



Commonwealth Scholars Training

Social Institutions, Social Enterprise and Impact 101

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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
- 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 question as we go, please use the chat function

AccessEd: Who are we?



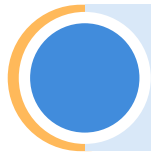
- AccessEd is a non-profit organisation committed to supporting postgraduate researchers in their professional development and university access programmes to increase social impact globally.
- AccessEd has expertise working with international students and social enterprises, as well as delivering courses 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



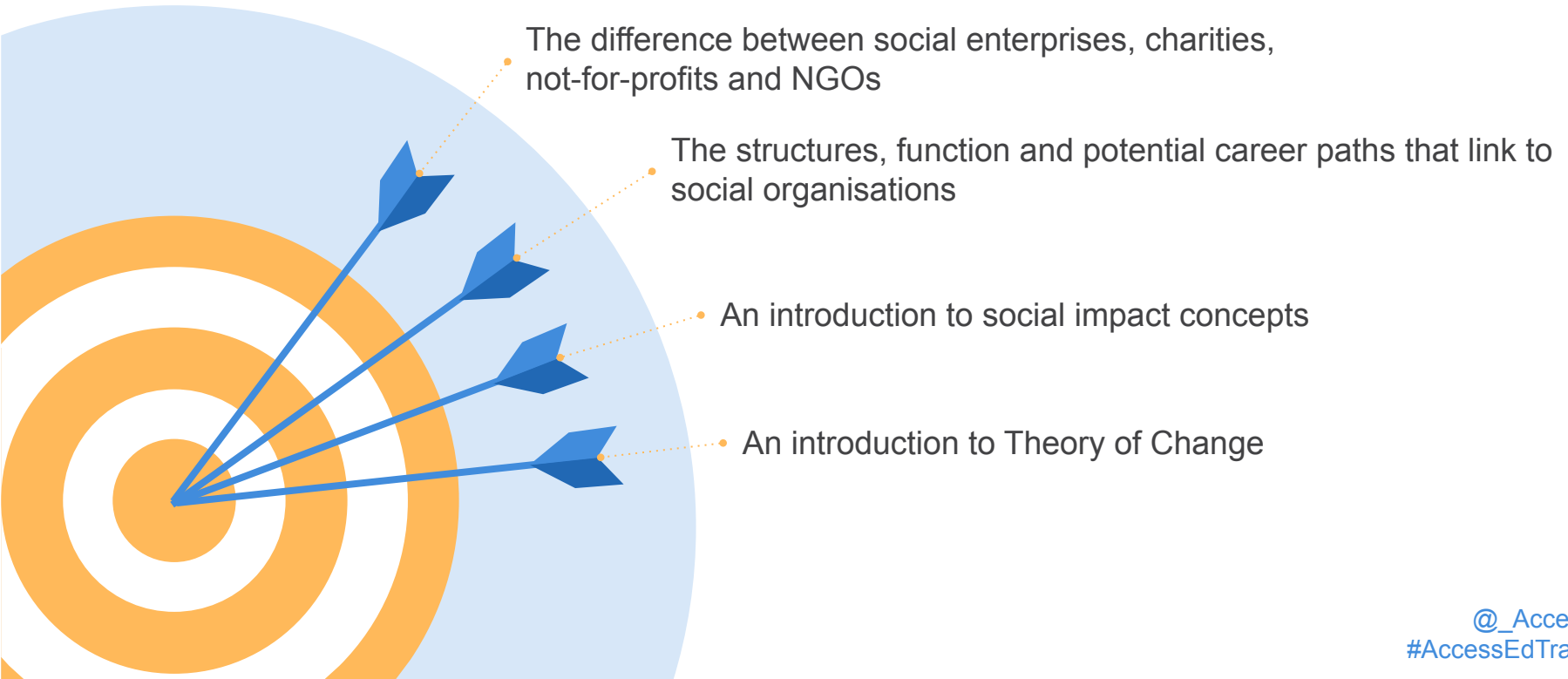
Worked in a variety of different social organisations: at a global NGO, social enterprise start up, UK charity



Managing Director at AccessEd working in Ireland, Botswana, Hong Kong, South Africa and Malaysia

