



# Scottish Government - International Development

## Beyond Aid: Sub Saharan Africa

Social Enterprise Academy: Progress Report

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Year 3: 2018/19

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# 1. Introduction

## 1.1 Overview

Thank you for Scottish Government investment in the replication of the Social Enterprise Academy in support of the new International Development strategy.

This progress report provides an update on progress over the **third year** of the 5 year Beyond Aid: Social Enterprise Support Ecosystem Plan along with international replication of the Academy as a whole.

Zambia launched in June 2018, and Rwanda in October 2018. With focused support and guidance from SEA Africa, these two new hubs have got off to a strong start with a high quality and level of delivery in the first months, potential and actual sales of programmes growing, and increased awareness locally of the work of the Social Enterprise Academy hubs and of social enterprise in general.

Combined with a boost in funding through the Malawi Social Enterprise in Schools programme extension grant, the regional delivery is gaining momentum with programmes already on track to exceed targets into the coming year.

High level 5 year Targets 2016-2021		2018/19 Progress
<ul style="list-style-type: none"> <li>• <b>SEA Malawi, SEA Rwanda &amp; SEA Zambia - 3 Social Licence Hubs</b> established with local partners joining our international social Licence network, working collaboratively within and across priority countries to contribute to building world class support ecosystems for sustainable enterprise</li> </ul>	On track	<ul style="list-style-type: none"> <li>• Malawi, Rwanda and Zambia Hubs are fully operational, delivering programmes and building social enterprise support ecosystems</li> <li>• All three Hubs are collaborating, sharing learning and creating a regional network of support</li> </ul>
<ul style="list-style-type: none"> <li>• <b>SEA Africa</b> grown as a pan-continent support to enable inter-country training and development</li> </ul>	On track	<ul style="list-style-type: none"> <li>• SEA Africa providing high quality regional support.</li> </ul>
<ul style="list-style-type: none"> <li>• <b>14 staff jobs</b> created / sustained in priority countries</li> </ul>	On track	<ul style="list-style-type: none"> <li>• 13 jobs (8FTE) created /sustained</li> </ul>
<ul style="list-style-type: none"> <li>• <b>120 Associate Tutors</b> trained locally, cascading skills and joining our international community of practice</li> </ul>	On track	<ul style="list-style-type: none"> <li>• 35 Associate Tutors trained</li> <li>• 35 delivering programmes across Sub Saharan Africa</li> </ul>
<ul style="list-style-type: none"> <li>• <b>204 learning programmes</b> (minimum) enabled, responsive to local needs and groups</li> </ul>	On track	<ul style="list-style-type: none"> <li>• 4 programmes year 1</li> <li>• 25 programmes year 2</li> <li>• 42 programmes in year 3</li> </ul>
<ul style="list-style-type: none"> <li>• <b>2040 social enterprise and ‘for purpose’ leaders engaged</b> in learning and development opportunities</li> </ul>	On track	<ul style="list-style-type: none"> <li>• 77 ‘for purpose’ learners year 1</li> <li>• 557 ‘for purpose’ learners in year 2</li> <li>• 500 learners in year 3 (excl South Africa)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>£1.33 leveraged funds</b>, investment and sales for every £1 invested by Scottish Government</li> </ul>	On track	<ul style="list-style-type: none"> <li>• 35% leveraged funds secured across SEA Africa / International to date</li> </ul>

## 1.2 Outcomes

The purpose and outcomes set out in the Grant Offer letter were based on our original Beyond Aid proposal. They follow key milestones in the replicable establishment and management of SEA Social Licence partner hubs:

- Discovery phase - Proof of concept pilot tutor training and programme delivery with local match investment secured
- Exploration agreement - SEA Hub Co-design
- Social Franchise Agreement – programme delivery and strategic funding
- Reporting & evaluation - quarterly report for each country, detailing progress

The following table shows an overview of progress against each outcome area for each priority country:

