

strategic tools for social entrepreneurs

Strategic Tools for Social Entrepreneurs: Empowering Change with Purpose

Strategic tools for social entrepreneurs are essential instruments that help mission-driven leaders navigate the complexities of creating lasting social impact. Social entrepreneurship is not just about passion and innovative ideas; it requires a solid framework to translate vision into actionable and sustainable outcomes. Whether you're launching a social venture or scaling an existing initiative, understanding and leveraging the right strategic tools can make all the difference in achieving meaningful progress.

In today's rapidly evolving landscape, social entrepreneurs face unique challenges. They must balance financial sustainability with social value creation, engage diverse stakeholders, and adapt to dynamic environments. That's where strategic tools come into play. These tools provide clarity, structure, and direction, enabling social entrepreneurs to design impactful programs, measure effectiveness, and optimize resources efficiently.

Understanding the Role of Strategic Tools for Social Entrepreneurs

Before diving into specific tools, it's important to appreciate why strategic tools are crucial in the context of social entrepreneurship. Unlike traditional business ventures, social enterprises aim to solve social, environmental, or community problems alongside economic goals. This dual purpose demands a nuanced approach to strategy, one that aligns mission with market realities.

Strategic tools help social entrepreneurs by:

- Defining clear objectives and goals aligned with social impact.
- Mapping out stakeholders and understanding their influence and interests.
- Identifying resources, partnerships, and funding opportunities.
- Measuring and communicating impact to attract support and scale solutions.
- Enhancing decision-making through data and evidence-based insights.

By integrating these tools into their operations, social entrepreneurs can better navigate uncertainties, improve accountability, and demonstrate value to beneficiaries and funders alike.

Key Strategic Tools for Social Entrepreneurs to Propel Impact

1. Theory of Change: Mapping the Pathway to Impact

One of the foundational strategic tools for social entrepreneurs is the Theory of Change (ToC). This

framework helps articulate how specific activities lead to desired social outcomes. It's much more than a flowchart; it requires deep reflection on assumptions, context, and the causal relationship between inputs, outputs, and long-term goals.

By developing a Theory of Change, social entrepreneurs can:

- Clarify the logic behind their interventions.
- Identify potential risks and external factors.
- Align team members and stakeholders around a shared vision.
- Serve as a blueprint for monitoring and evaluation efforts.

This tool is particularly helpful during the planning phase but remains valuable throughout the life cycle of a social venture.

2. Social Business Model Canvas: Designing with Impact in Mind

While the traditional Business Model Canvas is popular in entrepreneurial circles, social entrepreneurs benefit from the Social Business Model Canvas, which incorporates social value creation explicitly into the business design. This strategic tool expands the focus beyond profit to include:

- Social value propositions.
- Beneficiary segments and relationships.
- Impact metrics alongside financial metrics.
- Key partnerships that support mission delivery.

Using this canvas allows social entrepreneurs to visualize how their venture creates shared value and to iterate their model based on stakeholder feedback and market realities.

3. Impact Measurement Frameworks: Quantifying Social Change

Measuring impact is often a daunting task for social entrepreneurs, but it's indispensable for learning, accountability, and attracting investment. Strategic tools like Social Return on Investment (SROI), the Global Impact Investing Rating System (GIIRS), and the Impact Reporting and Investment Standards (IRIS) offer structured approaches to quantify social and environmental outcomes.

Implementing an impact measurement framework helps social entrepreneurs to:

- Track progress towards mission goals.
- Communicate success stories convincingly.
- Identify areas for improvement.
- Build credibility with donors, investors, and partners.

Choosing the right framework depends on the venture's scale, sector, and available resources, but even simple metrics can provide valuable insights.

Leveraging Analytical Tools to Inform Strategy

SWOT Analysis: Assessing Strengths, Weaknesses, Opportunities, and Threats

A classic yet powerful strategic tool, SWOT analysis enables social entrepreneurs to take a holistic look at their internal capabilities and external environment. By systematically evaluating strengths, weaknesses, opportunities, and threats, social ventures can sharpen their strategies and anticipate challenges.