Session learning outcomes

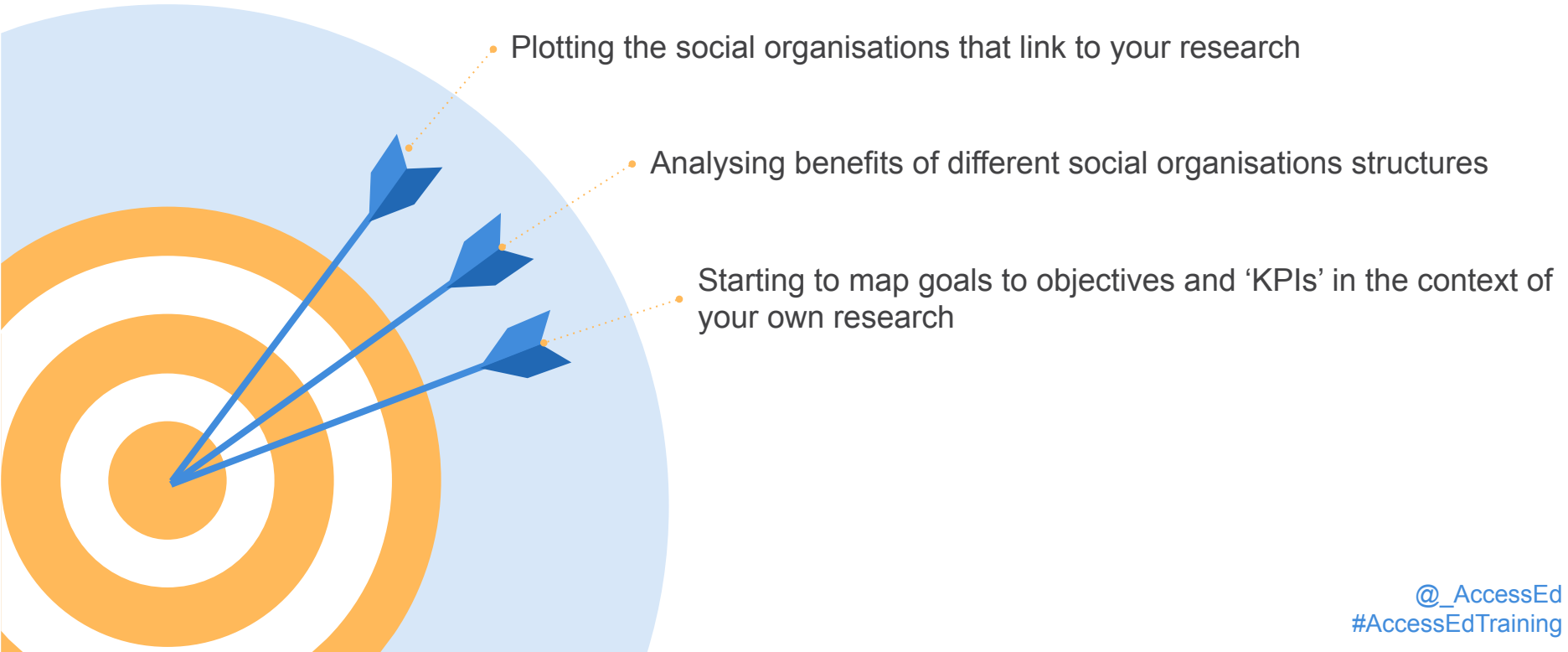
Understanding of:



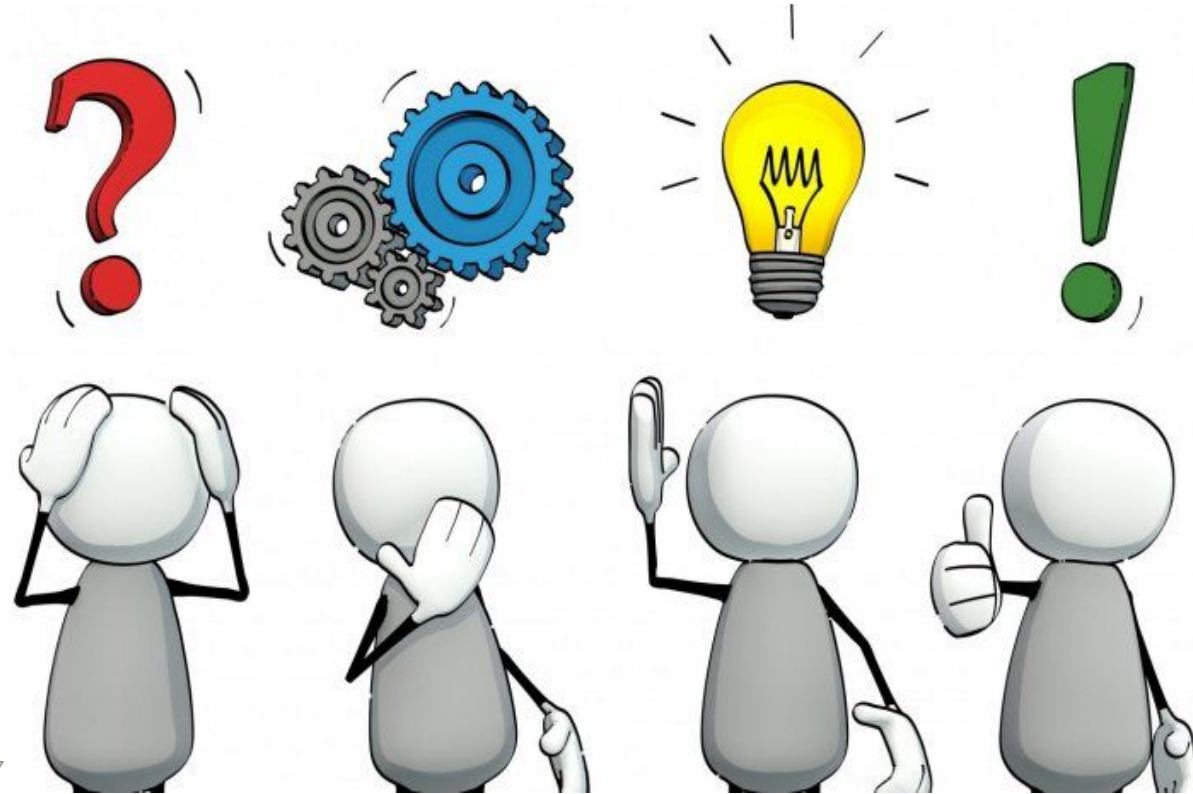
Session learning outcomes



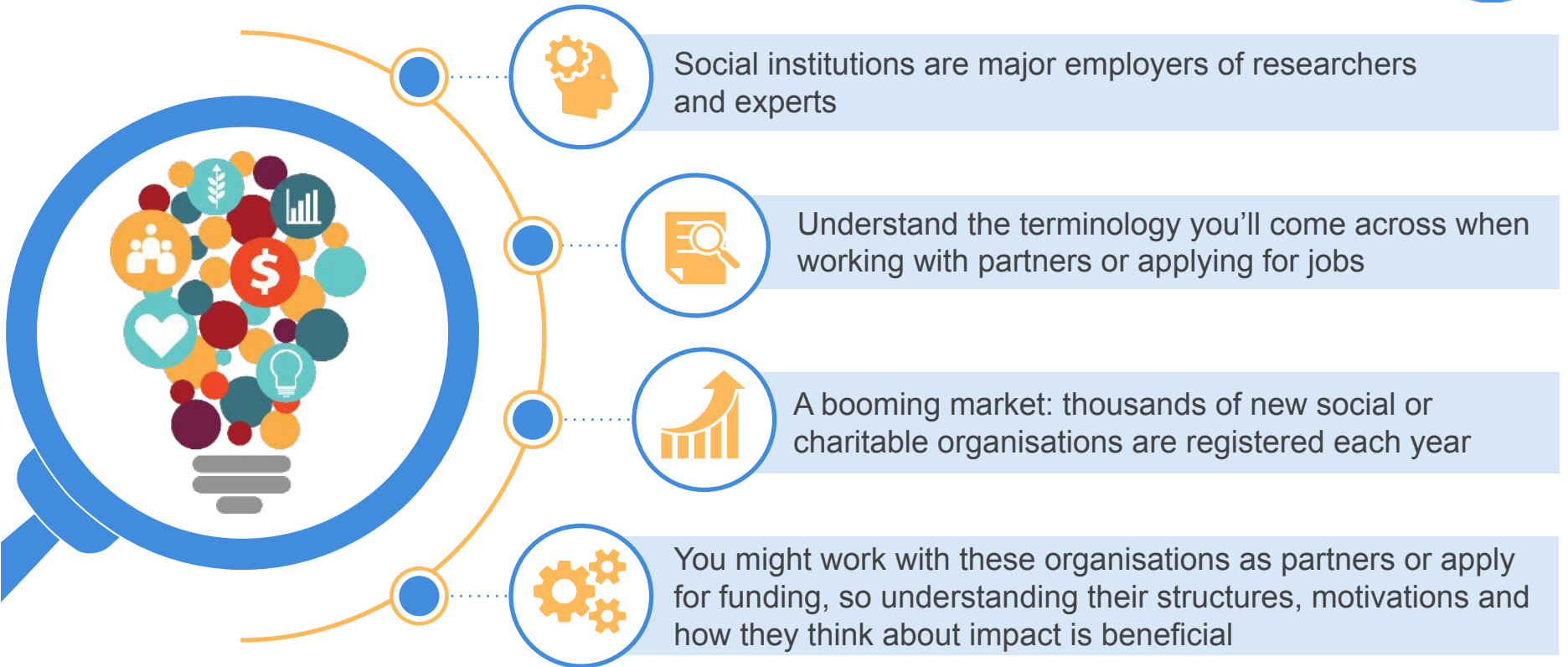
Practical experience in:



Ice breaker



Why social institutions and enterprises?



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.

There are over 470,000 social enterprises in the UK alone, employing 1.44 million (2017, gov.uk)

An average of 1000-1,500 new charities register each year in the UK

Common types of social organisations



Not for profit/ Non-profit

- Set up to benefit others, not create a profit
- Can have a very broad social purpose, for example entertainment
- Qualifies for some tax relief because of its non-profit nature
- Surplus doesn't get distributed among its members



NGO (Non-governmental Organisation)

- Most NGOs are a type of non-profit
- You don't register as an NGO, technically
- Large and institutional often across countries
- Operated independently from governments
- Usually address major social and political issues
 - 'task oriented'
- Often two types; Advocacy or Service provider (delivery)



Charity

- A specific not-for-profit type of organisation
- Have only charitable purposes (as deemed by law)
- Have to demonstrate public benefit
- Exempt from income tax
- More strictly regulated
- Cannot be government entity, individual or political party



Social enterprise

- A specific business registration type
- Must have a social purpose
- Often used for Fairtrade, Cooperative, Microfinance groups
- Has a profit structure that can create a return for investors
- Qualify for some tax benefits but not as many as a charity or non-profit

In focus: Not for Profits, NGOs and Charities



Example: Transparency International UK



An international not-for-profit with chapters in dozens of countries (NGO)



Registered charity



Campaigns for the end of corruption and creates tools to be used by companies and people to combat corruption



£4.5 million income through donations, grants and Business membership scheme



**TRANSPARENCY
INTERNATIONAL**

Other examples



Not for profit/
Non-profit



NGO

AMNESTY
INTERNATIONAL



DANISH
REFUGEE
COUNCIL



Charity



Care and support
through terminal illness



A lot of organisations fall under multiple categories...