Scottish Government Milestones	SSA	Malawi	Rwanda	Zambia
<b>1 Discovery Phase &amp; Partner visit</b>				
- Evidence of local stakeholders to provide a network of associate tutors, access to potential customer	Complete	Complete	Complete	Complete
<b>2 Exploration Agreement</b>				
- Agreement of local partner	Complete	Complete	Complete	Complete
- Agreement of 3-5 year business plan		Complete	drafted	drafted
- Demonstration of tutor training, 10-15 Associate Tutors	Trained – 11	Trained - 20	Trained - 5	Trained - 10
- Match funds / sales acquired	On track	Ongoing	Ongoing	Ongoing
<b>3 Social Licence Agreement (3 year)</b>				
- Social Licence Agreement signed	Complete	Complete	Underway	Complete
- 3-5 year strategic funding secured	Complete	Ongoing	Ongoing	Ongoing
- Pilot Programme delivery, testing and refining 3 learning products	Complete	Complete	Complete	Complete
- External evaluation – 3 years	2020/21	2020/21	2020/21	2020/21
<b>4 Reporting and evaluation</b>				
- quarterly reports for each country	Ongoing	Ongoing	Ongoing	Ongoing

## 1.3 Safeguarding

Social Enterprise Academy International CIC and all its partners are committed to upholding high moral and ethical standards across all our work. We have no safeguarding incidents to report in 2018/19.

During the year we communicated Scottish Government requirements across our network. Monthly management check-ins will also reinforce the need to ensure SEA teams are managing their staff and Associates with safeguarding as a priority.

## 2. Project Progress Report: Year 3

### 2.1 Sub Saharan Africa support ecosystem

SEA Africa's role in supporting the set-up, launch and pilot phases remains paramount across all 3 African hubs.

Regional support requirements remain higher and require more time and resource from SEA Africa than originally anticipated. In particular there is a need for more visits than originally anticipated, either by our African Regional Manager, or by SEA Africa tutors for tutor development and support.

SEA International is now implementing licence agreements with each SEA Hub in receipt of public funds and major grants, for increased financial scrutiny and public accountability. In the Beyond Aid context, this is led by the SEA Africa Manager to put licence agreements in place for Malawi, Rwanda and Zambia.

Below have been the key focus areas for 2019/20 for SEA Africa.

#### **New Partner Search and Commitment**

- New partner search in Rwanda, securing an Exploration Agreement with Acts of Gratitude, with enabling partner, University of Rwanda.
- Initial social licence agreements drawn up for Rwanda and Zambia (new hubs).

#### **Hub Development and Support**

- Individual country monthly Hub Management meetings, focussed on the 8 elements of the Academy value chain. This has enabled us to provide focussed support in any areas that are identified as being particularly challenging, and to put focus on actions that will ensure each hub continues to drive its growth across the value chain.
- Increased the level of accountability across the 3 hubs.

#### **Product Development**

- Continued 'Africanisation' and local contextualisation of the Academy product range
- Developing African case studies of social enterprises that can be shared between the 4 hubs

#### **Tutor Development**

- Development of a strong tutor development process, beyond the original tutor training that takes place, such that new tutors are supported by SEA Africa tutors to observe programmes, co-facilitate and be observed. This requires face-to-face interactions, and increased travel requirements but, we hope, will lead to a stronger, more confident and competent tutor base within the 3 new country hubs.
- Appointment of a Lead Tutor for tutor development, one of the current tutors in our SEA Africa team whose role it is to provide mentorship, product support, coaching and guidance on Practitioner-Led Learning Exchange qualifications (our tutor accreditation scheme)
- Annual CPD gatherings in each country-hub facilitated by our Lead Tutor when she is in-country.
- Online mentorship and individualised support for tutors by our Lead Tutor or other tutors across the network
- The launch of an Africa-wide Community of Practice amongst Academy tutors, beginning with quarterly online meet-ups, focussed on key challenge areas identified by tutors

## Market Development

- Support with business development at both strategic and operational levels. For example, the OSISA Non-Profit Sustainability programme (finishes in June 2019) has been delivered successfully. We have built on our relationship with British Council to secure local partnerships across all of our African hubs.
- Continued search for new cross-African opportunities. Thus far, we have been unable to secure any multi-country contracts between our African hubs, beyond.

## Hub Connections

- Initiation of a quarterly hub managers meeting to share learnings between the teams
- Hub visits to each other, especially during the Tutor Training phase. For example SEA Malawi hosted a Tutor Training programme in July 2018 attended by tutors and hub staff from SEA Zambia. SEA Zambia hosted a Tutor Training programme in December 2019 attended by tutors and hub staff from SEA Rwanda. This not only enables tutors and staff teams to connect to other more established hubs and immediately feel part of a wider network, but also allows for in-depth lessons-learned sharing between tutors and hub management teams.

