

LEADERSHIP FOR SUSTAINABILITY (L4S) WORKBOOK



A GUIDE FOR CHANGEMAKERS IN ALGERIA

This document is part of the Youth Futures Programme implemented by a network of academics led by Coventry University and Jijel University and funded by the British Academy. It was co-created through the active work of youth researchers, who have set out to investigate and facilitate debate around how to innovate to expand and diversify livelihoods in environmental projects in Algeria with lessons for the wider region. As part of this journey, participants attended the Leadership for Sustainability (L4S) program designed and delivered by Sustainability Leadership Kosova (SLK) between September 2021 and February 2022. This was in partnership with the Centre for Alternative Technology (CAT) in Wales where the face-to-face training took place.

Key objective: To increase leadership capacity through knowledge exchange and interaction that could lead to the co-creation and building of a community of change agents in Algeria.

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Introduction

We are from a country that is experiencing rapid change, and it is becoming vital to consider the environment to which we belong, especially amid the ongoing climate change crisis. The climate change crisis will continue to worsen unless we act, it is affecting our planet earth, and Algeria is no exception. As the largest country in Africa, Algeria has experienced economic growth and started showing interest in advanced technology and making knowledge more accessible through various activities and programs.

At the same time, we are noticing disturbing trends of the destruction of ecosystems, loss of biodiversity, and volatile and dangerous climate change. We believe that these trends are having a negative impact on our country.

Young Algerians have been showing environmental awareness over the last few years, as many individual and group environmental initiatives have been implemented. In this continuum, we have set out to work together on impact-driven sustainable projects to increase awareness, change attitudes and develop practices, and at the same time design tailored solutions for tackling waste, preserving the planet, and other environmental challenges in Algeria.

By maintaining sustainability and being engaged in protecting our environment through a variety of activities. We will certainly make a change in the environment in one way or another in the long run. How can we, as individuals and together, become more resilient in the future? How can we engage more (young) people to take part in protecting the environment? How can we become pioneers and lead with innovative examples which will shape the future we need and protect our livelihoods?

We hope that this guidebook will answer all these questions, and provide useful information, to equip you as young leaders to embark on your journeys to make a green Algeria.

Ikram Berkani and Sami Mehiaoui

Youth Futures Programme Participants

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Module Content

Module 1- gives an overview of the main sustainability challenges. It includes some of the main initiatives and movements currently shaping the policies and actions towards tackling some of the top challenges we face as a planet.

Module 2 - is a guide to the Systems Thinking and Sustainability Frameworks which are not only shaping policymaking but also the new business reforms. Our sustainability challenges are complex and multifaceted. As such, they require a new way of thinking on identifying better the root cause problem as well as exploring potential solutions.

Module 3 - Transformational Leadership explores some of the main traits that individual leaders have. Such people can create paradigm shifts, through their initiatives, creating a ripple effect, challenging the status quo. They create new norms of how our societies organize themselves.

Module 4 - includes a guide on writing a Mission Statement. To arrive at the statement, you will go through a series of questions that ask you to identify the social problem you want to address, the people you want to help, the geography where you will focus your work, the goal you envision, and more.

Module 5 will guide you in the pathway of change, which is the strategy that your organization will undertake to solve the social problem you identified and achieve the goal you set. It is all the work and magic that happens in between, which essentially is the day-to-day activities and strategic thinking you and your team will undertake.

Module 6 will focus on how you will measure the work you are doing, so you know whether you are on track, whether you need to do tweaks in your program and service delivery, and most importantly whether you are achieving the results you wanted.

Module 7 – the final module will present you with the tool known as Social Business Model Canvas (SBMC). This consists of 15 building blocks that are essential to identify for any initiative that could potentially become a social enterprise. Lastly, the module provides a pitching formula, which is crucial to share your story to potential investors or other stakeholders, to further grow your idea into a fully formed enterprise or organization.

This guide is just the beginning of countless resources that are available to guide your work. We aimed to simplify essential tools and practices, so you do not do the heavy lifting. All the material presented has been inspired by tools and practices that social enterprises and organizations have developed and put into practice. A list of references is provided at the end of the Workbook.



MODULE I

Sustainability Challenges Global Context

Great progress has been made in lifting people out of poverty, advancing scientific frontiers, connecting the globe with technology, and making knowledge more accessible. At the same time, there are disturbing trends of increasing inequality, catastrophic destruction of ecosystems, loss of species, and increasingly volatile and dangerous climate change.

In addition, with the development of industrial capitalism and globalization, western states have played a special role in creating a fully supported consumer system driven by consumer demand. However, this system has also proven to be critical in exhausting natural resources and damaging planetary systems.¹ Based on United Nations forecasts, which suggest that if current trends in population and consumption persist until 2030, humanity will need the equivalent of two earths to support human life.²

As a result, the challenges facing the global community are growing. The World Economic Forum Global Risks Report³ states that environmental risks continue to dominate. As such is the extreme weather. The results of inaction are evident too, such as the loss of biodiversity. This will impact the human food chain and socio-economic development, with serious implications for well-being, productivity, and even regional security.

[The 26th UN Climate Change Conference of the Parties \(COP26\)](#) in Glasgow in November 2021 has also issued a call to action. As a result, the emphasis has shifted to net-zero commitments as

¹ Rockström, J., Steffen, W., Noone, K., Persson, A., Chapin, F.S, Lambin, E. et al. (2009). Planetary boundaries: Exploring the safe operating space for humanity. *Ecology and Society*, 14(2).

² Global Footprint Network. (2016). World footprint. Accessed via:
http://www.footprintnetwork.org/en/index.php/GFN/page/world_footprint/

³ World Economic Forum (2019), The Global Risks Report 2019:14th Edition, Source:
<https://www.weforum.org/reports/the-global-risks-report-2019>

the norm. The agreement's summarised fundamental aspects reflect the demand for solutions and system changes.

The 26th UN Climate Change Conference of the Parties (COP26) in Glasgow in November 2021 has also issued a call to action. As a result, the emphasis has shifted to net-zero commitments as the norm. The agreement's fundamental commitments reflect the demand for solutions and system change:

- **Secure** global net-zero by mid-century and keep 1.5 degrees within reach - Countries are being asked to come forward with ambitious 2030 emissions reductions targets that align with reaching net zero by the middle of the century.
- **Reduce** - for the first time at a COP conference, there was an explicit plan to reduce the use of coal. Coal is responsible for 40% of annual CO2 emissions. However, countries only agreed on a weaker commitment to "phase down" rather than "phase out" coal after a late intervention by China and India.
- **Adapt** to protect communities and natural habitats - The climate is already changing. It will continue to change even as we reduce emissions, with devastating effects. We need to work together to enable and encourage countries affected by climate change to protect and restore ecosystems. We need to build defenses, warning systems, resilient infrastructure, and agriculture to avoid the loss of homes, livelihoods, and even lives.
- **Mobilize** finance - The agreement pledged to significantly increase money to help poor countries cope with the effects of climate change and make the switch to clean energy. There is also the prospect of a trillion-dollar a year fund from 2025 - after a previous pledge for richer countries to provide \$100bn (£72bn) a year by 2020 was missed.
- **Stop** Deforestation- Leaders from more than 100 countries - with about 85% of the world's forests - promised to stop deforestation by 2030. This is seen as vital, as trees absorb vast amounts of CO2.
- **Work** together to deliver. We can only rise to the challenges of the climate crisis by working together. Most commitments made at COP26 will have to be self-policed. Only a few countries are making their pledges legally binding.