GREENPEACE



BILL &
MELINDA
GATES
foundation



Not for profits/NGOs/Charities: How are they structured



Legal responsibility lies with a Board of Trustees or Board of Directors who are volunteers that hold the organisation accountable

Board of Trustees



Often have policy, research, campaign, fundraising and project delivery teams

Policy

Research

Campaign

Fundraising

Project delivery



Report to a charitable body and issue Impact reports

Charitable body

How are they structured

Typical jobs:



Director of
Research

Policy
officer

Campaigns
coordinator



Senior
Humanitarian
Advisor

Many
more!



Not for profits – how are they funded?



Activity – Group Discussion



Breakout room: share relevant organisations you have come prepared with



- Can you give us an example of a not-for-profit or NGO that is critical or useful to your area of research?
- How might you work with these or engage in future?
- Why might these be better placed for impact than a private company?



Not-for-Profit recap



Activity driven by their social mission



Regulated by the government and able to apply for tax relief



Governed by an unpaid Board, more rigid in reporting and requirements for plans and growth



Can be more easily funded by donations and grants because of their charitable nature



In short: A charitable or not for profit status means adhering more closely to the social mission, but benefits from stronger financial support options

Social Enterprises



Social enterprises are increasingly popular organisation models that can be agile like a business but are created to tackle a clear social mission.

“

A business with primarily social objectives whose surpluses are reinvested for that purpose in business or in the community rather than being driven by the need to deliver profit to shareholders and owners



”



Social enterprises: defining factors



Social enterprise example: Zaacoal



- Social enterprise in Ghana
- Small team; 11 members
- 100s of venders
- Founded to tackle socio-economic issues: youth unemployment and waste management issues



Other examples



barefoot college 



ZOLA 

How they are structured

No governance board; like a company is run by a senior team, such as a President and vice presidents

Often have sales, marketing, and product teams

Can be entrepreneurial and innovative in how they create income



How are they structured

Example job types:



