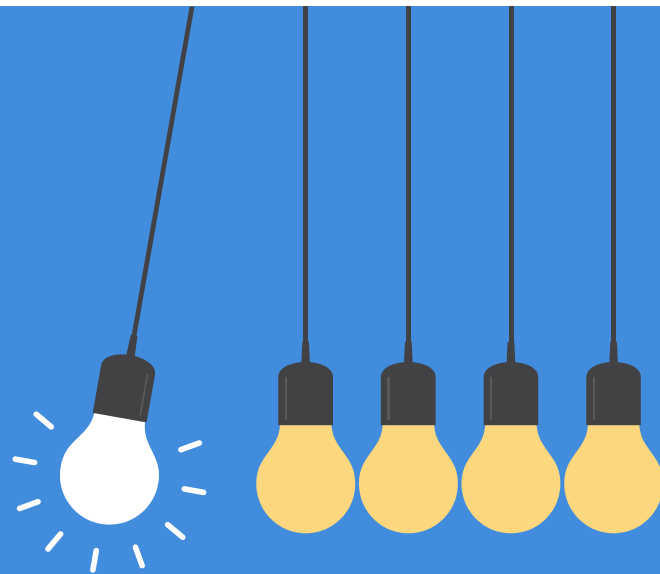


Theory of Change is a fundamental process to help understand how you link your activities to outcomes, and what you might measure as part of your social project or organisation.

“

Theory of Change is a specific type of methodology for planning, participation, and evaluation that is used in companies, philanthropy, not-for-profit and government sectors to promote social change. **Theory of Change** is essentially a comprehensive description and illustration of how and why a desired change is expected to happen in a particular context.”

”



Step 4: Theory of Change in practice

Theory of Change is a critical thinking tool to help underpin the link between activity and change.

For example:

We believe that if we do x (action), then it will achieve y (change).

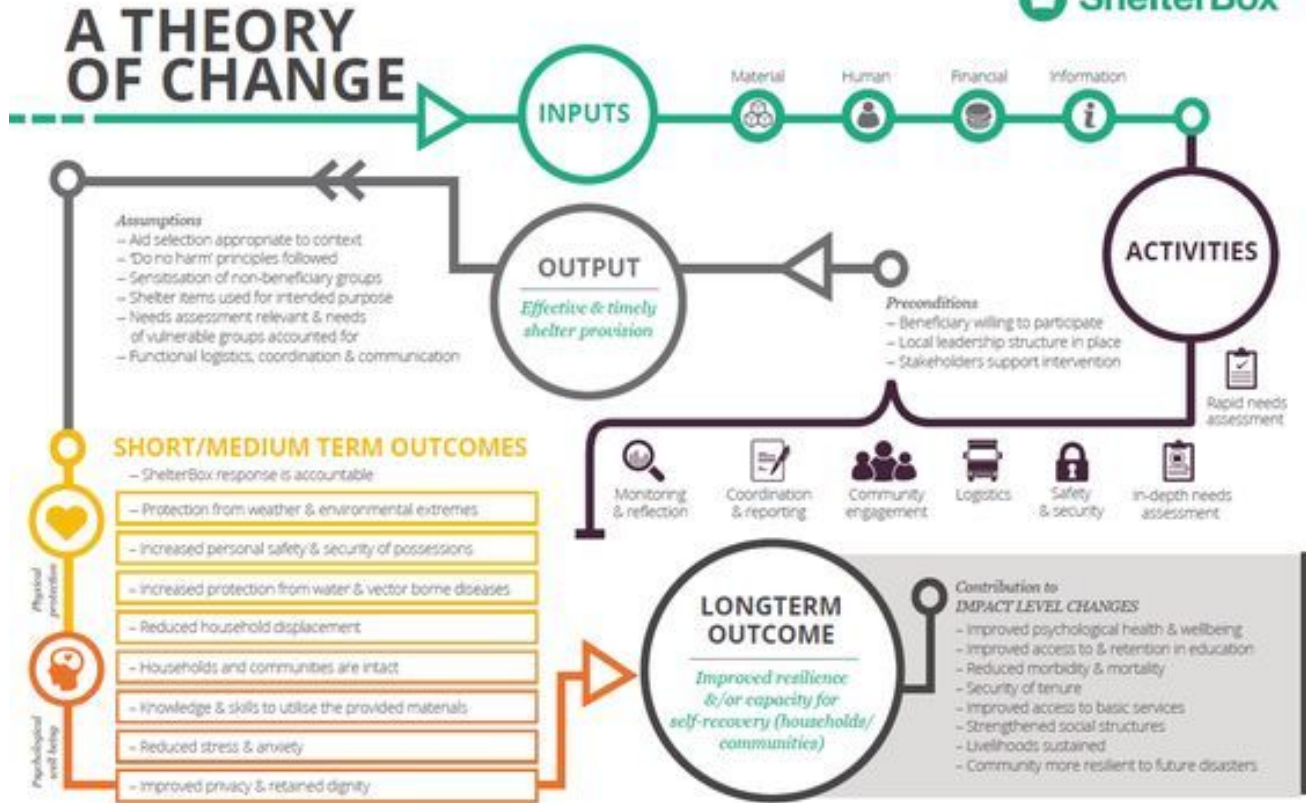
If we generate jobs for unemployed youth, then they will be less available to be recruited to gangs or violence.