Sustainability Challenges Algeria Context

By analyzing the situation in the local context, we are aware that Algeria is also experiencing multiple threats that require systemic solutions. Some of these challenges include:

1. *Economic Disruptions*: following the COVID-19 outbreak the new government is faced with a challenging task⁴ to maintain macroeconomic stability, respond to the public health crisis, and pursue structural reforms. As part of these reforms, some include the integration of sustainability. Such an example is the [UNDP Program called Green Hub](#) –

⁴World Bank Data accessed via <http://pubdocs.worldbank.org/en/605431554825507783/mpo-dza.pdf>

addressing post covid recovery coupled with the integration of green practices within the tourism sector.

2. *High Unemployment Rates:* Youth in Algeria represents 43% of the population (under the age of 25) with 29.7% of them are unemployed⁵ and facing several barriers to the job market; there is an increasing trend⁶ of youth action in accelerating innovative ideas through new business models such as social enterprise, [B-Corp](#), and sustainable enterprises. This will create new opportunities for employment – in the UK Social enterprises are more innovative compared with other firms – 50% introduced a new product or service compared with just 33% of small and medium-sized businesses⁷
3. *Climate Change Risks:* threats caused by climate change and other human-induced impacts, such as the risks associated with high CO2 emissions,⁸ a culture of overconsumption, and rising challenges of pollution and waste from industry and households; The ever-growing awareness is shifting toward the decarbonization⁹ of the industries, especially fossil fuel dependent. For example, Bhutan has made a [Net Zero Pledge](#), followed by Suriname in 2021.
4. *Biodiversity Loss:* the country's biodiversity continues to be under threat from the destruction or overexploitation of biological resources,¹⁰ deforestation, an extension of cultivated areas, urbanization, infrastructure development, tourism, and hunting. One of the key fundamentals at COP 26 is giving a lot of attention to deforestation challenges. For example, the 12 countries¹¹ announced in the [COP 26 Global Forest Finance pledge](#) to collectively provide US\$ 12 billion for forest-related climate finance between 2021 and 2025.

These challenges also bring new opportunities for action. For this, we need leadership for sustainability and a deeper examination of the root cause of these challenges. The question remains, how can we – as individuals help shape the future we want to see? And how can we contribute to maximizing the country's success to tackle sustainability challenges?

⁵ World Bank Data accessed via <https://data.worldbank.org/indicator/SL.UEM.1524.ZS?locations=DZ>

⁶ Social enterprise UK accessed via [ore social enterprises are growing compared to the rest of UK business – 47% of social enterprises grew their turnover in the last 12 months, compared to 34% of UK business](#)

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⁸ <https://www.tsa-algerie.com/emission-de-co2-et-carences-nutritionnelles-lalgerie-dans-la-zone-rouge/>

⁹ Carbon Neutrality Report accessed via <https://www.bsigroup.com/en-GB/standards/british-standards-online-database/bsol-sustainability/carbon-neutrality-report/thank-you-cn-report-ga-03ri/>

¹⁰ <https://tunza.eco-generation.org/ambassadorReportView.jsp?viewID=13953>

¹¹ Global Forest Finance Pledge accessed via <https://ukcop26.org/the-global-forest-finance-pledge/>



MODULE II

Systems Thinking

“The key to success isn’t just thinking about what we are doing but doing something about what we are thinking.” - Peter Senge

To address complex issues we need a systemic approach. And the best way to do that is to use systems thinking as it encourages a multifaceted approach, as [Peter Senge](#) defines it as *“the ability to see the big picture and to be able to see the interrelationships between what might, at first, seem to be completely unrelated”*.

The systems thinking field focuses on the whole system, its subsystems, and the recurring patterns in the relationships between them. It helps to break down the connection between each component and can be used in any context. The system's thinking approach is also applied in most sustainability-related contexts - as it seeks to understand the root cause of the problem. This makes us develop solutions that create multi-functional improvements across our interconnected economic, social, ecological, technological, and human systems.

For more information about systems thinking and how to use this in your context, we recommend [Tools Of A Systems Thinker](#) on the [Disruptive Design](#) website. However, there are several other open-source tools and readings that you can use to advance your learning.

SUSTAINABILITY

The word sustainability was used in the [Brundtland Report in 1987](#) to describe sustainable development as one *“that satisfies the needs of the present without adversely affecting the conditions for future generations.”* This definition drew attention to the three-dimensional concept (environment, society, and economy). Today, sustainability is usually defined as *“the*

processes and actions through which humankind avoids the depletion of natural resources, to keep an ecological balance that doesn't allow the quality of life of modern societies to decrease¹²”.

The past 250 years with the industrial revolution, innovation from agriculture to mass production, the use of fossil fuels, infrastructure, transport, innovation in communication, and global connectivity, have led to significant change and the deterioration of the planet's natural resources.

And, as the world population keeps growing, overconsumption is on the increase. Therefore, some economic models began to shift to those businesses that respond positive environmental impact and social empowerment. New frameworks gathered attention in the business world. For example, Ed Freeman introduced the *'Stakeholder Theory'* in 1984, John Elkington the *'Triple Bottom Line'* in 1994, Rosabeth Moss Kanter to *'Social Innovation'* in 1999, Jed Emerson to *'Blended Value'* in 2000, C.K. Prahalad and Stuart Hart to *'Bottom Of The Pyramid'* (BOP) inclusive markets in 2004, and Michael Porter and Mark Kramer to *'Creating Shared Value'* (CSV) in 2011.

However, most recently the United Nations Member States in 2015 introduced the [2030 Agenda for Sustainable Development](#), sharing a blueprint for peace and prosperity for people and the planet, now and into the future. Their [17 Sustainable Development Goals \(SDGs\)](#) - serve as guidelines for governments to integrate sustainable development practices. The UN SDG platform is rich in content, materials, and documents to help you understand further.



¹² YouMatter accessed via <https://youmatter.world/en/>



The real challenge of sustainable development however remains not only the burden of businesses and governments but also individuals. Globally today, we see the emergence of new business models beyond the traditional models, such as the circular economy, or regenerative economy. Subsequently, we have seen a rise in leadership responding to societal and environmental needs for sustainable development. The way these new enterprises are described vary and includes sustainable enterprise, social enterprise, social business, or business for good.

There are several legal structures for businesses that want to adopt social enterprise principles. The United Kingdom's [Community Interest Company](#) (CIC) has seen a rise in enterprises registering to this day 15,700 companies.