Customer
Success
Executive



Head of
Research
and
Development

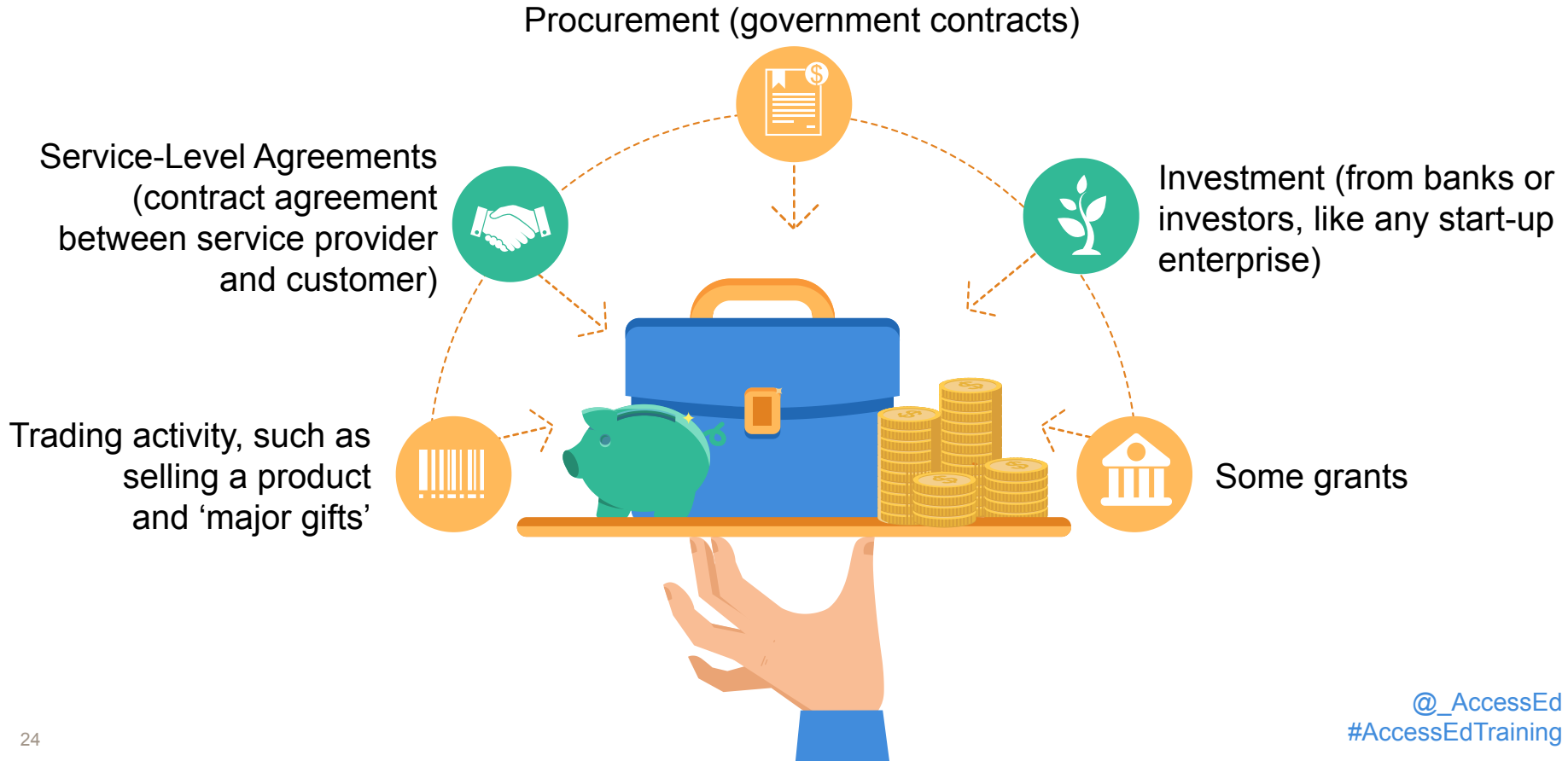
Sales
manager



Schools
Coordinator



How are they funded?



Social Enterprise Re-cap



A business with a social mission



Has flexibility of operations as long as it feeds that social mission



Run by directors or executives, no board



Doesn't qualify for charitable grants and donations but can create self-sustaining income through trade

In short: Social enterprises can be a great model if you have a business idea that is socially orientated, but don't want the stringent rules of a charity or not-for-profit

Activity – Breakout Room



Discussion Activity: If you created an organisation around your area of research to help solve a social problem, would it be better suited as a **not-for-profit or social enterprise?**



Take a moment to map out what your organisation could look like:

- Social problem it would be working to solve?
- What would it's main function be? Advocacy? A service? A project?
- Could it generate income through its activities?





Short tea break

Signs of a strong social organisation of any kind...



Signs of a strong....



Not-for-profit/Charity

- Reputable leadership team
- Good governance practice and transparency
- Stable personnel structure (ideal for grants)
- Positive reputation for quality programming
- Diverse streams of income from grants or related activities
- Vision for growth based on beneficiary need



Social enterprise:

- Clear, sustainable business model
- Responds to a clear social issue with an innovative offer
- Entrepreneurial leadership (for investments)
- Vision for growth based on markets and (economic) need
- Communicates impact on social




Key Concepts for Achieving Social Impact



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What do we mean by impact?



“Social impact is the effect on people and communities that happens as a result of an action or inaction, an activity, project, programme or policy”



- Social impact can range - variety of initiatives
- Your ‘Impact’ is what you map backwards from to see what gets measured
- This is critical for attracting support and funding
- The desired social impact should be the guiding force in operations
- Social impact is only as powerful as the ‘how’!

Measuring impact is key

	Improving results:	Use finding to improve your activities, leading to better results for your participants
	Accountability:	Report back to funders on time with quality reports
	Fundraising:	Use the strength of your impact measurement, and results, to attract new funders showing your benefit
	Credibility:	Have powerful data/stories to use to promote your organisation
	Create opportunities:	Use findings from impact measurement to share with other organisations in the sector and collaborate