If we do x, then we will see y result, because z.

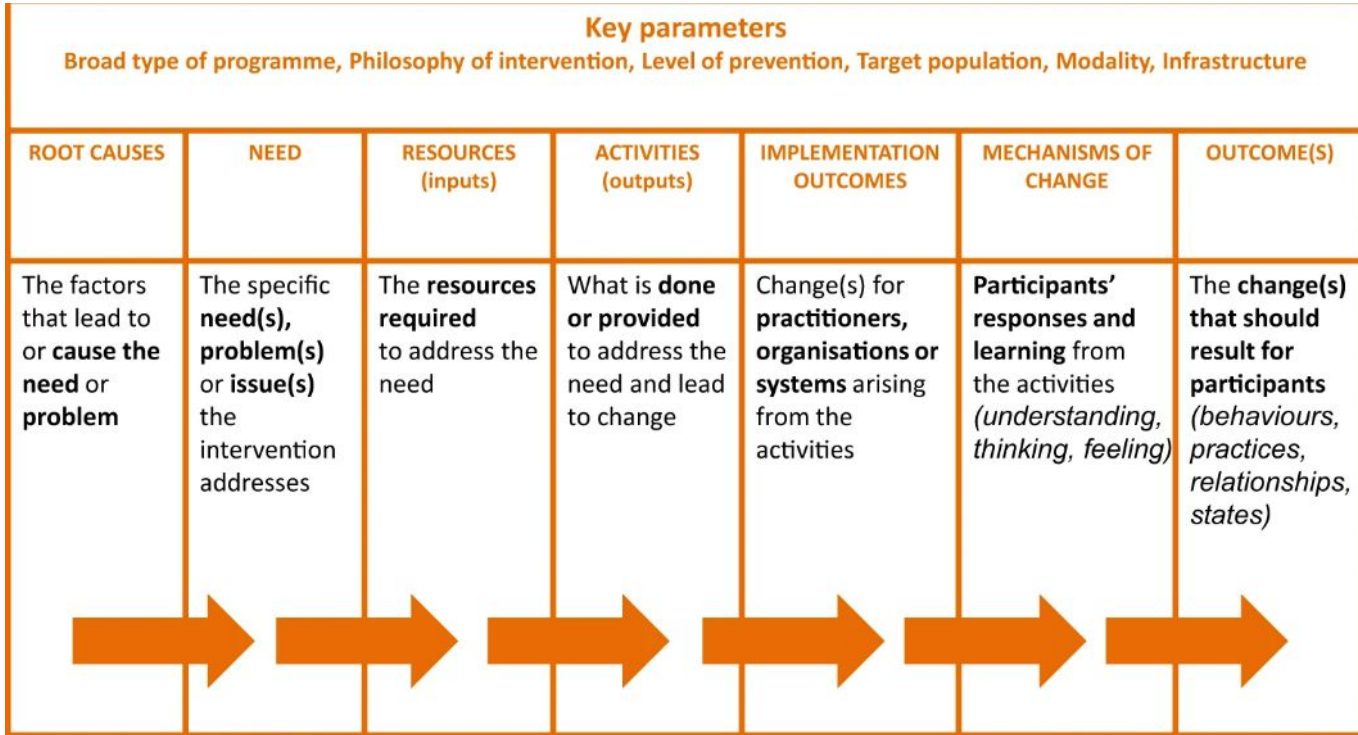
If we recruit young people for job paid training schemes, then they will be less likely to join a gang because they will have less free time as they focus on their training and they have improved self-confidence and worth as they achieve a major goal.