Another popular form is the US [Benefit Corporation](#) (B-Corp). This is a legal tool to create a solid foundation for long-term mission alignment and value creation. B Corp acts as a traditional corporation with modified obligations, committing it to higher standards of purpose, accountability, and transparency:

Purpose: Benefit corporations commit to creating public benefit and sustainable value in addition to generating profit. This sustainability is an integral part of their value proposition.

Accountability: Benefit corporations are committed to considering the company's impact on society and the environment to create long-term sustainable value for all stakeholders.

Transparency: In most regions, benefit corporations are required to report, in most states annually and using a third-party standard, to show their progress towards achieving social and environmental impact to their shareholders and in most cases the wider public.

Despite this variation, however, the primary objective of these enterprises is similar: **to pursue a societal purpose in alignment with sustainability concepts such as environmental responsibility, social equity, and respect for people and nature.**

Academia and economists agree that social enterprises are becoming important drivers for socio-economic development and the creation of healthy societies. Whether these activities are practiced in factor-driven, efficiency-driven, or innovation-driven economies (Porter, 2002), they continue to show impacts by 1) lowering unemployment rates; 2) increasing innovation; and 3) accelerating economic transformation.



MODULE III

Transformational Leadership

Transformational leadership is described as “an intentional process of influence”, causing a change in individuals and social systems. Through this form of leadership, individuals are driven by their purpose, aligning their values and efforts to create valuable change in society. By doing this they also aspire to empower their followers to challenge the status quo. These leaders focus on creating systemic impact from the grassroots to the highest levels. Disrupting the patterns of conservative leadership, they challenge the organizational norms. In sustainability leadership, these leaders need to have an understanding of societal and environmental issues.

With the rise in the need for different leadership, [academic research](#) has focused on the traits of transformational leadership analyzing the traits, styles, skills, and knowledge that are associated with sustainability leaders. For example, a sustainable leader often possesses the following traits:

1. Systemic, interdisciplinary understanding - The ability to see the root cause of those things will set companies apart.
2. Emotional intelligence and a caring attitude - as a leader for the future, you would need to motivate the brains and the hearts of people.
3. Values orientation that shapes culture - value-based approach when they interact with the world
4. With a strong vision for making a difference, they can effectively communicate a compelling narrative on how their actions can contribute to creating a better world.
5. An inclusive style that engenders trust in working collaboratively to get certain outcomes.
6. A willingness to innovate and be radical - be daring to change society. These leaders understand complex problems recruiting creative solutions.
7. A long-term perspective thinking is important, with long-term plans and motivating vision.

So far you have learned and explored key sustainability challenges, the global commitments, and the business reforms that are adapting to address these issues. From this Module onward, this workbook will guide your change-making innovative initiatives from problem identification to pitching your idea to potential funders and/or investors.

How to use this Workbook?

1. **Read through the whole workbook first and envision the flow for your work together with your team member.** What problems can you predict? How can you plan to smooth the process? How can you plan this all online?
2. **Try to stick with completing each section in chronological order.** But know that each Module is an iterative process and will be different from the next; leave some room for flexibility and ambiguity, it's a process meant to be fun and productive.
3. **Don't worry if you get stuck!** We created this guide so you can work at your own pace. Use the questions to guide your creative thinking. Give it time, not every day is a productive day!
4. **After completing each module, use it as a chance to celebrate your work and that of your team.** Beyond celebrating even small accomplishments, also make sure to share insights, successes, and tips with other team members, and most importantly the people you serve.
5. **Not all the material will be suitable for the work of your initiative, and that is fine!** Work on sections that apply to your work specifically and explore new ways to incorporate some of the steps shared in the resource. Sometimes working as a team allows more innovation and explorations of ideas.



MODULE IV

The Changemaker's journey has two main phases:

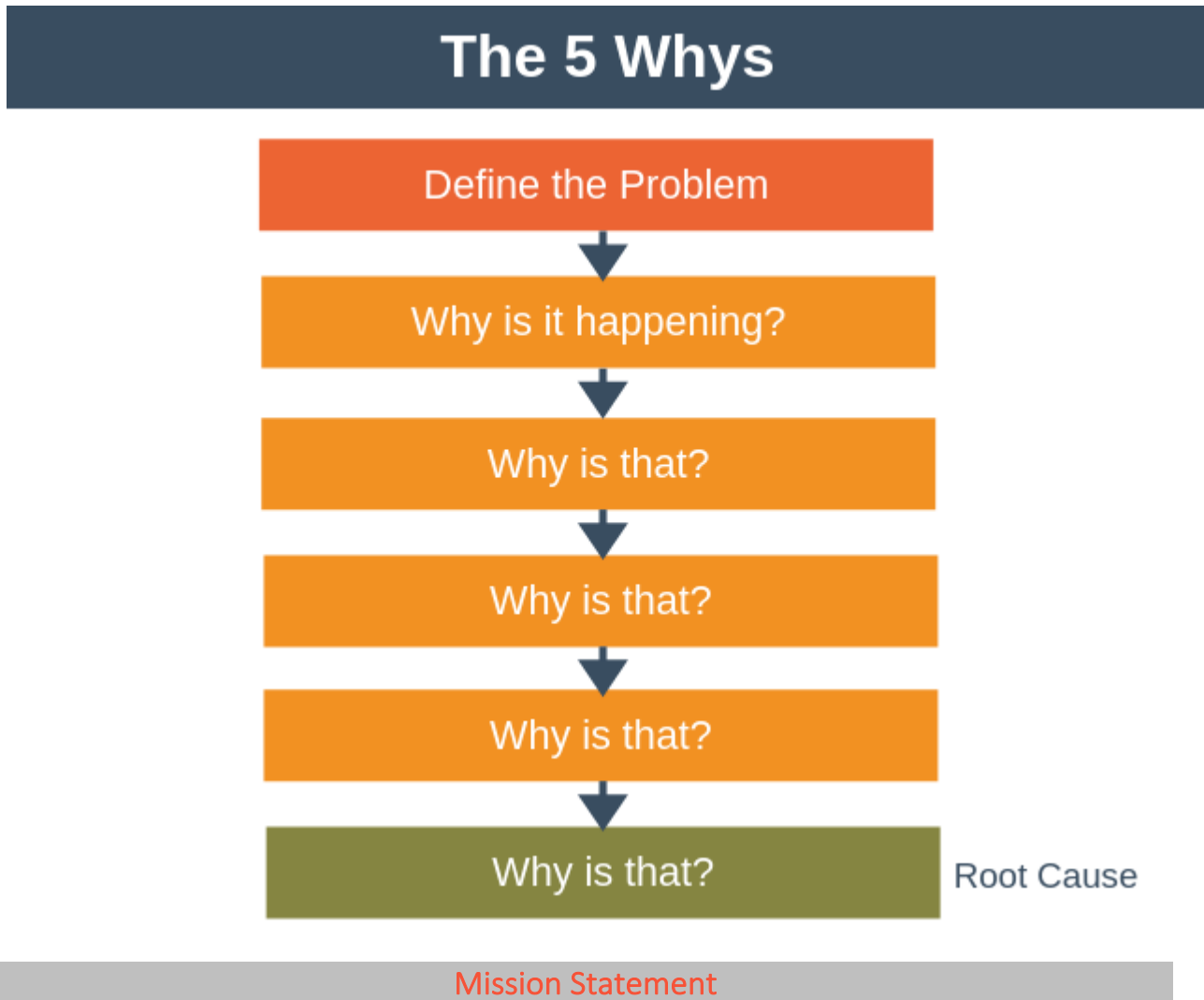
- Internal action - where you as an individual *identify the problem you wish to change* coming from an urge that comes from your intrinsic motivation. But in your journey to change the world for the better you need the support of others.
- External action -where you *bring others who share a similar desired state of affairs and join the cause*. As a result of such action, the world changes for the better. Starting from a direct impact in the life of a specific community, or a systems change creating a new paradigm of how a social or environmental issue is perceived and supported.