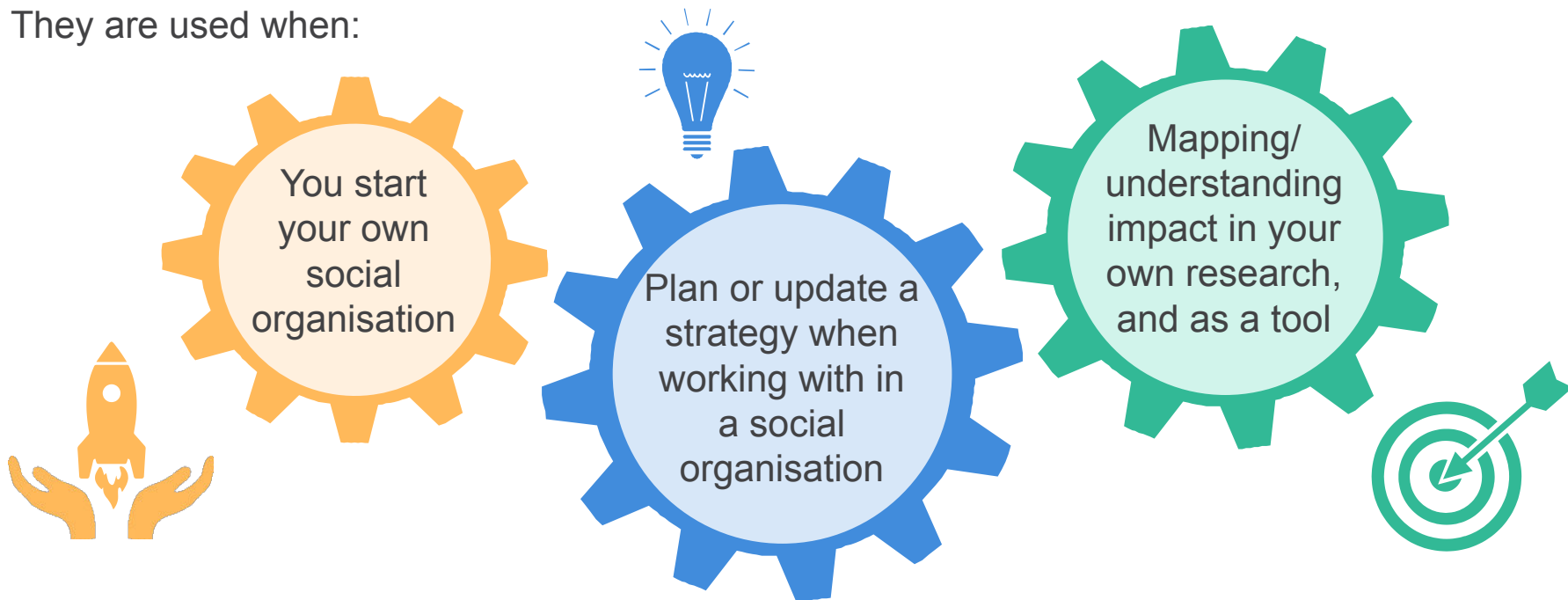


Impact measurement is both an expectation but powerful tool for an organisations to grow and multiply impact

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.

They are used when:



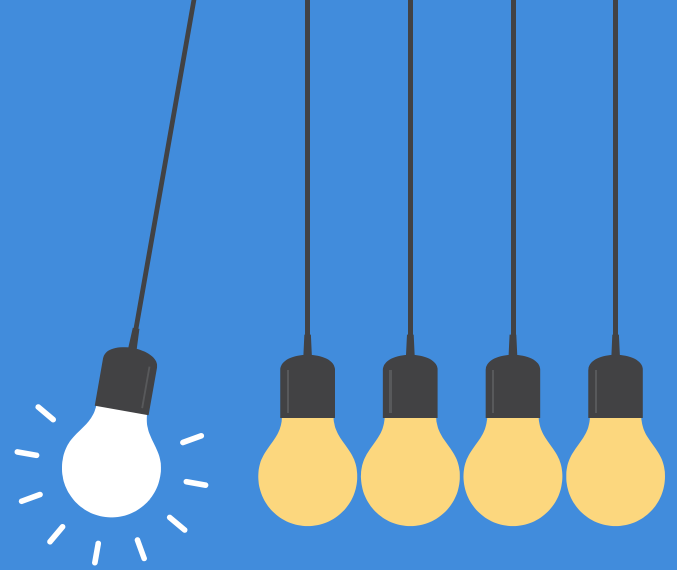
Definition



“

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.”

”



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).

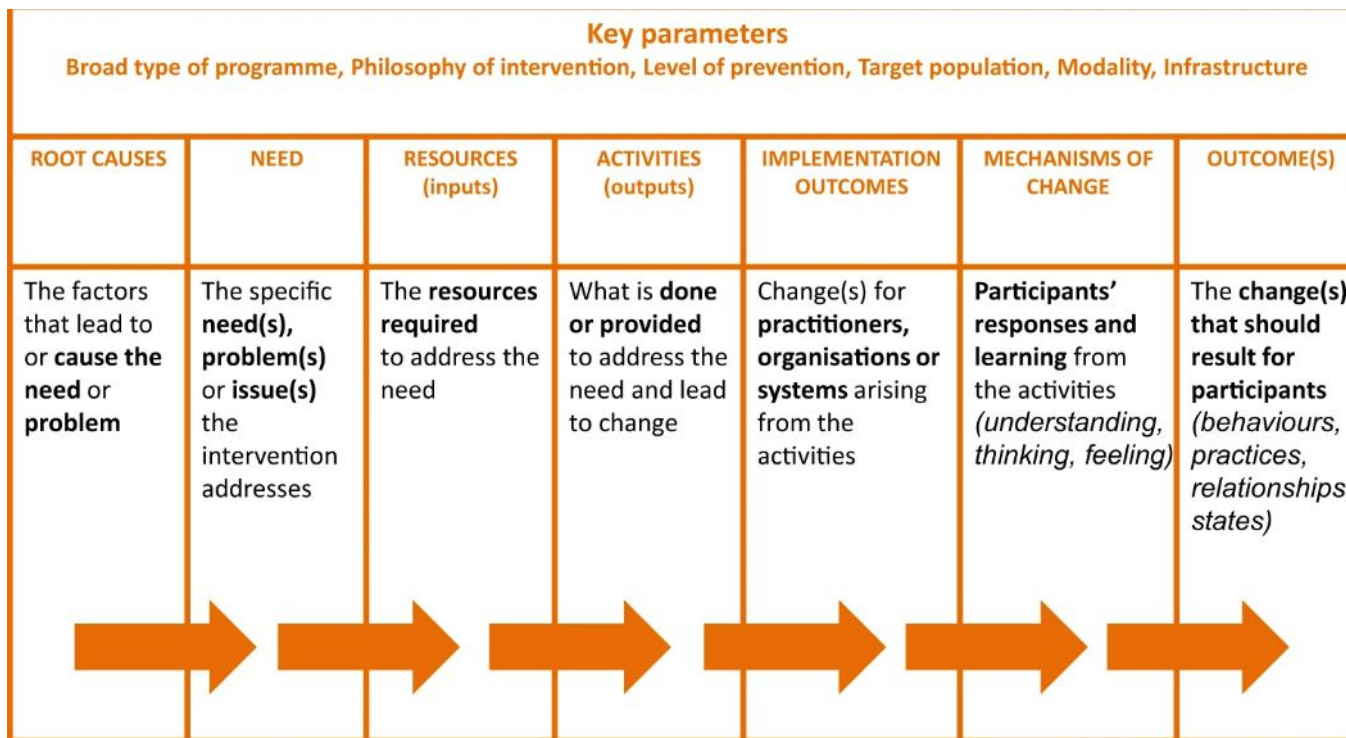
If we generate jobs for unemployed youth, then they will be less available to be recruited to gangs or violence.

