



learning to change the world

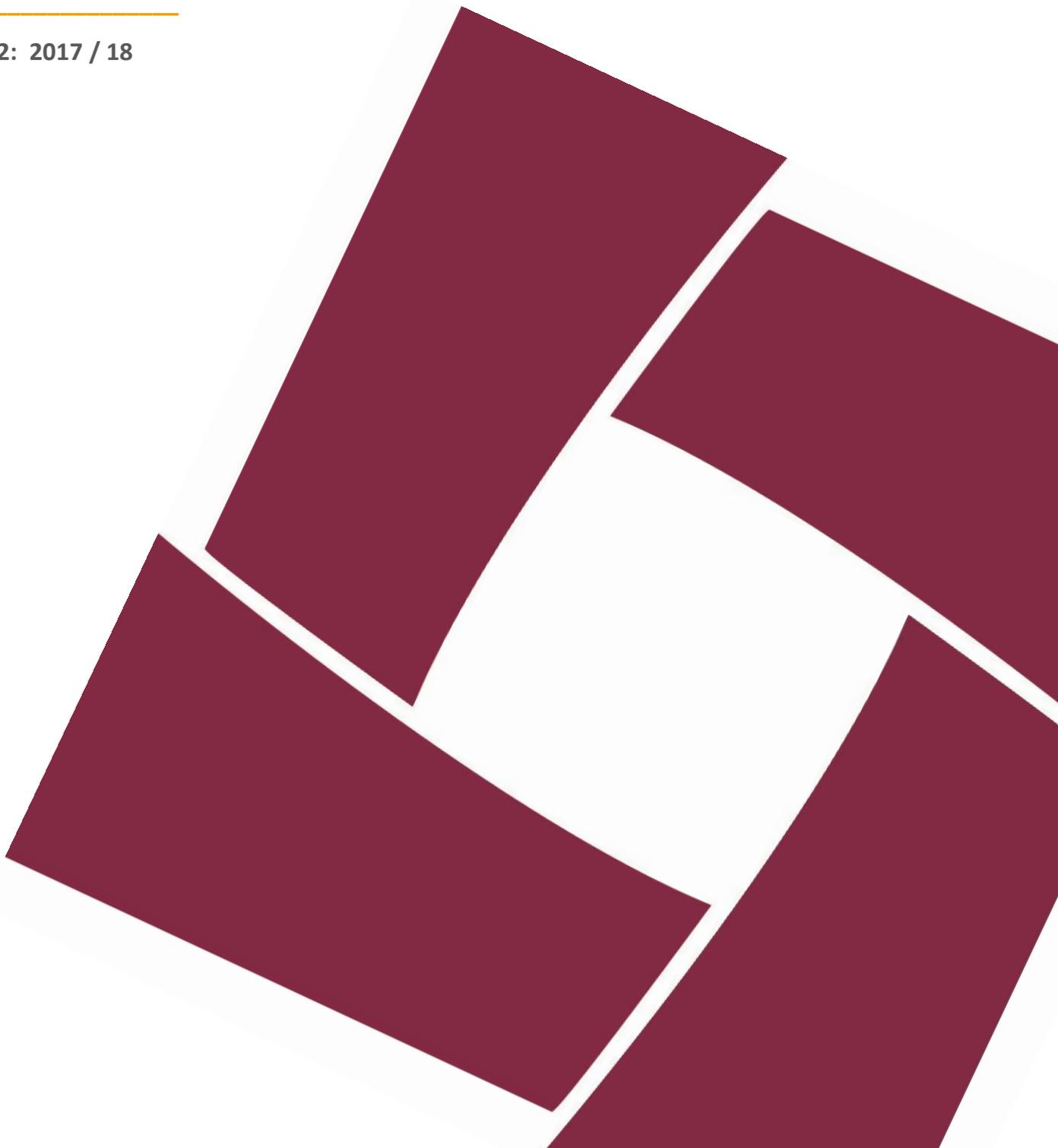
# Scottish Government - International Development

Beyond Aid: Sub Saharan Africa

Social Enterprise Academy: Progress Report

---

Year 2: 2017 / 18



## Contents

<b>1. Introduction.....</b>	<b>3</b>
1.1 Overview .....	3
1.2 Outcomes.....	4
<b>2. Project Progress Report: Year 2.....</b>	<b>5</b>
2.1 Sub Saharan Africa support ecosystem .....	5
2.2 SEA Malawi.....	5
2.2.1 Malawi Programme Delivery:.....	6
2.2.2 SEA Malawi: Learning and response to challenges .....	7
2.3 SEA Zambia.....	8
2.4 SEA Rwanda .....	8
<b>APPENDIX.....</b>	<b>Error! Bookmark not defined.</b>
<b>3. International Replication: General Update.....</b>	<b>Error! Bookmark not defined.</b>
3.1 Replication: where are we now? .....	<b>Error! Bookmark not defined.</b>