Problem Identification

Defining a problem begins with the awareness that a problem exists or, more specifically, that there is a difference between the actual and desired state. Knowing and articulating the desired change and understanding the cause of the problem is essential for you as an activist or as an academic when explaining your research. Problems in our society and environment are complex, with many contributing factors and with various solution paths. It is paramount to be very clear about what the problem is before considering the solutions. We believe that change comes when we first fall in love with the problem because only then do we understand it well enough to explore and consider the solutions that can address it.

Several tools can be used to guide your problem identification journey. Root cause analysis, also known as the “5 Why” technique (sometimes known as 5 Y) is one among them. This is a simple but powerful tool to understand the root cause of a problem. We sometimes mistake a symptom of a problem as the cause of it. While it might put a ‘Band-Aid’ on the problem, it will not deal with the root cause. Use this link to learn more about how to use the tool. Use it on your own at

first and then share it with other people that have joined your cause. This way you can explore deeper the root cause of the identified problem.



For any endeavor, undertaken by an individual or an organization, we need to communicate the purpose through a Mission Statement. This in essence can be summed up in a sentence that should take no longer than 30-seconds. This statement has an element of commitment towards a goal that binds the individual and/or an organization to fulfill that goal. The mission statement is the building block of the overall principles, core values, the needs it will meet and the world it wants to help create. Capturing the imagination of the team members drives the decision-making within an organization. The author of a series of books focusing on the Mission-Based Management series, [Peter Brinckerhoff](#) says that the Mission is the reason why an organization exists. The author suggests that the Mission Statement is the driver of all your outcomes.

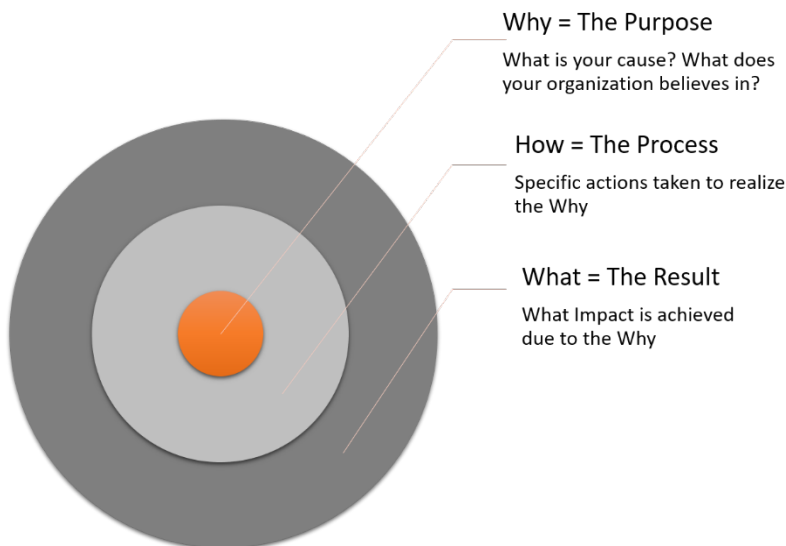
According to [Peter Drucker](#), a leading management consultant, and author, a mission statement should be short, concise, and sharply focused. In that sense, the mission statement provides information on who the target groups are (be it individuals, or preserving nature), therefore identifying the primary beneficiaries that the initiative serves.

A mission statement also provides a direction on what an initiative offers to the beneficiaries, such as a healthy and clean environment, access to education, employment, etc. It also includes information on the intended impact of the initiative.

MISSION STATEMENT= PURPOSE

Writing a Mission Statement is an iterative process, therefore do not expect to come up with the best version on the first try. The fun is in the process itself.

TIP: Schedule a series of meetings with as many team members/ collaborators as you can. You will want to get the perspective of all the people that are engaged in this initiative, directly or indirectly. Two tools within this module are presented to help you and your team identify the keywords that you will be using to write your Mission Statement: the **Golden Circle** tool adapted from [Simon Sinek](#), and **Storytelling** adapted from [Nonprofit Hub](#). These tools will be used to help you extract the crucial information of the work that you do and intend to be doing, the beneficiaries it targets as well as the intended positive social and environmental change due to the result of your work.



Tool - GOLDEN CIRCLE by Simon Sinek

Simon Sinek, a leading author, and motivational speaker has developed a tool - the Golden Circle, which serves to identify the WHY, HOW, and the WHAT of an organization. The following diagram explains the questions that Sinek uses to unfold the understanding of the existence of an organization or an initiative.

Sinek suggests first starting with uncovering the WHY, which is the most critical element that differentiates an initiative from the rest. However, this exercise will guide you to follow an outside-in approach, by first uncovering the WHAT, the HOW and finally the WHY. Sinek suggests that understanding the WHY of an initiative or an organization's existence leads to an

understanding of two essential things: the motivation behind the reason why one decides to work in a particular initiative/organization, and most importantly, the initiative/organizational drive.

How to use the tool?

This exercise is intended to help you write down the three central questions that identify the purpose, processes, and impact that your organization aims for. Use the following activity to write the first thought that comes to your mind when answering the following questions:

WHAT does your initiative do and what role do you have? (If the initiative is at the beginning of its life cycle, answer the same question based on what you envision your initiative or the organization will be).

HOW do you do the WHAT? What actions does your initiative take and what is your role in delivering it?

WHY do you do WHAT you do? The answer to this question calls for the purpose and the belief that you have on how the initiative wants to change the lives of individuals, communities, environments it targets to serve.

Now that you have filled in your essential information about your initiative/ organization, and you have generated keywords that define the work that you do, ask each team member to follow the same procedure on their own. Once everyone completes the activity, convene as a team and discuss all the answers. Group similar keywords based on themes and decide as a group which one you want to keep. This exercise prepares you for the next stage, that of creating your story.

Tool -STORYTELLING

Through Storytelling, one explains the emotional experience of a situation. It enriches the information that is provided by going beyond facts and figures and sharing personal observations and feelings. The following guide focuses on extracting your personal story of your work experiences and those of your team members. The exercise uses Storytelling as a tool for writing the mission statement of your initiative through 3 steps. It is intended to be a fun and creative activity.