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 . They will also have improved self-confidence and worth as they achieve a major goal.

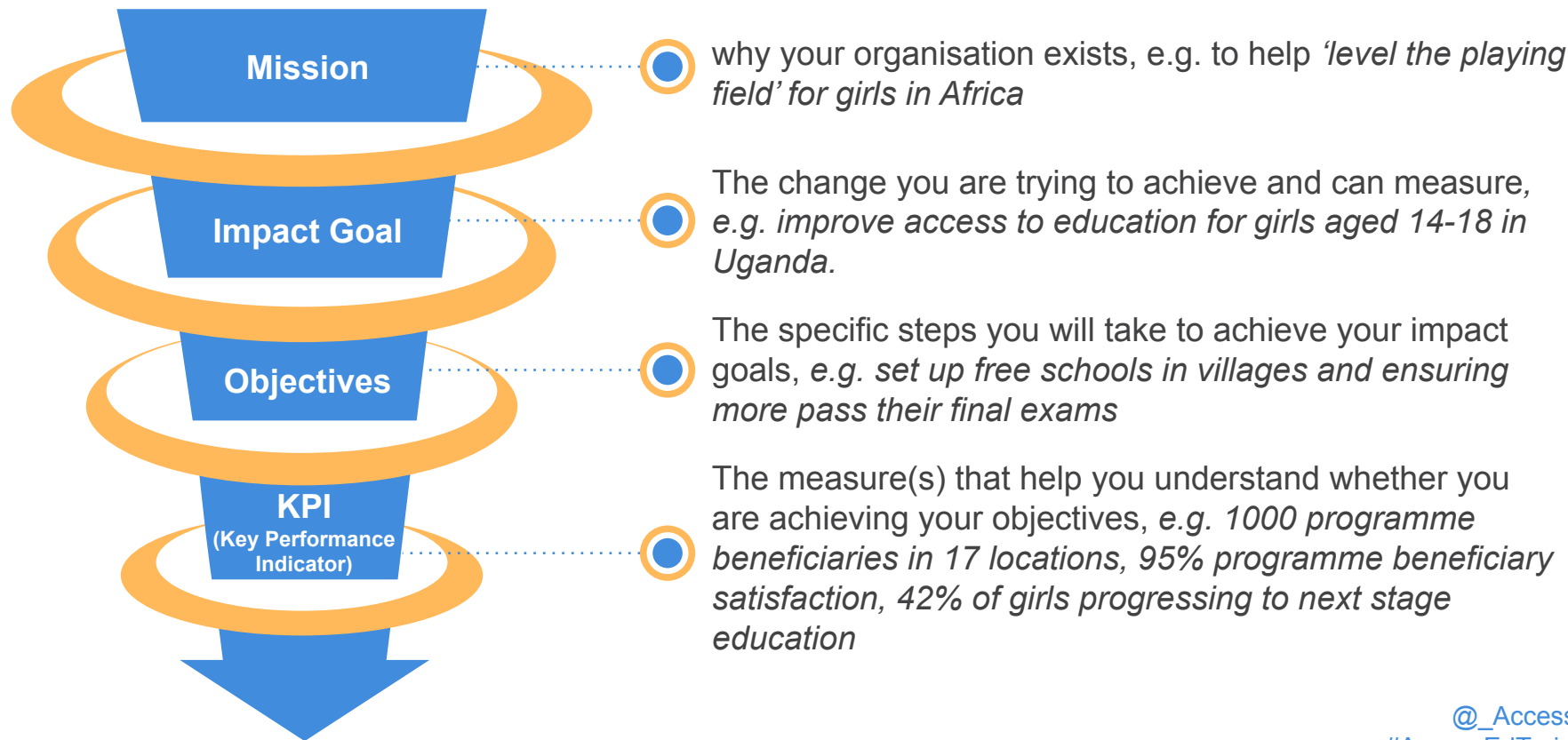


Theory of Change Mapping



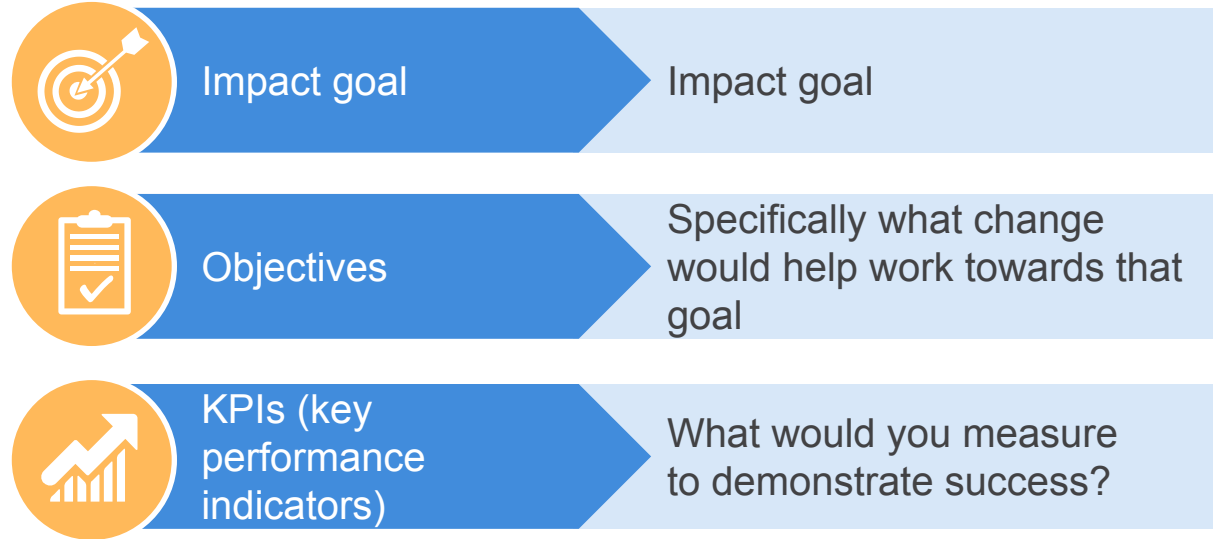
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Useful Measurement Terminology



Your research: impact goals, KPIs and objectives

Your research and social enterprise