### Social Enterprise Academy

Thorn House  
5 Rose Street  
Edinburgh, UK  
EH2 2PR

### Sam Baumber

Managing Director  
Social Enterprise Academy International CIC  
07912 516 914  
[sam@socialenterpsie.academy](mailto:sam@socialenterpsie.academy)

Social Enterprise Academy International CIC is a community interest company limited by shares in Scotland, Company No. 544394

Social Enterprise Academy (Scotland) Ltd is a company limited by guarantee registered in Scotland Company No. 272855 Scottish Charity SC035936

Social Enterprise Academy Africa NPC is a joint venture with Imani Development Foundation, registered as a Non-Profit Company in the Republic of South Africa, NPO: 158-170 | PBO: 930052777 | Registration No: 2012 / 175638 / 08

# 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 **second year** of the 5 year Beyond Aid: Social Enterprise Support Ecosystem Plan along with international replication of the Academy as a whole.

With approvals and funds secured in November 2016, we had a shorter timescale to deliver the original proposal's ambitions for years 1 and 2. This has resulted in delays to launching the Zambia and Rwanda SEA hubs. However the overall project and 5-year outcomes remain on track, thanks to increased levels of support put into SEA Africa to prepare the ground for stronger, quicker and more sustainable starts for the new hubs in Rwanda and Zambia once they are operational. Combined with creative problem-solving in SEA Scotland and Malawi, the Beyond Aid 5-year plan is fully achievable.

High level 5 year Targets 2016-2021		2017/18 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 Hub is fully operational, delivering programmes and building a social enterprise support ecosystem in Malawi.</li> <li>• Zambia Hub partner is identified and the process of formalisation and hub development in its early stages.</li> <li>• Rwanda Hub will be finalised in August 2018 (initial scoping complete).</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 support function developing to create high quality regional support through continuity of staff and tutors.</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>• 10 jobs (6.75FTE) 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>• 23 Associate Tutors trained</li> <li>• 14 delivering programmes across Sub Saharan Africa</li> <li>• 4 selected and delivering in Malawi</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> </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 (195 in Malawi, 362 in 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>• £ 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	Ongoing	Complete
<b>2 Exploration Agreement</b>				
- Agreement of local partner	Complete	Complete	Exploration	Confirmation in June 2018
- Agreement of 3-5 year business plan		Draft being finalised	2018/19	2018/19
- Demonstration of tutor training, 10-15 Associate Tutors	Trained – 11	On track: 4 trained; 2018/19 cohort prepared	2018/19 (Jan 2019)	2018/19
- Match funds / sales acquired of at least the equivalent of £14,000 by March 2018	On track	On track	2018/19	2018/19
<b>3 Social Licence Agreement (3 year)</b>				
- Social Licence Agreement signed	Complete	Underway	2018/19	Complete
- 3-5 year strategic funding secured	Complete	Ongoing	2018/19	2018/19
- Pilot Programme delivery, testing and refining 3 learning products	Complete	Complete	2018/19	2018/19
- External evaluation – 3 years	2019/20	2019/20	2019/20	2019/20
<b>4 Reporting and evaluation</b>				
- quarterly reports for each country	Ongoing	Ongoing	2019/20	2019/20

## 2. Project Progress Report: Year 2

### 2.1 Sub Saharan Africa support ecosystem

SEA Africa's support to the initial setup, business development and launch of SEA Malawi, delivery of its initial programmes, and development of a strong tutor cohort, has been a major focus for the SEA Africa team over the past year. The level of support and the time required to get the hub franchise agreement formalised and the programmes running in Malawi was higher than anticipated, requiring more time and resource for SEA Africa than we had initially budgeted.

To mitigate further delays to the project and to supporting the start-up of the hubs in Rwanda and Zambia, SEA Africa has focused on strengthening the products for the new SEA hubs as well as developing a sub-Sahara African tutor network. Our experience from setting up SEA Malawi supports this approach, which aims to enable SEA Rwanda and Zambia to become operational and effective more quickly.

Subsequently the percentage of funds used for SEA Africa rather than in Rwanda and Zambia was greater than anticipated. The focus on strengthening and adapting locally-appropriate products as well as ensuring high quality tutor network for sub-Saharan Africa, will encourage an easier initial start-up period for SEA hubs in Rwanda and Zambia in 2018/19. This additional support aims to keep the project on track to deliver outputs across all African hubs in years 3 to 5, with balanced budgets and targets all on track by April 2019.

