



School for Social Entrepreneurs
NZ Project

THE NEW ZEALAND SCHOOL FOR SOCIAL ENTREPRENEURS

When Wally Stone dreamed up whale-watching tours, Kaikoura was a town in decline, with Maori hit hard. Now, Whale Watch, owned and operated by Kati Kuri, is one of NZ's leading tourist attractions and Kaikoura is thriving. When Michael Jones reached the top of his game in rugby, he reached back to the "village" that got him there, starting the Village Trust to provide communities of support for at-risk Maori and Pacific kids and families.

Ray Avery, New Zealander of the Year in 2010, is a former street kid who has invented medical devices which have saved the sight and lives of millions of the world's poor, building a sustainable innovation engine through his charity, Medicine Mondiale. Adele Barlow and Pamela Minnett looked left and saw talented students who needed work experience, and looked right to see non-profits who needed to know about the digital world; they created the yMedia Challenge to bring the two together.



These people are New Zealand social entrepreneurs. We need to celebrate, support and grow more of them.

Hard heads, high minds

Social entrepreneurs are people who see unmet social needs and build new initiatives to address them. Some come straight out of the communities they serve, others from a professional background. They run non-profits, social enterprises and social businesses. What they share are entrepreneurial skills and characteristics, allied to a social mission.

At a time when social and environmental challenges are increasing and traditional approaches are failing or unable to meet new demands, social entrepreneurs can hold the seeds of a new approach. Outside the system and close to the ground, people like Wally, Michael, Ray, Adele and Pamela see both the needs of the community and ways to address them that transcend existing approaches. And they generate a multiplier effect as they create jobs, capabilities and opportunities around them.

But being a successful social entrepreneur isn't easy. It takes business skills – financial, legal, organisational – and life skills – resilience, confidence, and perseverance. And it takes great networks: none of this work can be done alone.

Internationally, organisations working with social entrepreneurs have found that the best way to help them succeed isn't through providing traditional training or qualifications. Social entrepreneurs need support to learn "on the job" which combines personal and project growth with business skills development, in a context with their peers.

The NZ School for Social Entrepreneurs will provide an accessible, purpose-built training and learning programme for our social entrepreneurs. SSE NZ will support people like Wally, Michael, Ray, Adele and Pamela to take their projects from an idea to sustainable reality.



From top down: Wally Stone, Chair, Whale Watch; Michael Jones, Chair, The Village Community Services Trust; Ray Avery, Founder, Medicine Mondiale; Adele Barlow and Pamela Minnett, Founders, yMedia



WHAT IS THE SCHOOL FOR SOCIAL ENTREPRENEURS?

The School for Social Entrepreneurs programme is a ground-breaking training and support programme for early-stage social entrepreneurs, helping people set up sustainable new social enterprises and non-profit ventures. Founded in 1997 in London, there are now 10 SSEs throughout England, Ireland, Scotland and Australia, with more than 500 SSE Fellows having completed programmes.

People-powered

At its core is the belief is that social change is people-powered, and that the most valuable assets and resources we have are human ones.

*"Hands-on, fluid, intensely street-smart, and resolutely informal, the SSE offers its students an opportunity to develop their own social enterprise while learning first-hand from ... successful social entrepreneurs. At the SSE, there are few books, no teachers, and a series of guidelines and best practices rather than a formal curriculum...It's a place where people can go who want to acquire the skills and connections to take their ideas to the next level." **

Over the course of a year, the SSE programme brings together 15-25 social entrepreneurs for a full day, once a week. What they enter into is a powerful personal and project development process, based on peer-support and practitioner-led learning.

Key elements include:

- Shared study sessions with experienced social entrepreneurs and subject experts
- Project visits
- Individual business coaching
- External mentoring
- Action learning sets (group problem-solving)
- Residential retreats (ultimately with participants from other cohorts)

Each cohort combines entrepreneurs from different life stages, ethnic and educational backgrounds, who are all working full-time on their projects. Schools works with "feeder" groups and organisations throughout the community to identify and encourage participants, and provide a full scholarship covering course costs for all participants.

Scholarships are funded by support from local and central government agencies, foundations, corporate and private individuals, and may be targeted for individuals from particular backgrounds or to meet a particular need.

Initially developed in London, the SSE programme is now delivered through a network of associate schools in the UK and internationally, with local, independent, community-led partners licensed to create and run programmes. Licensees benefit from a history of successes and mistakes over time, and receive help in the areas of design, learning and quality assurance. For students also, this globally-networked structure offers a world of benefits. From their bases in local communities in Dublin, Devon or Mt Druitt, SSE participants and Fellows world-wide can access thinking from stand-out international social entrepreneurs, as well as sharing ideas and networks with their peers.