STEP 1

Write a story that shows the good things that have happened because of your organization's effort to support the intended beneficiaries. Ask other staff members to do the same. Feel free to make copies of the guide if you are having a group meeting or share the guide via email. The idea is to capture the thoughts of as many staff members as possible. See the following Example.

In Jijel, we helped Aicha find full-time employment. A single mother of two, her only source of income was from the hand-crafted products she sold, with the help of her children, in the local

market. Now being employed, Aicha has a steady income, and her children have more leisure time and can focus on their schoolwork better.

If you are an existing initiative: Tell your story - write a sentence or two explaining some work you did that left an impression on you. Particular days at work are meaningful and give us a sense of fulfillment and pride.

If you are just getting started: Create a story you envision: write a sentence or two of what work you would like to see yourself doing.

Identify the three elements: the **WHAT**, the **HOW**, and the **WHY** that are achieved due to your work within your initiative.

STEP 2

This step is intended to dissect your story and identify three elements that explain the nature of the work your organization undertakes, which then helps create a mission statement at later steps. To make this step more comfortable for you, see the following example.

- Highlighting the words in **orange** helps to answer the following question: Who do we serve, where, and what issue is being addressed?

WHAT

*In Jijel, we helped Aicha **find full-time employment**. A single mother of two, her only source of income was from the hand-crafted products she sold, with the help of her **children**, in the local market. Now being employed, Aicha has a steady income, and her children have more leisure time and can focus on their schoolwork better.*

ANSWER: Beneficiary: Aicha- Primary Target; Children - Secondary Target; Issue: No formal employment for marginalized communities; Location: Jijel, Algeria.

- Highlighting the words in **green** helps answer the following question: What service(s) do we provide? How do we deploy our strategy?

HOW

*In Jijel, we helped Aicha **find full-time employment**. A single mother of two, her only source of income was from the hand-crafted products she sold, with the help of her children, in the local market. Now being employed, Aicha has a steady income, and her children have more leisure time and can focus on their schoolwork better.*

ANSWER: Find full-time employment opportunities for marginalized people, through partnerships with local businesses, therefore helping them reach better livelihood opportunities.

- Highlighting words in **blue** helps identify the Positive changes due to your work: How is the life of the people improving? What impact are we making?

WHY

*In Jijel, we helped Aicha find full-time employment. A single mother of two, her only source of income was from the hand-crafted products she sold, with the help of her children, in the local market. **Now being employed, Aicha has a steady income, and her children have more leisure time and can focus on their schoolwork better.***

ANSWER: Employment of women; Better livelihood for all; Children attend school; Children have more leisure time; Child labor rates decline.

Start writing your mission Statement

Do you have a story that left a particular impression while you are grappling with your initiative? Write your story here. If possible find a marker or any color to highlight the What, the How, and the Why of your story:

→ Identify the **WHAT** of your initiative. Write down the places, the persons, and what was the issue you highlighted in orange.

- Who are the targeted beneficiaries (primary and secondary)?
- What issue is being tackled?
- Where is the Location?

→ Identify the **HOW** of your organization. think of the actions of the work that your organization implements. Write down the action you highlighted in green color. By doing so, answer the following questions:

- What service(s) do we provide?
- How do we deploy our strategy?

→ Identify the positive change due to the results of your organization's work. The results uncover the **WHY** of your organization:

- How has the life of the beneficiaries improved?
- What positive change do you see?

Now that you have identified the main ideas that your initiative focuses on, it is time to use the keywords identified and the words highlighted in three colors to write the first version of the Mission Statement of your organization.

STEP 3

The following Example is intended to help you start thinking about how you will write your Mission Statement. First, read the sentence that is presented in the Storytelling part. Afterward, there are two options of Mission Statements that can be adopted.

In Jijel, we helped Aicha find full-time employment. A single mother of two, her only source of income was from the hand-crafted products she sold, with the help of her children, in the local market. Now, after being employed, Aicha has a steady income, and her children have more leisure time and can focus on their schoolwork better.

Option 1: By supporting the employment of marginalized individuals in Jijel, we help them, and their families, have a better livelihood and reach their potential.

Option 2: Through the employment of marginalized individuals, we make Jijel a city that provides opportunities for social and economic inclusion of the marginalized community.

Now try to write at least 3 Options for your initiative!

TIP: Once you have the three options, you will start realizing which of the options most of you will gravitate to. Getting the perspective of people outside of your team is essential. Share it among your friends and family, and most importantly get the experience of as many stakeholders as you can.

Do's and Don'ts

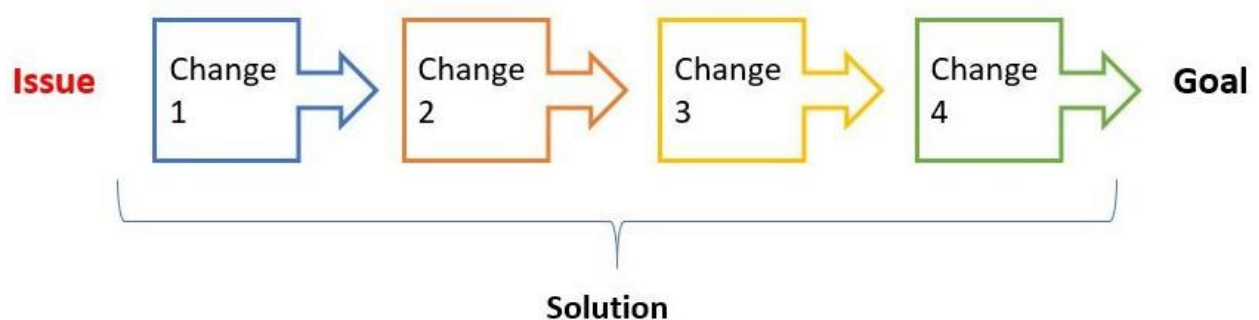
- Do not expect to come up with the final version right away; this is an iterative process that takes time and patience and many, many, versions. The quantity is more important than the quality of the mission statement versions you come up with.
- A mission statement should fit in a t-shirt. Some of the best mission statements have 10 to max 50 words. Read how many words you have in the current version and try to shorten it if necessary.
- Once you have an agreement, pay attention to the words you are using. Try not to use jargon or technical words that the broader audience wouldn't understand, simplicity is the key now!
- On that note, avoid clichés too! Be more specific and realistic about what your initiative truly offers.
- Preferably you would want all the team members to have their input in writing the Mission Statement, or at least coming up with ideas and keywords. Did 80% to 90% of the team contribute? If not, you might be missing out on important ideas.



MODULE V

Pathway to Change

Congratulations! With your Mission Statement under your belt, you are one step closer to putting your Mission statement into practice. This module will guide you on how you will accomplish the mission by providing a solution to the issue you want to solve. The first step is to have a roadmap that guides your effort, as you embark on your journey to change the world for the better. Any social and environmental problem that one wants to solve requires identifying the Issue and having a Goal - a future without that Issue. Between the Issue and the Goal is the Solution. The solution is a multi-step process that is reinforced from one achievement to another.