To date:

- 3.5 FTE equivalent staff and 15 core tutors in SEA Africa, driving product development & adaptation; quality, long-term tutor recruitment and training for South Africa and Malawi (with initial preparation for tutor recruitment in Rwanda and Zambia).
- Scoping, meetings and identification of SEA Zambia hub partner, with SEA social franchise partnership to be formalised and agreed in June/July 2018
- Initial research and preparation on identifying Rwanda hub partners, to be completed in 2018/19
- There has been a focus on regional business development (eg with region-wide partners), adding additional resource and long-term sustainability for programme delivery across the region.

### 2.2 SEA Malawi

Social Enterprise Academy Malawi officially launched in July 2017, after a 7-month period of scoping, identifying the partner (**Jubilee Enterprises**) and formalising the partnership.

SEA Malawi is the first new national hub to be delivered through Scottish Government's investment in the Sub-Saharan Africa Support Ecosystem. The launch builds on the long-term relationship that exists between Scotland and Malawi, and is key to forging new partnerships and pathways for the development of trade, that can be replicated and learned from in the other priority countries, and elsewhere.

To date:

- **Full business plan** developed (to be finalised and signed off), with all systems have been activated and set up, including website, social media, file sharing of the SEA model and approach, learning and tutor management systems.

- **5 staff** have been trained to operate SEA Malawi, co-developing the business model and building relationships with our teams in South Africa and Scotland, with one visit to Scotland by Karen Chinkwita (CEO).
- **5 staff** developed operating SEA Africa for international and intra-regional support, based out of Cape Town.
- **14** potential tutors have undergone a 4 day training programme. **7** have been selected for Sub Saharan Africa support from South Africa, and a further **4** as the first cohort in Malawi. For details visit: [www.socialenterprise.academy/tutors](http://www.socialenterprise.academy/tutors) .
- **4 Malawian** tutors have been initially selected, each with different strengths to meet the diverse needs of learners, and plans are underway to recruit further tutors across the country.
- **14 learner programmes** delivered in Malawi, engaging a total of 195 learners in social enterprise leadership, enterprise skills and measuring social impact.
- **Initial business development** towards potential major investment in Malawi, including links with the Malawi Government, National Banks, and the British High Commission is in progress. An inter-country sale to OSISA has secured a contract for learning programme delivery supporting NGO sustainability across our Sub-Saharan Africa teams, particularly in Lesotho and Malawi. 21 additional funding applications have been developed from Scotland, with one success to date.

For more info and a live track of activity, visit: [www.socialenterprise.academy/malawi](http://www.socialenterprise.academy/malawi)

### **2.2.1 Malawi Programme Delivery:**

Year 1 (2016/17) – set up and initial **4 programmes / 77 learners**

#### **Year 2 (2017/18) – launch: Malawi**

- July: Introducing Social Enterprise, Lilongwe
- August: Introducing Social Enterprise, Blantyre
- August: Introducing Social Enterprise, Mzuzu
- August: Measuring Social Impact, Mzuzu
- August: Measuring Social Impact, Blantyre
- October: Measuring Social Impact, Lilongwe
- November: Pre Start Leadership, Lilongwe
- November: High Impact Leadership, Mzuzu
- November: Pre Start Leadership, Blantyre
- November: Introducing Social Enterprise, Mzuzu
- January 2018: Introducing Social Enterprise, Blantyre
- January 2018: Introducing Social Enterprise, Lilongwe
- March 2018: OSISA, Lilongwe
- March 2018: Flow Canvas, Lilongwe

#### **Year 2 - Total 14 programmes / 195 learners / 4 tutors**

The support of Scottish Government to the Social Enterprise Academy approach has contributed to enhanced dialogue between respective national governments and the Hub partner, as well as providing profile to SEA Malawi. Scottish Government met with Jubilee Enterprise CEO and new Malawi Hub

partner in Scotland in September 2017, to officially launch the Malawi SEA hub and endorse the collaborative and practical nature of the approach.

### **Tutor development**

We have on-boarded 4 new tutors who are delivering and co-delivering programmes, are completing their tutor development process, are engaged in CPD practices and have attended 2 tutor gatherings.

The support of the SEA Africa hub has been a crucial factor in the successful start of SEA Malawi, with confident and capable tutors working together in the Africa and Malawi programmes. This has enabled tutor development and co-tutoring approaches to be tested, indicating that the co-tutoring approach will be utilised more in future programme delivery across African hub countries. In addition, SEA Malawi and SEA Africa have delivered programmes through the regional OSISA contract, including on enterprise, leadership and social impact programmes.