SSE Impact

- 85% of all organisations established whilst at the SSE remain in existence
- SSE Fellows' organisations are over one-and-a-half times more likely to be in existence after eight years than conventional businesses
- For every 10 Fellows, 30 jobs and 69 volunteering positions are created
- 90% agreed that the programme was well-suited to their needs

New Economics Foundation
Evaluation of the School for Social Entrepreneurs 1997- 2007
(SSE, 2007)

* *The School for Social Entrepreneurs in Canada: Opportunities and Alternatives* (SIG@MaRS, Nov 2009)



A SCHOOL FOR SOCIAL ENTREPRENEURS FOR NEW ZEALAND

Vision

For all New Zealand communities, particularly those experiencing significant disadvantage, to have the capacity to find and grow solutions to their own social and economic challenges.

Mission

To support early-stage social entrepreneurs to build sustainable new social enterprises, social businesses and non-profit ventures.

NZCSI is committed to establishing a School for Social Entrepreneurs in New Zealand (SSE NZ), based on the UK model and adapted for the unique New Zealand environment.

Through an extensive consultation and development phase between November 2009 and June 2010, we have heard loud and clear the community's need and desire for a dedicated support programme for New Zealand's early-stage social entrepreneurs, particularly those from our most disadvantaged communities.

SSE NZ will open in Auckland in mid-2011 with a cohort of 20-25 students, growing to Wellington in 2013 and potentially adding a distance-based cohort thereafter. Most students will be funded by scholarships through SSE NZ, paying only \$1500 per year each, with some students paid for by their organisations or personally.

SSE NZ will build strong partnerships with organisations which work in the community and with potential social entrepreneurs – tribes, churches, leadership development organisations, community development organisations and others - to facilitate students' entry into the programme and to help support them whilst they are there. We will collaborate with other organisations supporting entrepreneurs and social entrepreneurs, sharing networks and resources.

SSE NZ will deliver significant benefits over the short, medium and long-term, for individuals, organisations and communities. Building on the outcomes achieved in the UK and Australia, we expect at least:

- 50% of students to come from disadvantaged areas or themselves be experiencing disadvantage.
- 90% to agree that the programme was well suited to their needs.
- 88% to experience a growth in confidence and skills to lead their organisation.
- 70% or more to assess the perception of their organisation's credibility following the programme to be high or very high.
- 50% or more to have made more than 10 business-critical contacts.
- 85% of all organisations established whilst at SSE NZ to still be in existence.
- For every 10 Fellows, 30 jobs and 69 volunteering positions to be created.
- Demonstrable evidence of SSE Fellows inspiring and building the capacity of others in their communities.

NZCSI is very grateful for the generous support of New Zealand Post, Auckland City Council, the Vodafone New Zealand Foundation, the British Council, the Tamaki Transformation Programme, Pricewaterhouse Coopers and SSE UK during the development phase of this project.

SSE NZ Project Strategic Advisory Group

Mayor Bob Harvey, Waitakere City | Vivian Hutchinson, NZ Social Entrepreneurs Fellowship | Jenny Gill, ASB Community Trust | Vui Mark Gosche, Ministry of Pacific Island Affairs | Colin Dale, Auckland Transition Agency | Amokura Panoho, Venture Taranaki | Alfred Ngaro, Tamaki Transformation Programme | Ulu Aiono, Cogita | Michelle van Gaalen, NZ Post | Shelley Campbell, Wise Group



SSE NZ Project Focus Group Participants May - June 2010

"The biggest challenge is we have a lot of clarity on what we could do, but how do we move to the next level?"

"What's exciting is to rub shoulders with people who have been successful."

"It will be life-changing not just for them, but for their whole whanau and community."

"Learn as you go - that's the best way to do it. Find out what works and then do more of it."

Photo: Rob Munnick





HOW CAN YOU HELP?

We need your support to build SSE NZ ready for launch in mid-2011. Our social entrepreneurs are already lining up!

We would like to hear from you if you are interested in:

- Becoming an SSE NZ Key Partner, investing \$30-40,000 per annum over 3 years, or a Supporting Partner, investing \$15-20,000
- Providing a scholarship to an SSE NZ student, at an annual cost of \$18,000
- Contributing in-kind support, including premises, professional services, and event hosting
- Providing a grant to support SSE NZ's start-up and establishment costs and/or its ongoing operations

We are also keen to hear from you if you can help identify students for the programme, or share your wisdom as an experienced social entrepreneur, subject expert or mentor.

Please contact Justine Munro (justine.munro@nzcsi.org) or Faye Langdon (faye.langdon@langdonconsulting.co.nz), to discuss. A full business plan is available to prospective funders and partners.

For further information:

- SSE NZ Project – www.nzcsi.org/ssenzproject
- School for Social Entrepreneurs – www.sse.org.uk
- NZ Centre for Social Innovation – www.nzcsi.org

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Development Stage Partners