## 2.2 SEA Malawi

**Year 3 (2018/19) – total 15 programmes / 155 learners / 20 tutors trained / 3.8 staff (FTE)**

Achievements	Challenges
<ul style="list-style-type: none"> <li>• Secured funding from Scottish Government to pilot the SE in Schools programme (March-August 2019)</li> <li>• Hosted the Zambia Social Enterprise Academy hub for their hub development</li> <li>• Recruited 10 new tutors for the adult programmes</li> <li>• Recruited 5 new tutors for SE Schools</li> <li>• Dragons Den which was held at the British Council Directors residence and was aired on Zodiak TV and MBC TV.</li> <li>• The introduction of long term programmes: Journey To Sustainability</li> <li>• Followed the set up and advance of the progress of Social Enterprises that have completed our programs.</li> <li>• Successfully delivered the Open Society Initiative for Southern Africa Journey to Sustainability program with 52 non-profits</li> <li>• We created the Going Sustainable Program for local Non-profits looking to transition to a Social Enterprise approach</li> </ul>	<ul style="list-style-type: none"> <li>• International donor support has been reduced across Malawi and organizations we have pursued as partners hedged or repealed their budgets allocated towards staff training and development. This resulted in a decline in potential programme sales.</li> <li>• An ecosystem which is keen to collaborate but fails to execute jointly-managed programmes</li> <li>• The length of business development process with local partners continued beyond the financial year end, affecting our ability to deliver programs within the year</li> <li>• We saw a need to reduce overheads (reduced our staff numbers) and to develop our financial management system</li> </ul>

## Strategy & Stakeholders:

- Our work with OSISA led to the creation of Malawi's first Social Enterprise Network. This in turn brought interest from the Ministry of Finance on how the tax policy can support SEs in Malawi
- We also forged a relationship with the British Council to raise awareness on Social Enterprise
- We have commenced talks with other strategic partners such as the National Initiative for Civic Education (NICE) and Community Energy Malawi that will see more non-profits embracing the social enterprise approach for their own sustainability, and setting up sustainable energy hubs.

## Product Development:

The Social enterprise for Creatives programme fused the fundamentals included in the Introduction to Social Enterprise learning programme and arts and crafts design and production of recycled materials and waste. Allows the learner to actively apply social enterprise business models and practices into their design and manufacture framework and to add value and further impact the community, their profits and the environment.

## Malawi Programme Delivery:

- Year 1 (2016/17) – set up and initial 4 programmes / 77 learners
- Year 2 (2017/18) – total 14 programmes / 195 learners / 4 tutors
- **Year 3 (2018/19) – total 15 programmes / 155 learners (85 resulting from SG extension to grant) / 20 tutors (15 resulting from SG extension to grant) / 3.8 staff (FTE)**

SEA Malawi reached 85 learners with 5 tutors during 2018/19 but the SG extension grant enabled a further 15 tutors to be trained and secured an additional 4 programmes just after the end of the financial year, reaching a further 70 learners. Clients in the extension period include United Purpose, PLLX in Blantyre, Youth to Youth in Lilongwe and Mzuzu, and Malawi Scotland Partnership.

## Example of impact

The Going Sustainable program has produced ██████████ who runs a micro-finance institution on social enterprise model in Likuni for women in rural areas. She helps 200 women have access to credit for them to run their small business. She also trains them in business management skills and has them organised into geographical clusters for networking and support.

94 % of learners said they would use their learning in their work often or daily, with 100% of the participants recommending programmes to others.

*"I have a much clearer view of what social enterprise is and how it will work for our organisation."*

██████████ - Blantyre)

*"I don't think it can get any better than this, the training was AMAZING!!"* (██████████ - Mzuzu)

## SEA Malawi: Learning and response to challenges

Malawi has faced two major challenges over the year: financial management, and bringing in sales and strategic programme partnerships.

To address these, SEA Africa has provided more direct support to Malawi (enabled by the SG Extension Grant) with financial planning, reporting, marketing and programme management. The grant also enabled us to address the concern over lack of sales/strategic programme partners by increasing the number of tutors to deliver more programmes (secured in 2018/19 but delivered in April/May 2019). The grant has also helped SEA Malawi, supported by SEA Africa, to build strategic partnerships for increased programme delivery in early 2019/20 and in future, in addition to the Social Enterprise in Schools programme between March and October 2019.