Conducting a SWOT analysis encourages:

- Identification of competitive advantages.
- Recognition of internal gaps needing attention.
- Exploration of market or policy opportunities.
- Preparation for risks and external obstacles.

It's an excellent starting point for strategic planning sessions and can be revisited periodically to ensure relevance.

Stakeholder Mapping: Building Stronger Relationships

Social enterprises thrive on collaboration. Strategic tools for social entrepreneurs must include stakeholder mapping to identify who influences or is affected by the venture. This process involves categorizing stakeholders based on their interest and power, and tailoring engagement strategies accordingly.

Effective stakeholder mapping leads to:

- Prioritized communication efforts.
- Enhanced partnerships and alliances.
- Greater community buy-in and trust.
- Conflict mitigation through proactive management.

By understanding the ecosystem, social entrepreneurs can mobilize resources and support more effectively.

Digital and Collaborative Tools for Modern Social

Ventures

Project Management Software: Streamlining Operations

Managing projects with multiple moving parts requires organization and transparency. Tools such as Trello, Asana, or Monday.com are increasingly popular among social entrepreneurs for planning, assigning tasks, and tracking progress. These platforms foster teamwork and keep everyone aligned on deadlines and responsibilities.

Using project management software enables:

- Efficient resource allocation.
- Real-time updates and communication.
- Documentation of processes and decisions.
- Easier scaling and replication of successful initiatives.

Especially for ventures with remote teams or multiple stakeholders, these tools are invaluable.

Data Analytics Platforms: Harnessing Insights for Growth

Data-driven decision-making is no longer optional. Social entrepreneurs can use analytics platforms like Google Analytics, Tableau, or Airtable to gather and interpret data about beneficiaries, program performance, and market trends. This strategic approach helps refine interventions and demonstrate impact convincingly.

Benefits of integrating data analytics include:

- Identifying patterns and emerging needs.
- Optimizing program delivery and resource use.
- Enhancing transparency and reporting.
- Supporting fundraising with evidence-backed narratives.

Adopting digital tools for data management empowers social ventures to be agile and outcomes-focused.

Financial Planning and Fundraising Tools

Budgeting and Forecasting Tools

Sound financial management underpins the sustainability of social enterprises. Tools like QuickBooks, Wave, or even customized Excel templates assist in budgeting, forecasting cash flow, and monitoring expenses. These tools help social entrepreneurs maintain transparency and make

informed financial decisions.

Key advantages include:

- Preventing budget overruns.
- Planning for growth and scalability.
- Reporting financial health to stakeholders.
- Ensuring compliance with regulations.

Crowdfunding Platforms and Grant Management

Raising funds remains a perennial challenge for social ventures. Platforms such as Kickstarter, Indiegogo, and specialized social impact crowdfunding sites like GlobalGiving provide avenues to mobilize community support. Additionally, grant management tools like Fluxx and Foundant help organize applications, reporting, and compliance with funders.

Leveraging these fundraising tools can:

- Expand the donor base.
- Streamline grant administration.
- Increase visibility and credibility.
- Facilitate multi-channel fundraising campaigns.

Building Capacity with Learning and Networking Tools

Social entrepreneurs often benefit from continuous learning and peer support. Platforms like Acumen's Learning Lab or Ashoka's network provide access to courses, mentorship, and community engagement opportunities. These strategic tools foster knowledge sharing, innovation, and resilience.

Engaging in learning networks enables:

- Staying updated on best practices.
- Accessing expert guidance.
- Collaborating on joint initiatives.
- Enhancing leadership skills.

Growth is not just about tools but also about mindset and connections.

In the journey of social entrepreneurship, the right strategic tools serve as a compass and engine. They help translate passion into practical steps, navigate complexity, and amplify impact. From frameworks like Theory of Change and the Social Business Model Canvas to digital platforms for project management and fundraising, these resources empower social entrepreneurs to build ventures that are not only innovative but also sustainable and transformational. Embracing these tools thoughtfully can unlock new opportunities for change-makers dedicated to making the world a

better place.