Example Theory of Change



Example Theory of Change 2 - mapping





Tea break

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Step 5: Setting objectives

The objectives of your organisation detail how your organisation will achieve your aim. Your objectives are a list of activities you plan to deliver.

All of your objectives should be **SMART**

To make sure your goals are clear and reachable, each one should be:

S	Specific (simple, sensible, significant).
M	Measurable (meaningful, motivational).
A	Achievable (agreed, attainable).
R	Relevant (reasonable, realistic and resourced, results-based).
T	Time bound (time-based, time limited, time/cost limited, timely, time-sensitive).

Step 5: Setting objectives

For example:

The aim of the social venture is to help young people into employment to help reduce the unemployment rate in the local area

Our objectives are to:

- 1 Encourage employers to provide new work placements
- 2 Identify work placements across a range of industries
- 3 Recruit and place young people into work placements

- 4 Deliver employability skills training for young people
- 5 Provide a full time recruitment service for employers





Step 5: Setting objectives - your turn

Here are some examples of objective setting, in relation to the example from the previous slide:

Who/what	Change/desired effect	In what	By when
Youth participating in our 'Youth Cafe'	Increase numbers	Their use of community resources and services	Within one year of joining
Local schools	Adopt	Policies to improve youth employment	By 2023

Step 5: Setting objectives - your turn



Your turn - take 2 minutes to map out two objectives for your own social venture idea. This can be hypothetical -- you might not know yet how big or how long it will take. What further research does this show you need to do?

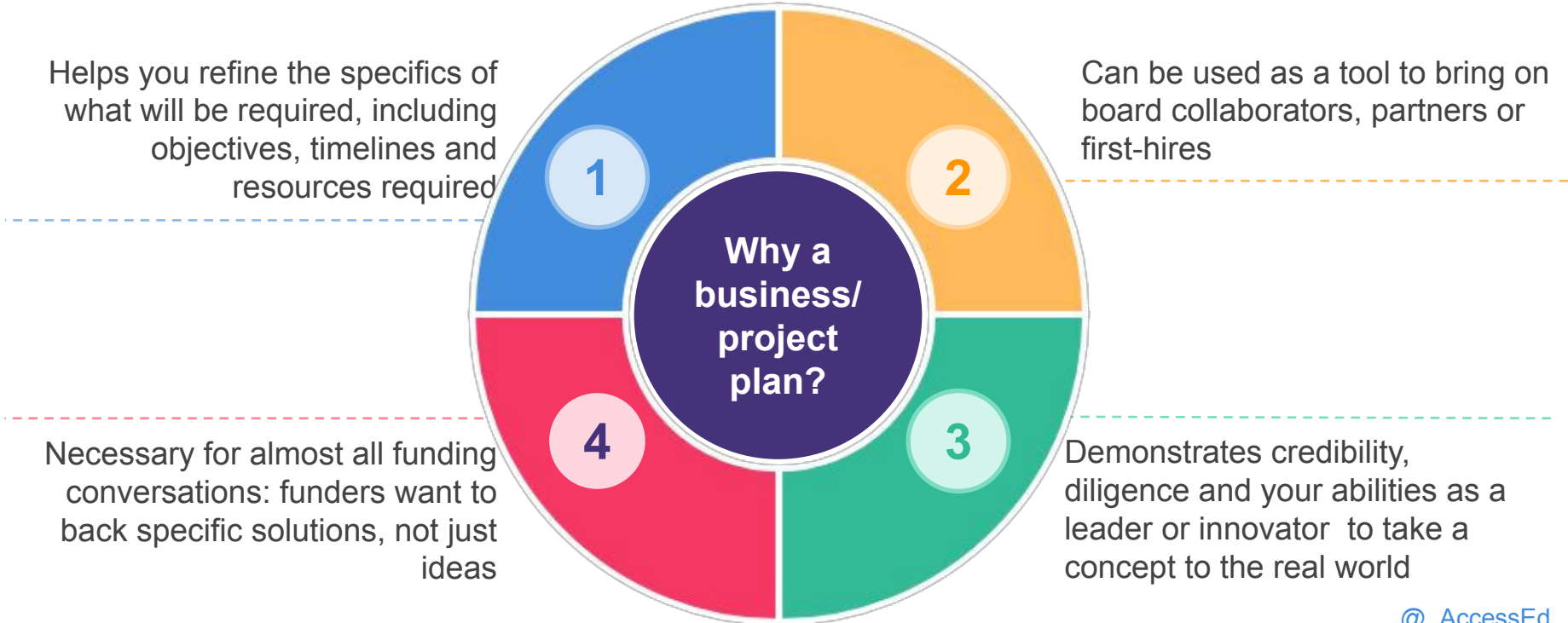
Who/what	Change/desired effect	In what	By when