As noted in 2.1, SEA Africa is implementing licence agreements to ensure public accountability for grants, and in Malawi this is resulting in:

- New finance administrator in place, supported by a financial accountant on a contract basis
- Monthly financial reporting requirements in order for grant funding to be transferred
- Financial management training for the CEO
- Additional mentorship and financial management from SEA Africa in future
- Additional programme & financial management support to the SE in Schools programme, provided by Imani Development (SEA Africa partner organisation based in Blantyre)

## 2.3 SEA Zambia

**Year 3 (2018/19) – total 12 programmes / 118 learners / 10 tutors / 2 staff (1.25 FTE)**

We have identified and trained a cohort of tutors to deliver the programmes. Should all activities go according to plan, we will have two certified Associate Tutors (one will be a Lead tutor) who will be accredited. This is important as it ensures the ability to deliver quality programmes on demand and also drive the continuous professional development of other tutors.

Key challenges have been in the recruitment for open programmes. The Academy's approach and style of delivering programmes is a new concept in this area. Once people have heard of the Academy, they assume we are a traditional type of school or college and want to enrol in classes. We manage this by adding them to a mailing list for upcoming programmes. When people have heard of our programmes – especially those in the social sector, they often have challenges paying the participation fee. We have used some of our funding to subsidize priority groups (youth, women and people from small community-based organisations) but recruitment for open programmes still remains a challenge. Moving forward we aim to identify strategic partners who would be interesting in supporting the development goals of these target audiences by subsidizing their fees.

We have had a total of four facilitator training sessions including the SEA Global Gathering, two Practitioner Led Learning Exchanges and continuous tutor development. One notable positive was the opportunity to have our very first PLLX with the Malawi hub very early on in our operations. The learning and relationships established during that encounter were beneficial to both our development as a hub and the tutors' own process towards accreditation. This was cemented further when we were able to attend the Global Gathering in Scotland in September 2018. Where we learnt how other hubs adapted their programming and managed tutor engagement but also share regional learning and strategize as Africa hubs – discussing regional funding proposals and potential cross-country events.

### **Strategy & stakeholders**

We have been fortunate to develop a few new partnerships in our first year of operations that have provided a secure start to our operations. These includes partnerships with the local British Council office, a local grant-maker called the Zambian Governance Foundation and have also begun conversations with Ashoka Changemakers, the European Union the German development cooperation, GIZ and the Queens Commonwealth Trust.

One of the contributing factors to being able to secure such partnerships and begin such high-level discussion is the synergies and added benefits of the Academy being hosted at BongoHive. Some of BongoHive's programmes have strong synergies with social impact programming delivered by the Academy. [REDACTED], BongoHive's existing partners and funders have shown interest in this new line of programming in terms of adding a deliberate social enterprise focus in their collaboration.

BongoHive was privileged to host the Duke of Sussex, and showcase its programming for His Royal Highness. During the visit the Duke was able to participate in one of the Academy's trademark activities, the Social Enterprise Spectrum and interact with young social entrepreneurs who were present. The Royal Visit helped to raise the profile of the Academy's work and kickstarted discussions with the Queens Commonwealth Trust, where the Duke of Sussex is President.

### **Product Development:**

SEA Zambia piloted a new programme called Enterprising Leadership that was specifically targeted at supporting non-profit organisation and/or civil society organisations wanting to transition to a more sustainable model of operations – a key need identified in the Zambian context. Decision-makers in local NGO's needed tools and support in managing this specific type of change and need a combination of leadership and entrepreneurial capacity development. We plan to keep iterating and adjusting the programme to suit our local context, feeding into SEA's Global Learning Lab. The broader view is to develop a six-day module.



In addition, we have also localised some of the exercises in the baseline Introduction to Social Enterprise programme. We added local examples to the spectrum exercise that lists corporations, traditional non-profits and social enterprises and added traditionally Zambian revenue models like 'chilimba' or saving circles.

### **Zambia Programme Delivery**

We have delivered 18 learning days which includes two PLLX programmes (one in Malawi and one in Lusaka). The majority of our programmes have been in Lusaka but we have managed to use the SE ecosystem holding our programmes at partner organisations like ZGF, Global Platform, managed by Action Aid WeCreate (a USAID funded programme) and Impact Hub Lusaka.