Frequently Asked Questions

What are strategic tools for social entrepreneurs?

Strategic tools for social entrepreneurs are frameworks, methodologies, and software that help them plan, implement, and measure the impact of their social ventures effectively.

How does the Business Model Canvas benefit social entrepreneurs?

The Business Model Canvas helps social entrepreneurs visualize and develop their value proposition, customer segments, revenue streams, and key activities, enabling them to create sustainable and impactful business models.

What role does Theory of Change play in social entrepreneurship?

Theory of Change helps social entrepreneurs map out the desired long-term outcomes and the necessary steps to achieve social impact, providing a clear strategic roadmap for their initiatives.

Can social impact measurement tools improve strategic decision-making?

Yes, social impact measurement tools like Social Return on Investment (SROI) and Impact Reporting and Investment Standards (IRIS) provide data-driven insights that help social entrepreneurs assess effectiveness and optimize their strategies.

Why is SWOT analysis important for social enterprises?

SWOT analysis allows social entrepreneurs to identify their strengths, weaknesses, opportunities, and threats, enabling them to develop strategies that leverage their advantages and mitigate risks.

How do stakeholder mapping tools assist social entrepreneurs?

Stakeholder mapping tools help social entrepreneurs identify, prioritize, and engage key stakeholders, which is crucial for building partnerships, securing resources, and ensuring community support.

What is the significance of Lean Startup methodology for

social ventures?

The Lean Startup methodology encourages social entrepreneurs to build, test, and iterate their solutions quickly and cost-effectively, reducing risks and improving the chances of creating impactful products or services.

Are digital platforms considered strategic tools for social entrepreneurs?

Yes, digital platforms like crowdfunding sites, social media analytics, and project management software are strategic tools that enable social entrepreneurs to raise funds, engage audiences, and efficiently manage their operations.

Additional Resources

Strategic Tools for Social Entrepreneurs: Navigating Impact and Innovation

Strategic tools for social entrepreneurs play a pivotal role in bridging the gap between visionary ideas and tangible social impact. As social entrepreneurship gains momentum globally, leaders in this space face unique challenges that demand not only passion but also structured, data-informed approaches to scaling solutions sustainably. Understanding and leveraging the right strategic tools is essential for social entrepreneurs aiming to maximize their social return on investment (SROI) while maintaining operational efficiency and stakeholder engagement.

Understanding the Landscape of Social Entrepreneurship

Social entrepreneurs operate at the intersection of business acumen and social innovation, targeting systemic issues such as poverty, education inequality, and environmental sustainability. Unlike traditional entrepreneurs, their success metrics extend beyond profit margins to include social impact, community empowerment, and long-term change. This dual bottom line necessitates specialized strategic tools that can measure impact, optimize resources, and guide decision-making processes.

Key Strategic Tools for Social Entrepreneurs

The variety of strategic tools available to social entrepreneurs can broadly be categorized into impact measurement frameworks, business modeling platforms, and stakeholder engagement tools. Each category addresses a critical aspect of social enterprise management and growth.

Impact Measurement Frameworks

Quantifying social impact remains one of the most complex challenges for social entrepreneurs. Tools designed to measure and report social outcomes enable enterprises to validate their work, attract funding, and improve programs.

- **Social Return on Investment (SROI):** SROI is a widely adopted framework that translates social outcomes into monetary values, providing a ratio of social value created to the investment made. This tool helps entrepreneurs illustrate effectiveness to investors and partners, fostering credibility.
- **Theory of Change (ToC):** A foundational strategic tool, ToC maps out the pathway from activities to intended outcomes, highlighting assumptions and external factors. It assists in clarifying how and why a social enterprise expects to achieve change, making it invaluable for planning and evaluation.
- **Impact Reporting and Investment Standards (IRIS):** Developed by the Global Impact Investing Network (GIIN), IRIS provides standardized metrics for measuring and reporting impact, facilitating comparability and transparency in impact investing.