Step 6: Write your business or project plan



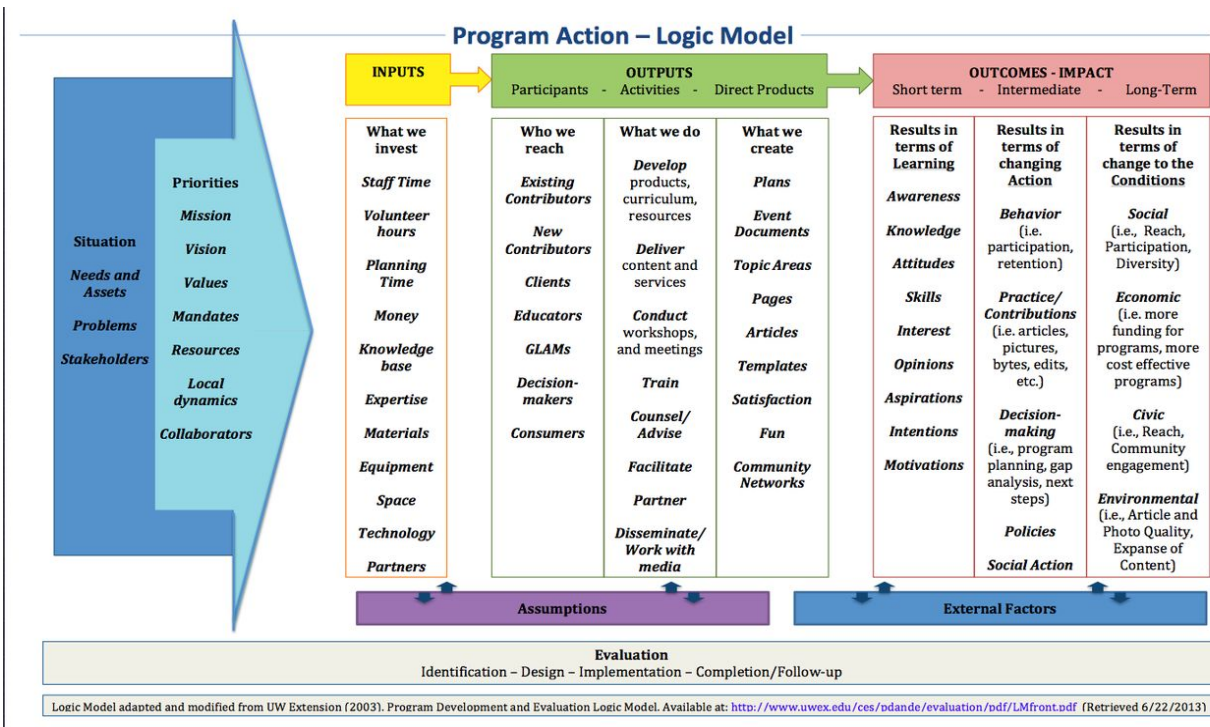
Once you know what your organisation will do, why and broadly how it will do it, you will need to refine your idea by creating a plan.



Step 6: Refining business or project plan

Logic models build on your Theory of Change by applying specifics to the 'how' and 'what' you'll do.

This is what we call 'project delivery', and will define everything from who you eventually work with (staff, partners) to how you might be funded (income? grants?).



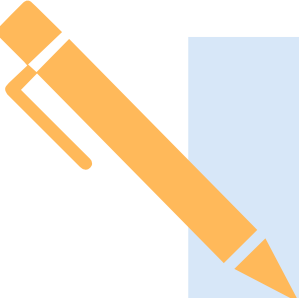
Step 6: Start to articulate your plan



What is your idea?	What are you offering to your beneficiaries and customers? This is sometimes referred to as 'value proposition.'
Who are your beneficiaries?	Who is going to benefit from your service, project or product?
How will you promote your organisation or project	How will you market yourself to funders and beneficiaries? Now you know who they are, how do you plan to reach them?
Who else is doing something similar	Who are your competitors? How does your organisation differ? Take time to think about what they do well and learn from them, it's unlikely your idea has never been done before so use others experience as a tool for learning.
Steps to achieve your goal	What are the practical things you will do to achieve your objective?
What resources do you need?	What resources you will need to make this happen – people, premises, materials? Try to be realistic. When you are first starting out you might be calling on favours from other people, but if you want to become sustainable you need to be realistic about the resources you need.
How much money will you have going in and out?	Do you have a financial plan? Where will the money be coming from? How much will it cost you to deliver the project?