Our most delivered programmes so far have been ISE and Leadership. So far, our attendance has been a mix of NGO sector, youth groups, women entrepreneurs in many fields. High demand from NGO sector on sustainability led us to develop pilot programme specifically for leadership in the sector.

Feedback from our programmes has generally being positive with over 90% of participants stating that they would recommend our programmes to others. 80% of participants also stated that they would most likely use the learning in their organisations. One participant from a local wildlife conservation organisation stated, after attending the Enterprising Leadership programme that, *'I had struggled with how we were going to manage this change in my organisation – we were so used to receiving donor money that even to begin the discussion with my staff was difficult. As the head, I felt conflicted and did not know how to proceed. This programme has made me see the middle-ground and understand that my team has many different styles of dealing with our current funding challenges. It's for me to guide them through it.'*

### **Example of impact**

Agents of Change is a youth-led community-based organisation that focuses on climate change advocacy. The organisation trains and supports young citizen journalists who attended a leadership training for Youth Day. (The training was subsidised by Scottish Government funds so participants did not have to pay a fee, BongoHive provided the space and snacks.) Since the training the youth have begun to think of ways their organisation can become more sustainable and organised themselves into a small working group to come up with strategies of how they should proceed.

## 2.4 SEA Rwanda

**Year 3 (2018/19) – total 8 programmes / 157 learners / 5 tutors / 4 staff (2.8 FTE)**

SEA Rwanda managed to successfully launch the hub in October 2018 with a CEO, Finance Manager, Programme Manager and communication and 5 confirmed and committed facilitators. For 2018/19 we have focussed on launching the hub, getting tutors ready and building partnerships. In 2019/20 we aim to focus more strongly on developing strategic and financial partnerships.

The 5 tutors attended a PLLX tutor development programme in Zambia in December 2018. First sessions by Rwandan facilitators took place in February 2019, with support from SEA Africa. An SEA Africa tutor co-facilitated 3 workshops with new tutors in Rwanda, providing in-depth feedback after each session. The SEA Africa tutor also ran a CPD session for all new facilitators, consolidating the learning from PLLX. Workshops since then have been co-facilitated in order to build confidence and competence, such that facilitators are able to support each other and give each other feedback. In total we delivered 8 learning programmes between December and March 2019.

One of the challenges in Rwanda is that the market is used to receiving such learning programmes for free- so getting people to pay to attend is still a challenge. However we have succeeded in getting a few people paying to get us established and build a profile, and we will look for bigger clients to buy our products on behalf of others to address potential clients' financial challenges.

### **Strategy & Stakeholders:**

Strategic partners have been created from different sectors: Business development incubators, eg Enterprise Africa; TECH incubations eg Ubumwe Circle; Universities eg University of Rwanda, Kepler, Social Impact HUB Rwanda; Social Enterprises eg Question Coffee, and Young Leaders. With our partner Acts of Gratitude, we complement their programmes with our powerful learning sessions. So far we are delivering: Introduction to Leadership, Understanding Social Enterprise and Social/Environmental social events to hack out solutions to the most pressing social and environmental issues, raising awareness about social enterprise - a new concept among the majority in Rwanda.

### **Product Development:**

We have adapted learners' and tutors' manuals with locally appropriate suggestions to specific activities e.g for the leadership traits activity found in introduction to Leadership.

We have a big market in Rwanda where we need to deliver sessions in Kinyarwanda, so we are adapting exercises instructions to fit the feel and background of the learners, and are delivering sessions in two languages: Kinyarwanda and English. We are simplifying English Languages used in some learning materials and evaluation forms.

### **Rwanda Programme delivery**

To date we have delivered 8 programmes: 3 introduction to leadership and 2 understanding social Enterprise and 3 Impact happy hour sessions. Each programme was delivered in partnership with another organisation. The feedback mostly was positive - learners appreciated our learning style, appreciated our communication, care and branding. There is a need to continue simplifying a few elements in the learning materials and as a hub we continue to learn and adapt accordingly.

We ran a workshop for women on International Women's Day 2019, inspiring young women to take charge of their future, to handle and manage gender stereotypes, inspiring them with the possibility of starting up social enterprises to solve community needs and challenges around them. We are building relationship with Women For Women, an international organisation supporting rural women in Rwanda. We have also identified a need for non-profit sustainability and measuring social impact programmes.

*"The leadership programme, was an opener for me, I had never took time to evaluate my leadership skills and approach"* [REDACTED]