These measurement tools not only help social entrepreneurs track progress but also enable them to tailor interventions based on evidence, enhancing overall effectiveness.

Business Modeling Platforms

Incorporating robust business models is essential for the sustainability of social ventures. Strategic tools in this domain aid entrepreneurs in designing, testing, and refining their approaches to value creation and delivery.

- **Business Model Canvas (BMC):** Adapted to social enterprises, the BMC offers a visual framework to map key components such as value propositions, customer segments, channels, and revenue streams. It encourages iterative development and alignment of mission with operational strategy.
- **Lean Startup Methodology:** Emphasizing rapid prototyping and customer feedback, this approach enables social entrepreneurs to minimize risks and adapt solutions swiftly to the needs of the communities they serve.
- **Balanced Scorecard (BSC):** While traditionally used in corporate settings, BSC has been tailored to social enterprises to balance financial, social, and operational metrics. This holistic view supports strategic alignment and performance monitoring.

Stakeholder Engagement and Collaboration Tools

Social entrepreneurship thrives on collaboration with beneficiaries, funders, government bodies, and other organizations. Strategic tools facilitating communication and partnership management are therefore critical.

- **Customer Relationship Management (CRM) Systems:** Platforms like Salesforce or HubSpot, customized for social enterprises, help manage beneficiary data, donor relations, and partner interactions efficiently.
- **Collaborative Platforms:** Tools such as Slack, Trello, and Asana support team coordination and project management, enabling transparent workflows and real-time communication.
- **Participatory Design Tools:** Methods and software that involve community members in co-creating solutions ensure that interventions are contextually relevant and culturally sensitive.

Evaluating the Effectiveness of Strategic Tools

Choosing the right strategic tools depends on several factors including the scale of operations, sector focus, and resource availability. While impact measurement frameworks provide necessary accountability, they can sometimes be resource-intensive for early-stage ventures. Similarly, business modeling tools require ongoing refinement and may need to be adapted to local contexts to be truly effective.

Comparative studies have shown that social enterprises integrating multiple strategic tools—such as combining Theory of Change with Lean Startup practices—tend to achieve more sustainable growth. The integration facilitates continuous learning and adaptability, which are crucial in rapidly changing social environments.

Challenges in Implementation

Despite the availability of these tools, social entrepreneurs often face barriers such as limited technical expertise, funding constraints, and difficulties in data collection. For instance, accurate impact measurement demands reliable data, which is often scarce in underserved communities. Furthermore, some tools require customization to reflect the social mission adequately, a process that can be time-consuming.

To mitigate these challenges, capacity-building initiatives and partnerships with academic institutions or consultancy firms have emerged as effective strategies, enabling social entrepreneurs to harness strategic tools more effectively.

Technology and Innovation Driving New Tools

Advancements in technology are expanding the repertoire of strategic tools accessible to social entrepreneurs. Mobile data collection apps, blockchain for transparent funding, and AI-driven analytics are transforming how social impact is tracked and how operations are optimized.

For example, platforms like Benevity and GlobalGiving integrate technology to streamline donations and impact reporting, enhancing transparency and donor engagement. Additionally, data visualization tools empower social entrepreneurs to communicate complex impact narratives compellingly to stakeholders.

Strategic Tools in Context: Sector-Specific Applications

The utility of strategic tools also varies by sector. In education-focused social enterprises, tools that assess learning outcomes and stakeholder feedback loops are prioritized. Environmental ventures often emphasize lifecycle assessment tools and sustainability reporting frameworks. Understanding sector-specific nuances is crucial for selecting and tailoring strategic tools effectively.

Case Examples

Consider a social enterprise addressing clean water access. Utilizing Theory of Change helps map how improved water sources lead to better health outcomes, while SROI quantifies economic benefits such as reduced medical expenses and increased productivity. CRM systems track beneficiary engagement, and Lean Startup methods support iterative solution development based on community feedback.

In contrast, a social enterprise focused on fair-trade artisan products might rely heavily on Balanced Scorecard metrics to balance financial viability and social impact, alongside collaborative platforms to coordinate supply chains across regions.