Step 6: Write your business or project plan



- 
- Executive Summary
 - Idea proposition
 - Beneficiary profile
 - Product/service
 - Market Opportunity
 - Marketing
 - Operational Management
 - Social Impact - vision, mission and impact
 - The Team
 - Implementation Plan
 - Financials



Top tips: 1) Draft and re-draft 2) Use the internet to find similar projects and examples of plans 3) Ask trusted friend or colleague to give their honest feedback!

Step 7: Investigating fundraising options

This step is useful to consider alongside your business, organisation or project plan!

Your funding mix is the ways in which you fund your work, you can have one or you can have several!

How will you fund your work?

- 1 Have you investigated how similar organisations are funded?
- 2 Are there existing ways this type of work is typically funded? (EG government contracts, individual donations)
- 3 How *much* funding you need might dictate your 'funding mix'
- 4 Most social organisations rely on grants or donations, but can also generate income if it relates to their social mission!
- 5 One funding stream can be risky, but too many can be tedious to maintain



Social organisations – how are they funded?



Step 8: Seek support from project or business mentor



Why have a mentor?

Can be a key determining success factor for social entrepreneurs

Can help you avoid common mistakes and focus on the highest priorities



Offer insightful advice, accountability, support and encouragement

Can challenge you to consider different strategies and perspectives while imparting skills, tools and best-practices for tackling problems.

**** A great mentor often has a combination of detailed sector experience and knowledge and is willing, once trust has been established, to facilitate personal introductions to their contacts. ****

Step 8: Seek support from project or business mentor



Did you know...

Futurpreneur Canada and Entrepreneur first (both investor programmes for social entrepreneurs) have done studies that show that the likelihood of success is much higher when you have a mentor

→ 84% of CEOs and social entrepreneur project leads surveyed reported that mentorship relationships helped them avoid expensive mistakes and develop in their career paths and projects more quickly (Harvard business review)



Step 8: Seek support from project or business mentor - finding a mentor



Finding a mentor:

- Many countries have ‘entrepreneurship’ networks
- Can someone introduce you, via email or in person?
- Expert Impact – organisation for introducing social entrepreneurs to mentors.
- Social Enterprise UK has dedicated events section
- Use Twitter or LinkedIn responsibly as outreach tools
- Social enterprise magazine Pioneers Post newsletter
- For someone specific, use company website / Google their email address



Step 9 Research: Find the best legal structure



Ensuring any on-going project has an administrative and governance structure creates clarity and credibility for anyone you work with, but also is often required so you can conduct your work.



1

As there is no legal definition for what constitutes a social venture, there is considerable scope for choosing from a variety of different legal forms

2

Do your research; the 'best' structure will be determined by what you end goal is!

3

Remember: It is not the legal structure that makes an organisation a social venture – it is its activities.

4

Your immediate, and future, funding and income generating opportunities will have a major impact on the structure you choose, so think about this in conjunction with Step 6: fundraising