Mapping Activity: Spend a few minutes to outline your impact goals, KPIs and objectives

Challenges of measuring social impact

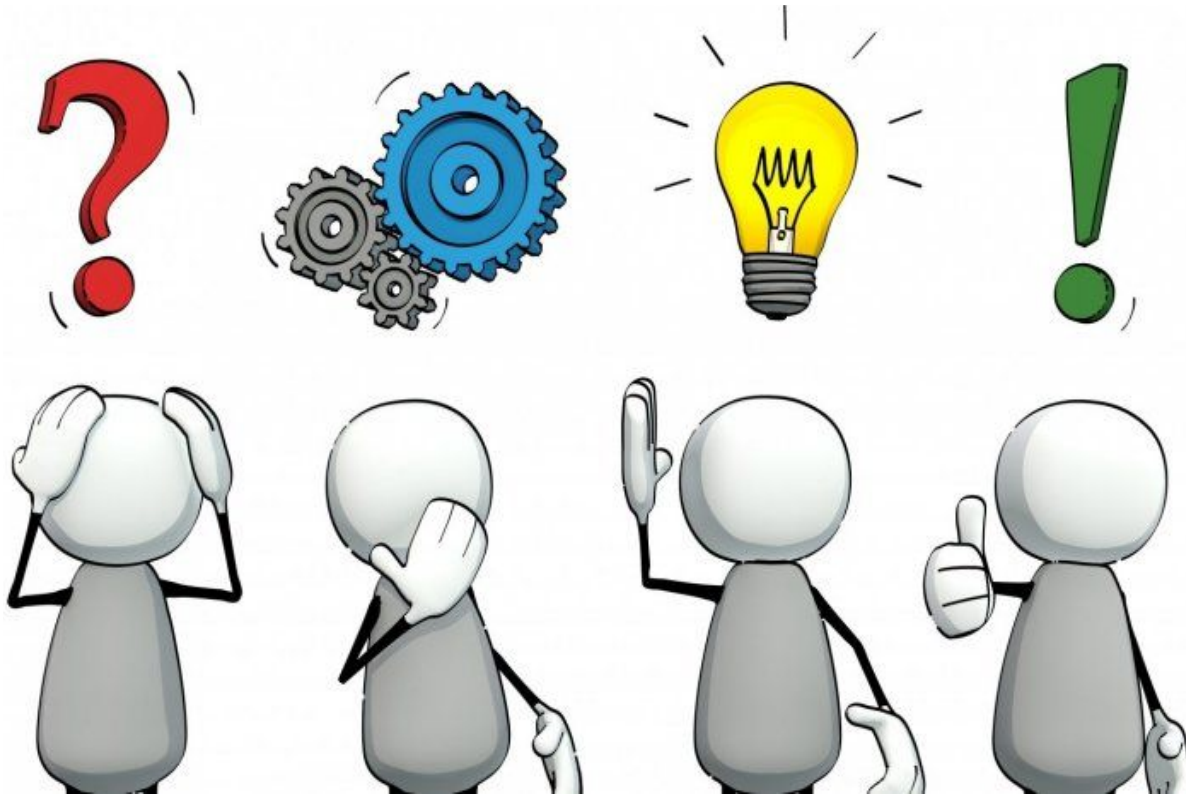
Key Issues in Measuring Impact



Finally... how can social organisations have the most impact?



Reflections



Group discussion: what have you learnt in relation to your Learning Portfolio aims?





Thank you!

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