The dynamic interplay of these strategic tools illustrates their complementary nature and the necessity for social entrepreneurs to adopt a toolkit approach rather than relying on a singular method.

Strategic tools for social entrepreneurs are not static solutions but evolving resources that must adapt alongside the enterprises they serve. As the field continues to mature, the integration of innovative technologies and cross-sector collaborations will likely redefine how social impact is conceptualized, measured, and scaled. For social entrepreneurs committed to transforming communities, mastering these strategic tools is both a challenge and an opportunity to drive meaningful, lasting change.

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Gregory Dees, Jed Emerson, Peter Economy, 2004-01-30 A complete set of tools for applying entrepreneurial strategies and techniques to your nonprofit As a follow-up to their book *Enterprising Nonprofits*, the authors of *Strategic Tools for Social Entrepreneurs* provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. The book offers hands-on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively than ever before. This practical and easy-to-use book is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life. Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization-making it stronger, healthier, and better able to serve the needs of our communities. Praise for *Strategic Tools for Social Entrepreneurs* I search constantly for resources that can help provide insight and guidance to take Teach For America to a higher level; *Strategic Tools for Social Entrepreneurs* does this and more. The book takes the best practices of for-profits and social enterprises and adapts them to the needs of entrepreneurial, mission-driven nonprofits. *Strategic Tools for Social Entrepreneurs* is a tremendous contribution to social entrepreneurs and to the nonprofit sector-many thanks to the authors for identifying this need and filling it! -Wendy Kopp Founder and President, Teach For America All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

strategic tools for social entrepreneurs: Strategic Tools for Social Entrepreneurs J. Gregory Dees, Jed Emerson, Peter Economy, 2002-02-20 A complete set of tools for applying entrepreneurial strategies and techniques to your nonprofit As a follow-up to their book *Enterprising Nonprofits*, the authors of *Strategic Tools for Social Entrepreneurs* provide a full set of practical tools for putting the lessons of business entrepreneurship to work in your nonprofit. The book offers hands-on guidance that helps social sector leaders hone their entrepreneurial skills and carry out their social missions more effectively than ever before. This practical and easy-to-use book is filled with examples, exercises, checklists, and action steps that bring the concepts, frameworks, and tools to life. Detailed explanations of all the tools and techniques will help you personalize and apply them to your nonprofit organization-making it stronger, healthier, and better able to serve the needs of our communities. Praise for *Strategic Tools for Social Entrepreneurs* I search constantly for resources that can help provide insight and guidance to take Teach For America to a higher level; *Strategic Tools for Social Entrepreneurs* does this and more. The book takes the best practices of for-profits and social enterprises and adapts them to the needs of entrepreneurial, mission-driven nonprofits. *Strategic Tools for Social Entrepreneurs* is a tremendous contribution to social entrepreneurs and to the nonprofit sector-many thanks to the authors for identifying this need and filling it! -Wendy Kopp Founder and President, Teach For America All of the royalties from this book will be used by the Ewing Marion Kauffman Foundation to support continuing work on social entrepreneurship.

strategic tools for social entrepreneurs: Cases on Survival and Sustainability Strategies of Social Entrepreneurs Oham, Charles, 2022-02-11 Social enterprises often do business in a hostile business environment as they compete for market share with the private sector and address societal and governmental failures. Strategy in social enterprises is concerned with the long-term direction of the business and the implementation of short-term objectives given their current operational challenges, such as a lack of funding, expertise, skills, knowledge, etc. *Cases on Survival and Sustainability Strategies of Social Entrepreneurs* focuses on how managers formulate a strategy to sustain the social enterprise venture and enable social entrepreneurs to understand and apply

strategic management models whilst reviewing practical cases. This book discusses effective strategies social enterprises can adopt to secure their long-term future. Covering topics such as adaptive leadership, social innovation, and sustainable development, this book is ideal for social enterprise managers, trustees of charities, researchers, academicians, and students of social enterprises and management including business management.