Step 9 Research: Find the best legal structure

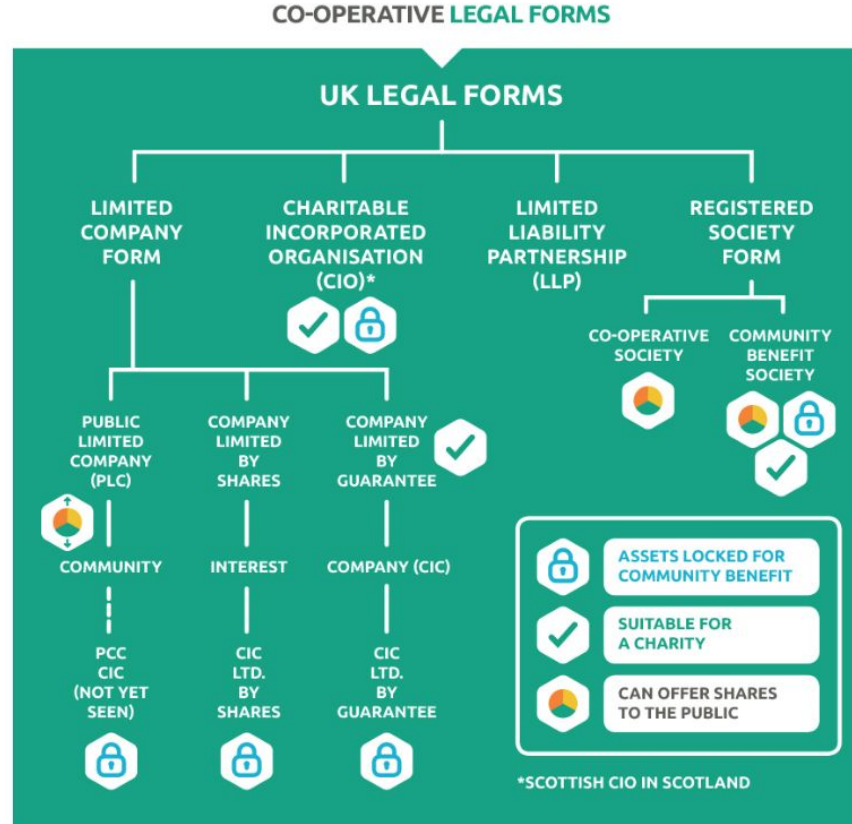


There are a number of reasons why you might consider adopting a legal structure for your organisation:



- 1 How you will be financed
- 2 The flexibility you want to have over how you make money or activities you run
- 3 A requirement by stakeholders that you are planning to engage with
- 4 A requirement based on the type of activities you plan to undertake
- 5 To enhance your credibility with partners, stakeholders,, funders, suppliers and employees
- 6 To protect individuals involved from personal liability.

Step 9: Research: Find the best legal structure



Step 10: Re-state: practice selling your idea

Whether you are approaching potential funders, volunteers, staff or supporters you need to be able to clearly articulate your idea

Re-state your mission and vision in an 'elevator' pitch

Tips

- 1** The What, Why and How triangle
 - What your social enterprise does
 - Why you do it
 - How you do this
- 2** Use simple language
- 3** Avoid information overload
- 4** Give people something they can repeat
- 5** Highlight points of difference
- 6** Practice, practice, practice

Step 10: Re-state: practice selling your idea



Elevator pitches should:



Be short and sweet - 60 seconds. If you were in an elevator with someone!



Be clear and specific



Have a couple of short key facts to back up your claim



Anticipate a follow up - anticipate questions, have a strategy for follow up and contact sharing



Be delivered in a calm, composed and persuasive way

- Go into your breakout room
- Spend the first 5 minutes writing your short elevator pitch
- Spend the second 5 minutes practicing your elevator pitch on those in your room
- We will ask people to deliver their elevator pitch in the main room after

For [TARGET AUDIENCE/BENEFICIARY] who want to [NEED / DESIRE], [VENTURE] is a [PROJECT/ORGANISATION] that [KEY BENEFIT + SHORT STATISTIC].

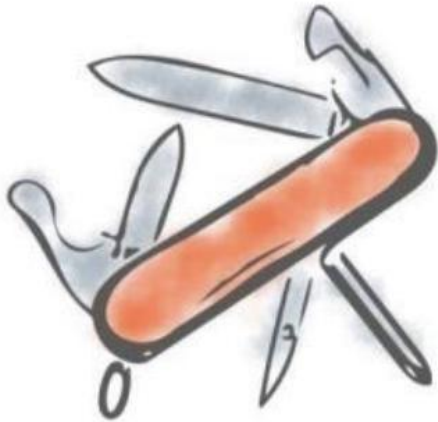


Case Study: Setting up a social project in Malaysia



closing
the
gap

Why do social projects/ organisations or start ups fail?



User
needs



Innovator
ideas

Why do social projects or organisations fail?



Jumped in too quickly and you lose interest/dedication



Lack of clarity of what needs to be done or how much work needs to be done



Trying to do too much



Not enough time spent planning activities or structure; ends up poorly managed, chaotic or poor quality

Why do social projects or organisations fail?



The organisation or model is too rigid; isn't able to adapt to real-world changes or as you learn more about what is needed



Lack of bringing in the right people with the right skills; no one person has all the knowledge, experience and wisdom to deal with the twists and turns of starting an organisation!