TOOL: Pathway to Change is a tool that will help guide your thinking on how to divide the Solution into smaller chunks, which can be managed easier. We have adopted the model from the [Theory of Change](#) framework. It will help you identify what smaller changes are required to reinforce additional changes until eventually the Goal is achieved. Social and environmental issues are complex and in order to solve them, it requires time and carefully thought small actions, adding upon each other, until an issue is solved completely.

Inquiry about the Issue: The Pathway to Change tool also prepares you to think of potential risks that can occur throughout the process. It does so by asking you to think and share with your team a deeper understanding of the context and the issue itself. This inquiry, in turn, allows you to identify what conditions must happen if the solution is to be realized.

The people to support and work together with: Another essential element of the tool is that it asks you to think of various people that need to be engaged to achieve the goal. These people are the beneficiaries, partners from other organizations, government officials, donors, community service organizations, etc.

Visual Storytelling: There is more to this tool! It can be used to share the story visually. By having a clear path to change, your organization will be able to align team members' efforts and their collective understanding, which ultimately helps you achieve the vision you seek. The tool can be used to share your story with donors, constituents, partners, evaluators as well as among your team.

What is your solution?

The following roadmap is intended to walk you through the process of creating your Pathway to Change



Pay attention to Step 4 as this is the step where you analyze the small changes, which make up the Solution discussed before. The Pathway to Change tool encompasses the whole process from Step 1 to Step 5. The workbook will walk you through the process. It is intended to be fun!

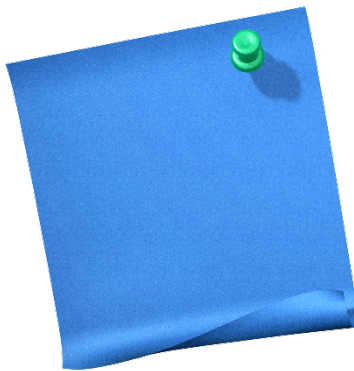
Materials needed: To best utilize this resource, once you complete steps 1 to 4, you will need a space where you will stick various post-it notes (it can be a large window, a wall, or a big sheet of paper), six different colors of post-it notes, and markers.

TIP: Use post-it notes with varying colors in all four steps. At the end of this activity, you will stick the post-it notes to available space. Therefore, color-coding them with each step will make this activity very easy to follow, and easy to understand. It is a good rule to use one word/idea for a post-it note. This activity is intended to be a group effort. However, you can work individually and share the final work with your team.

STEP 1 WHAT IS THE ISSUE?

Identify the issue that you are trying to focus on solving and the people and nature that are affected by it. It is essential to think what are the gaps in the ecosystem and what would be the best role that your initiative can play in filling those gaps. Use the following space to answer the questions below. Feel free to write, draw, sketch or use any other form of expression that conveys the message best to you and your team.

- **What is the issue that your initiative is tackling?** (example: waste, health access, deforestation, etc.)
- **What problem is your initiative seeking to address specifically?** (example: reducing marine waste, training youth employable skills, awareness-raising about deforestation, etc.)
- **Why does this problem exist?** Think of what are the gaps in the ecosystem. Is there a lack of awareness, to begin with, the government not responding adequately to a problem, lack of supporting factors, lack of funding, etc?
- **Why is the change needed?** How does the work of your initiative change the wellbeing, livelihood opportunities of the beneficiaries, restore life on land, or the society as a whole? How does it make a better life for all?



What is the problem you are trying to solve?

(Write it in a post-it note)

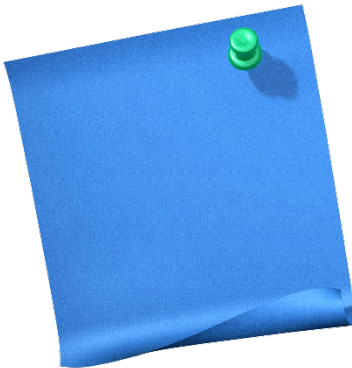
STEP 2 IMAGINE A FUTURE WITHOUT THE ISSUE

Now focus only on the future. Imagine the scenario that your initiative has achieved its mission 100%, and that in the future, your organization or social enterprise has put itself out of business- as unnatural as that sounds. Imagine that the people's life has improved, nature has been restored, and the goal of your initiative is reached. What would you like to be left behind, once the organization/enterprise has put itself out of business?

- Use the following example to guide your thinking:

Because of my work, the waste on the beaches of Jijel has been eliminated. The people we support have a better livelihood, have a steady income from waste collection, and are integrated into their society both economically and socially. They have gained employable skills that are easily transferred to the local labor market.

What would you like the world to remember your work for? Try to capture in 15 words or less the essential change that the initiative would like to see for a specific group or context. Because of your initiative... (Capture the essential change by writing down the people/nature that is most affected by the issue you have identified. How did their life improve for the better?)



What is the long-term change your initiative wishes to achieve?
(Write it in a post-it note).

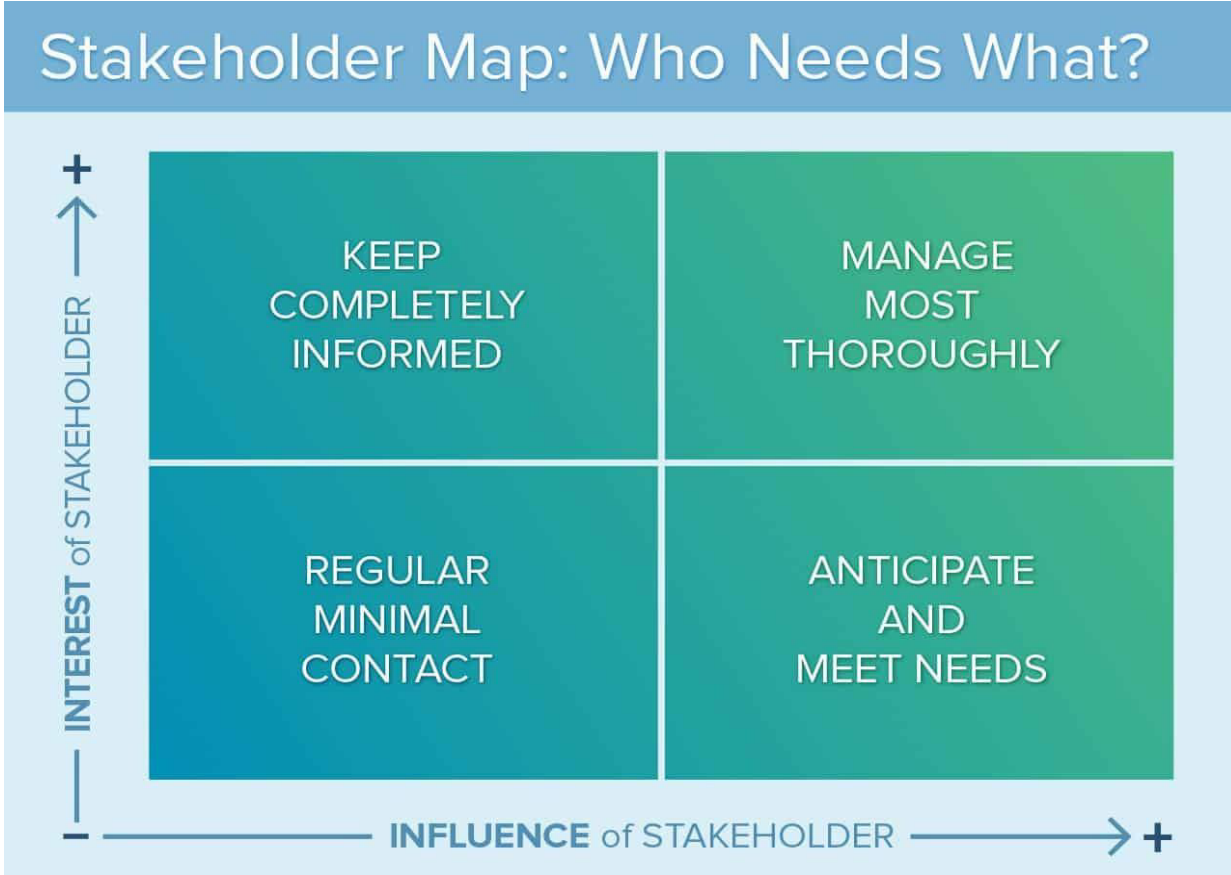
STEP 3 – Who are the actors?