strategic tools for social entrepreneurs: Social Innovation Sarah Lai-Yin Cheah, 2019-06-04 In the world of creating new ventures with the single goal of achieving financial profitability, it is well known that nine of ten startups are likely to fail. For new social ventures that have the twin goals of financial profitability and social inclusiveness, the chances of failures are even higher. This book provides insight into the common struggles of social activists and the strategic responses necessary to not only overcome their organizational issues but also address the world's pressing social challenges. The book not only traces the journey of the social activists in growing their social ventures to flesh out real-life issues but also introduces the latest management thinking on social innovation in daily business decision. This book makes a useful contribution in furthering the concepts of social innovation and entrepreneurship and inspiring more change agents to create and implement effective, scalable and sustainable solutions to address social issues and meet the needs of the disadvantaged groups in the society.

strategic tools for social entrepreneurs: Social Entrepreneurship in the Age of Atrocities Zachary Daniel Kaufman, 2012-01-01 "How can anyone make a difference in a world marked by genocide, civil war, refugee crises, disease epidemics? With conscience, hope, and sweat equity, Dr. Zachary Kaufman and the other contributors to this book have offered aid, created organizations serving victims of human rights violations, and learned from set-backs and failures. Their insight into challenges of sustainable fund-raising, organizational design and management, and skepticism about young Western volunteers can inspire and instruct others who hope to address suffering and injustice through initiative, analysis, and commitment." _ Martha Minow, Dean of the Faculty of Law and Jeremiah Smith, Jr. Professor of Law, Harvard Law School; Author, *Between Vengeance and Forgiveness: Facing History After Genocide and Mass Violence* "This book makes an all too rare and important point: One of the distinguishing characteristics of social entrepreneurs is the way their actions and their example pave the way for peace. Kaufman gives us multiple examples here to demonstrate that the kind of empathetic leadership exhibited by these social entrepreneurs builds an alternative to conflict and contributes to the stability and security of societies." _ Dr. Diana Wells, President, Ashoka "Under the able editorship of Dr. Zachary Kaufman, an upstander in his own right, this pathbreaking book demystifies social entrepreneurship, namely, citizen-inspired initiatives that may have as much potential to overcome the challenges burdening victims of atrocities and other assaults on humankind as social media has demonstrated in revolutionizing how people communicate in the 21st Century." _ The Honorable David J. Scheffer, Mayer Brown / Robert A. Helman Professor of Law and Director, Center for International Human Rights, Northwestern University School of Law; former U.S. Ambassador at Large for War Crimes Issues; Author, *All the Missing Souls: A Personal History of the War Crimes Tribunals* "The accounts of social entrepreneurs contained in this volume could well inspire a future shortlist for the Nobel Peace Prize. Zachary Kaufman has coupled impressive narratives with compelling analysis in a collection that informs observers but that will also stimulate more young people to take up the challenges of responding to atrocities." _ Dr. William A. Schabas, Professor of International Law, Middlesex University (London); Author, *Genocide in International Law: The Crime of Crimes*; Commissioner, Sierra Leone Truth and Reconciliation Commission "This splendid book is more than a primer on social entrepreneurship for human rights in the developing world. It is also a compendium of searing testimony about the immense practical challenges that idealistic changemakers can overcome by dint of their unflagging energy, incandescent visions of humanity and justice, and on-the-ground skills and resourcefulness. Zachary Kaufman has performed a great public service in orchestrating this admirable volume about how hope for the future can be vindicated even under the most unpromising conditions." _ Peter H. Schuck, Simeon E. Baldwin Professor Emeritus of Law, Yale Law School "At last, a compelling

narrative of the recent achievements to address pressing global issues through social entrepreneurship! This book is a tribute to the author's ethical convictions and the generation of innovators that he represents. As Chairman of UNITAID, the first laboratory of innovative financing, I've seen how a small levy on airline tickets can save thousands of lives every year through market solutions. It warms me to see how young thinkers continue to innovate and act to provide global public goods. Pay attention to them!