### **Product Development**

As part of the Beyond Aid: Social Enterprise Support Ecosystem plan we are continuing to develop Africa-focused social enterprise learning materials. SEA Africa are leading on product development and are supporting SEA Malawi (and Zambia and Rwanda) to develop materials with contextualised case studies and inclusion of African theories and examples to make them more relevant. For example The new 'Journey to Social Enterprise' programme adapts the existing "start-up social enterprise" product to suit the African context, already piloted through a client programme in Cape Town.

New products will be developed/adapted to address specific gaps in the support ecosystem. For example, SEA Africa and SEA Malawi have identified the need to develop a 2-day programme – 'Finding your Strength' - specifically for women to help build the self esteem and resilience required for running successful social enterprises. The aim is to support women to see themselves as leaders, within a challenging cultural context.

In addition, SEA Malawi have created and piloted a new exercise for Measuring Social Impact in Mzuzu and Blantyre, with positive feedback. In response to some gaps and challenges in local provision and support, SEA Malawi have also started to develop:

- Bottle-top, a social enterprise which serves as a product idea in development and a programme where learners can pick up practical skills
- a Chichewa language version of Introduction to Social Enterprise, to suit local context and in particular for community-based organisations, to be piloted in Blantyre in 2018/19.

#### **2.2.2 SEA Malawi: Learning and response to challenges**

A legislative framework in Malawi for social enterprises is not yet developed. SEA Malawi has successfully begun dialogue with the Registrar General's office and the NGO board, establishing that Malawian NGOs are allowed by law to trade, and paving the way for future legislation for social enterprises.

SEA Malawi achieved good national media coverage (eg Zodiak national television) around the soft launch, in part thanks to the support of the British High Commission. Maintaining a media presence has proved very challenging, but we are optimistic that once more programmes are delivered, and more relevant content is produced, we will create better opportunities in future. Higher profile is part of the promotion plan, aiming to reach new audiences, build awareness of SEA Malawi and of social enterprise, ultimately aiming to build sales and strengthen the ecosystem.

Finance proves a major challenge in Malawi, where hyperinflation is the norm and makes pricing of programmes difficult. In addition, there exists a culture where public sector and NGO sector workers are paid to participate in training, rather than to pay for it. The tutor fee is too high for the local market, and so the cost of the programmes requires subsidising. We are addressing this by introducing a co-tutoring approach, which helps to split the costs. SEA Africa, SEA International / Scotland, and SEA Malawi are working closer together and aligning sales and fundraising strategies to find better ways of engaging potential investors and of match funding the SG strategic investment in building the ecosystem.

### 2.3 SEA Zambia

As outlined above, the actual launch of SEA Zambia has been delayed but additional support and groundwork from SEA Africa will enable a sustained and quicker set up period. SEA Africa has focused on scoping and mapping the social enterprise provision and supportive ecosystem in the country, as well as meeting potential hub partners in Zambia. This groundwork, combined with relevant and accessible products and tutor networks, should ensure a robust start for the new SEA hub in Zambia.

January – March 2018 - all research and initial communications completed, scoping visit and meetings with prospective hub partners, clients and key stakeholders in Zambia

April 2018 – visit to formalise the hub partner for SEA Zambia and select tutors. Signed Exploration agreement with **Bongohive**. Created 2 jobs.

May 2018 onwards – identifying strategic partnerships in Zambia for programmes and funding/sales (some very positive leads so far)

June 2018 – transfer of first tranche of funds to SEA Zambia

July 2018 – training of 4 Zambian tutors & 2 Zambian staff members

August 2018 onwards – roll out first SE programmes in Zambia

A separate *Zambia Social Licence Partner and Market Scoping Analysis report* is also submitted with this report.

### 2.4 SEA Rwanda

We have decided to focus initially on getting SEA Zambia up and running, and in a robust position to make sales, deliver programmes and promote its activities, before starting the same process with Rwanda. Given the experience of setting up Malawi and the initial work in Zambia, we are convinced that this will be the most sustainable approach. Therefore, the realistic timescale is:

May – July 2018 – research, ecosystem mapping, scoping and identification of potential hub partners and strategic partners

August 2018 – SEA Africa visit to Rwanda to meet key partners, stakeholders and select tutors

September 2018 – sign off partner for SEA hub

October – November 2018 – tutor training

November 2018 onwards - roll out first SE programmes in Rwanda