An initiative has primarily targeted people- the end-users (or beneficiaries) or the nature (example: saving trees) for whom it provides services. However, an initiative has other actors (partners, government officials, etc.) that it needs to collaborate with to amplify the efforts of providing opportunities for the end-users.

TIP: If a person would visit the community you supported? to improve, what would you want them to see? Think of how different Actors would be behaving/changing because of your actions.

- **What would success look to you? How would the following stakeholders be doing: Beneficiaries, Partners, the Private Sector, and the Government?** (remember, don't think of any constraints)
- **What can your initiative do to reach the goal, by using the current resources and network that the organization has already established?** (Training, Advocate, link actors, etc.)
- **What could be the new practical steps that your organization can take to achieve the changes it aims for?** (tweaking existing processes, creating new partnerships, bringing unique expertise, raising awareness, etc.)? Try to keep the answer as action-oriented as possible.

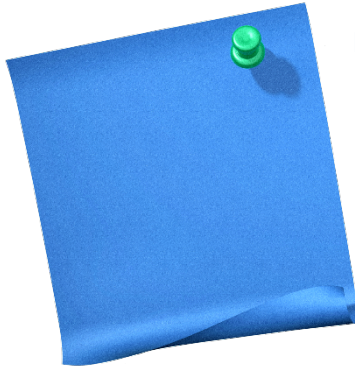
Tool: Stakeholder Mapping and Analysis tool



Stakeholder Mapping - Stakeholders are individuals or groups who have a stake in the problem. Either by supporting it or causing it. It is crucial to identify who the stakeholders are and what are their roles and input. Use the following tool to identify stakeholders and strategize ways of engaging them. Some will support your cause while others might diminish it. Therefore, it is crucial to identify key stakeholders, assess their interests and needs, and clarify how these may affect your actions.

From this analysis, you can make plans for how to engage the stakeholders to further your cause, as you would know what their goals and objectives are. Once you identify the relevant stakeholders, proceed to map them using the following tool. This tool will help you to categorize based on their interest and power on the identified cause. Stakeholders can be a specific local community, government officials, donors, media, a private company, an NGO, or other activists. Each stakeholder represents their interests, power which could support or inhibit your cause. Once you plot them in the tool, you will have a better sense of how to keep them engaged, informed and identify the best tactics to utilize their power and influence in reaching your own goals.

Once you have identified the stakeholders, their power, and interest in the cause you are passionate about, it is time to learn from the most affected community members. Those who experience firsthand the social or environmental issue you aspire to change.

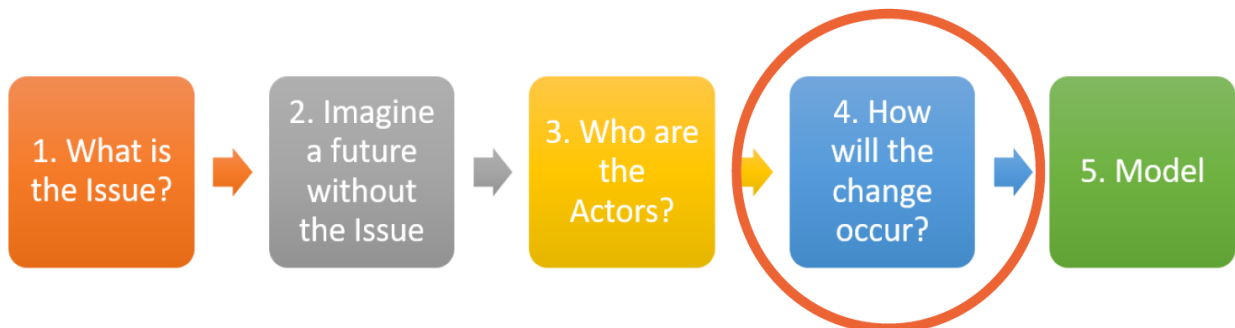


Now that you have identified and listed the main stakeholders, use the post-it note to answer: Who are the KEY Actors?

STEP 4 - HOW WILL THE CHANGE HAPPEN?

The following step is designed to help you identify which activities should be carried out to achieve the smaller changes that are necessary to create the long-term impact you hope to see in the world. Put simply, here we focus only on the solution, by identifying how the change will happen.