— Philippe Douste-Blazy UN Under Secretary-General in charge of Innovative Financing for Development, Chairman of UNITAID and former French minister of foreign affairs

At a time when so many reflexively look to government action as a remedy for today's ills, this valuable book demonstrates the power of social entrepreneurs to take on some of the world's great challenges. Social entrepreneurship is grounded in real-world experience. The projects this book profiles demonstrate the impact of individuals as agents of change — taking ideas and turning them into action that can help transform entire societies.

— Dr. Arthur C. Brooks, President, The American Enterprise Institute; Author, *Social Entrepreneurship: A Modern Approach to Social Value Creation*

For anyone who doubted one person could change the world or just wondered how to get started, Dr. Kaufman's book is equal parts inspiration and how-to guide. He has lived and studied social entrepreneurship, and provides a serious contribution to the emerging field of social entrepreneurship, particularly as it relates to genocide and other atrocities.

— The Honorable Tom Perriello, former U.S. Congressman; former Special Advisor to the Prosecutor, Special Court for Sierra Leone; Co-Founder, DarfurGenocide.org; current President & CEO, Center for American Progress Action

Social Entrepreneurship in the Age of Atrocities is a welcome contribution to the study of one of the most promising social movements in recent time, the mobilization of engaged citizens, or Upstanders, in the face of mass atrocities around the world. Zachary Kaufman incisively investigates how social entrepreneurs are taking on tough issues including conflict prevention and transitional justice, and presents practical lessons learned from the perspective of activists on the ground.

— John Prendergast, Co-Founder, Enough Project, Center for American Progress; former Director for African Affairs, U.S. National Security Council; Co-Author, *Unlikely Brothers: Our Story of Adventure, Loss, and Redemption*; Co-Author, *Not on Our Watch: The Mission to End Genocide in Darfur and Beyond*

Social Entrepreneurship in the Age of Atrocities interweaves two critical movements: social entrepreneurship and human rights. Kaufman is one of the first to explore these intersections in a powerfully informative way. He and his fellow social entrepreneurs provide concrete examples of, and offer practical advice about, the power of ordinary people to confront one of the most intractable problems: mass atrocities. Kaufman demonstrates how we can all be upstanders in the face of such conflicts.

— Mark Hanis, Co-Founder & Board member of United to End Genocide (formerly Save Darfur / Genocide Intervention Network); Ashoka Fellow; Echoing Green Fellow

Dr. Kaufman's book is a huge addition to the field, and his focus [on atrocities] is spot on. Looking at social entrepreneurship through the lens offered in this book will provide the field with new insights and inspiration. Bravo!

— Peter Brinckerhoff, author of *Smart Stewardship for Nonprofits: Making the Right Decision in Good Times and Bad* and *Social Entrepreneurship: The Art of Mission-Based Venture Development*

Social Entrepreneurship in the Age of Atrocities deftly outlines how young global peace entrepreneurs are successfully fostering smart and agile solutions to some of the world's most intractable problems. Gone are the tired images of doves and peace signs, rightfully replaced with laptops and smart phones. This is a must read for all young leaders who strive to have real impact in their careers, as well as the old guard if they care not to be left behind by the winds of change.

— Cameron M. Chisholm, Founder and President, International Peace & Security Institute

In an age of austerity, with governments and international organizations limited in their capacity to address atrocities, Dr. Zachary Kaufman's book is a timely reminder of the power of social entrepreneurs to effect critical change. But this is no romantic account of the ability of inspired individuals to make a difference after mass conflict. As an insider's view of entrepreneurship, this book gives awarts-and-all account of the personal, political, social, and economic challenges that must be overcome and the energy, risk-taking, and good fortune required to achieve even modest results. Highlighting the crucial work of social entrepreneurs, this collection