Lack of funding -- which usually relates to one of the above

Final tips: signs of a strong social project or venture - end goals



Remember when starting a social project/organisation...



- It takes time and network-building
- This process can be iterative and not all steps happen in this order, some happen concurrently
- There are lots of resources out there to get ideas, learn and share insights:
 - Nesta Innovation ToolKit
 - Social Enterprise UK: [starting your own social enterprise guide](#)
 - [Inspire2enterprsie](#) website
 - [Expert Impact](#) - free 'human lending' library
- Not all projects are meant to go on forever -- it's ok if it has a lifespan



Resources:

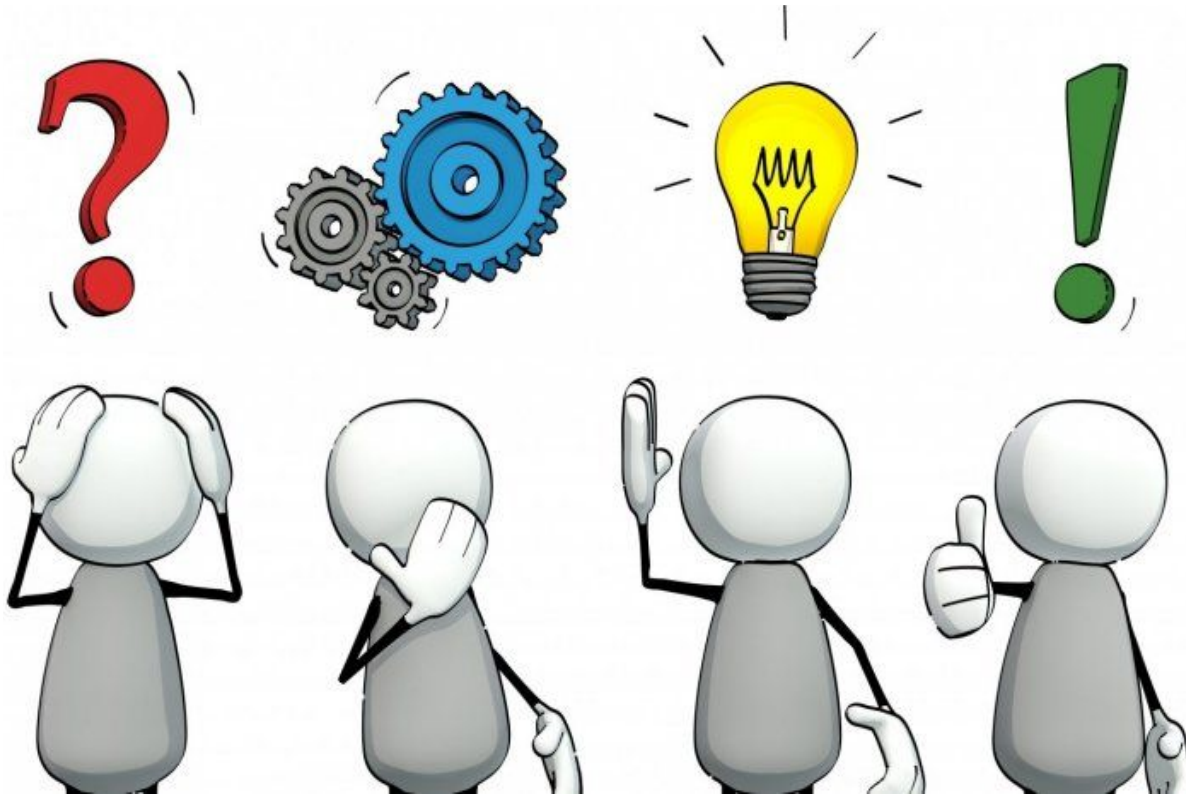
- Social Enterprise UK: [starting your own social enterprise guide](#)
- Just Act has a great [Knowledge Bank](#) that helps point you in the right direction for the type of help you need!
- [A business planning guide to developing a social enterprise](#)
- [Strategyzer tool: business model canvas](#)
- Bright Ideas Trust offer free advice by phone or e-mail to start-up organisations and offer Start-up loans and training for young entrepreneurs in London

Upcoming training:

- Building networks for projects
- Social entrepreneurship: impact and evaluation (part 1)
- Social entrepreneurship: impact and evaluation (part 2)



Reflections





Thank you & Evaluation

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