also provides a necessary critique of the failures of governments and international bodies such as the UN to respond coherently to the challenges of post-conflict societies.Í _ Dr. Phil Clark, Lecturer in Comparative and International Politics, School of Oriental and African Studies, University of London; Co-Founder, Oxford Transitional Justice Research, University of Oxford; Author, *The Gacaca Courts, Post-Genocide Justice and Reconciliation in Rwanda: Justice Without Lawyers*; Co-Editor, *After Genocide: Transitional Justice, Post-Conflict Reconstruction, and Reconciliation in Rwanda and Beyond* iSocial Entrepreneurship in the Age of Atrocities is a bold work of definition and analyses. It presents both concepts and histories _ focused on individuals and groups _ in response to mass violence and atrocities. This significant study, edited by Zachary Kaufman, is a work of clarification and inspiration.Í _ Dr. Judith S. Goldstein, Founder and Executive Director, Humanity in Action iThis book is nothing less than an antidote against despondency. In and of itself an innovation, Dr. Zachary KaufmanÍs collection of personal narratives by change agents reveals a pattern of how people are bringing light to areas where there seems to be nothing but darkness. The remarkably simple recipe of these social entrepreneurs is to take a good dose of caring, add an innovative solution, and finally knead the project through the phases of iterative testing and growth until impact is achieved. Finally we have in this book an addition to the ever-growing library of literature on human rights and atrocities that is not a call to arms or a cry of accusatory indignation, but a cheerful invitation to roll up oneÍs sleeves.Í _ Dr. Fernande Raine, Social Innovation Leader, Innosight; former Senior Team Member, Ashoka; former management consultant, McKinsey & Company; former Executive Director, Carr Center for Human Rights Policy, John F. Kennedy School of Government, Harvard University iDr. Zachary Kaufman provides powerful lessons for anyone committed to preventing atrocities, ending conflicts, building peace, and fostering systematic and sustainable positive social change. The compelling and honest first-hand accounts by leading social entrepreneurs working in diverse sectoral areas help ground the field by providing unique insight into the many opportunities, successes, and challenges encountered through the difficult task of change making. This powerful text will inspire many young people and others to take action and work hard in pursuing innovative ways to address some of the most complex, seemingly intractable problems facing the world today. This book should be required reading for anyone seeking to positively impact the world, one step at a time.Í _ Dr. Craig Zelizer, Associate Director, Conflict Resolution Program, Georgetown University; Founder, Peace and Collaborative Development Network iZachary KaufmanÍs new book expands the term social entrepreneur to include human rights advocates _ in this instance, young people from the Global North, who have chosen to speak out, stand up, and intervene in the complex contexts of war, atrocity, and civil conflict. KaufmanÍs provocative book includes case studies that will help challenge prevailing definitions of this emerging field as it explores how, where, and why social entrepreneurs are engaging with the intersection of geo-politics, international law, and social change.Í _ Kavita N. Ramdas, Executive Director, Program on Social Entrepreneurship, Stanford University; former President & CEO, Global Fund for Women Social Entrepreneurship in the Age of Atrocities provides crucial insight into social entrepreneurship from visionaries in the field as well as other experienced practitioners and renowned theorists. While this book focuses on social entrepreneurship as it relates to genocide and other atrocities, the experiences and lessons learned also apply to additional critical social, economic, legal and political problems such as healthcare, development, education and literacy. The authors in this book address the clear need for further examination of social entrepreneurship. They discuss the challenges, obstacles and opportunities of the field and lend new insight to the concept, history and methodologies of social entrepreneurship. The book profiles case studies based on some of the most innovative and effective social enterprises addressing atrocities, including the National Vision for Sierra Leone, Asylum Access, the Kigali Public Library, Indego Africa, Generation Rwanda, Orphans Against AIDS, Americans for Informed Democracy, and Children of Abraham. Social Entrepreneurship in the Age of Atrocities will inform, instruct and build the community of social entrepreneurs. This unique, essential collection of first-hand accounts is an inspiring and informative addition to the evolving social entrepreneurship literature. It will be of particular interest to social

entrepreneurs; students, scholars and practitioners of business, management, public policy, social policy and development studies; anyone with a philanthropic mindset; and all those who are invested in creating and maintaining a socially responsible, accountable world.

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