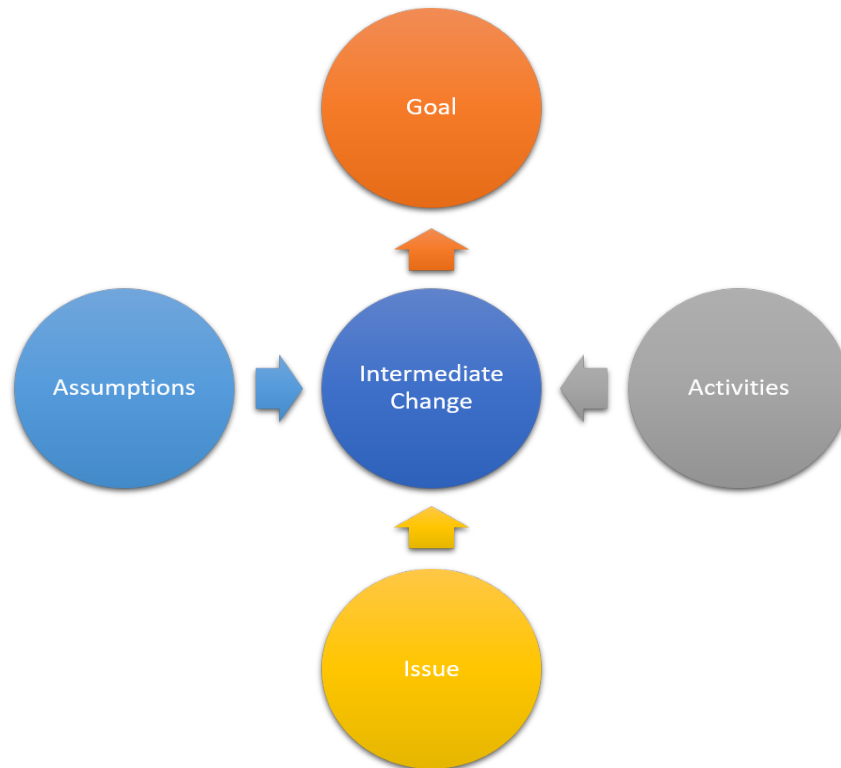
TIP: Smaller changes are changes that will lead to the vision of success that your initiative has and intends.



Think of it as a chain of events that have to occur to be able to explain how the current issue will transform into the Goal envisioned. As such, it is vital to identify the sequence of changes and the processes that you believe are necessary to occur. In other words, these are the changes and activities that you think must happen if you hope to achieve the goal. This process begins by first thinking of the future - envisioning the goal and working backward to consider how and why change will occur. Afterward, think of the present- your point of reference should be the current situation. Start to think of what needs to happen, so the goal is reached in the future. This activity

is intended to help you identify a core set of activities that you can undertake as an organization. Throughout this process, you will be challenged to question your assumptions about each small change that will happen as a result of your activities, given the unique context in which you operate.

To reach the goal you envision, a sequence of activities ought to happen, as presented before,



which result from one small change to another. This pathway to change can have numerous small changes, it all depends on what an organization is aiming to achieve.

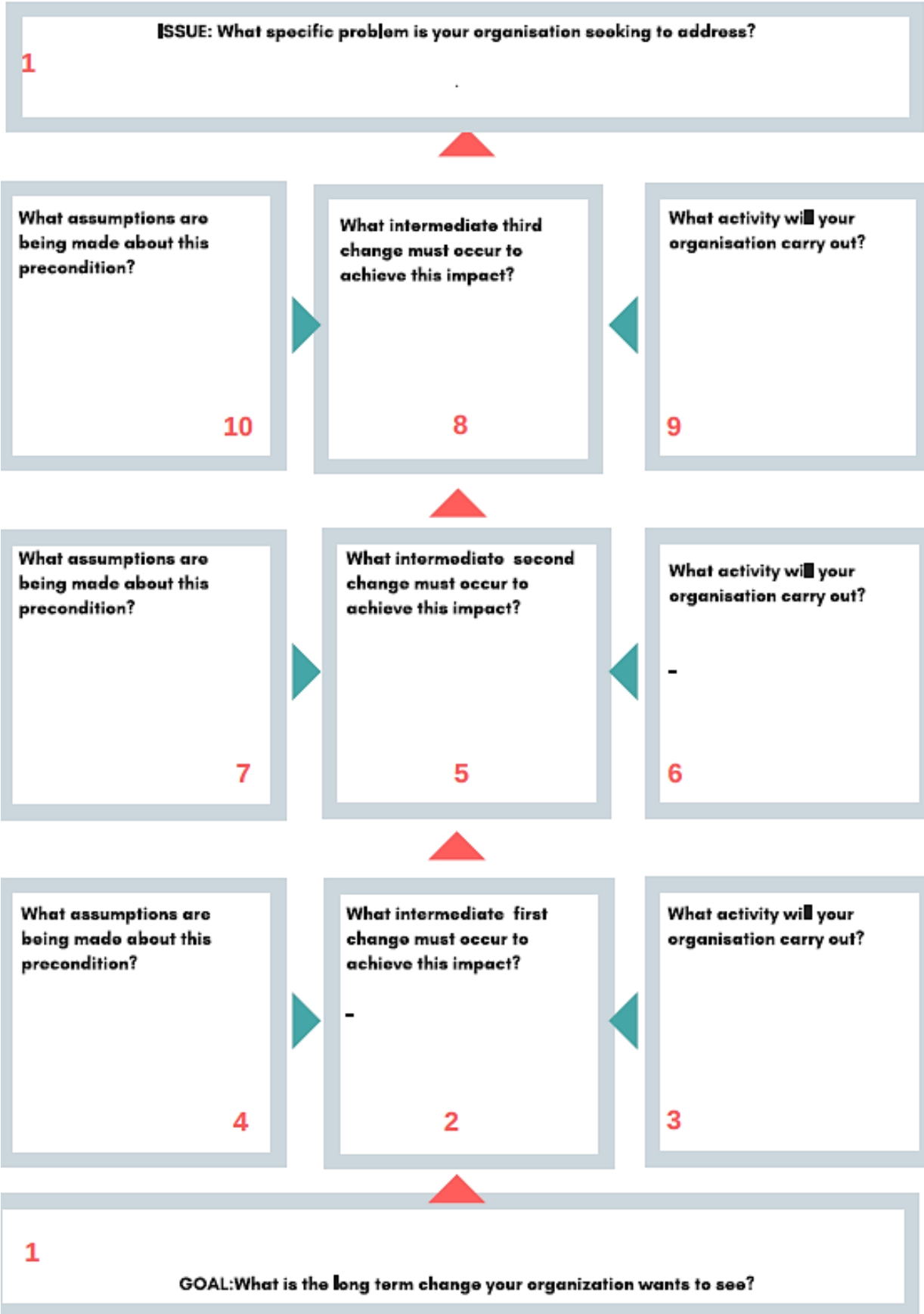
Activities: What activity will your organization carry out?

Small Changes: What smaller changes must occur one after another, to achieve the impact?

Assumptions: What assumptions are you making about this precondition?

Fill in as many activities as you feel would be necessary to solve the issue that your organization is working on!

Use the following template to guide you with this exercise.





MODULE VI

Impact Measurement

So far you have created a mission statement and have created a pathway to change. This in essence explains the logic of how your initiative, organization, or enterprise will create a social and environmental change through the activities it will undertake. Once your work begins, you will have an impact on the life of the people and the nature you choose to support. The positive change is supporting better wellbeing due to your work's impact, whereas the environmental impact is in restoring and supporting a healthy nature.

The word impact refers to the consequences of an action, whereas social and environmental impact refers to the change that occurs due to an initiative addressing a social or environmental need. Therefore, the first step to thinking of measuring the impact is to ask:

How is my initiative changing someone's life or bettering a natural system?

Write down the first thoughts that come to your mind. It is a good exercise as you can refer back to these notes again once you complete the guide, and assess whether there were additional ways of how you would measure the change.

Why measure?

As an initiative with a social and environmental mission, you must have a story to tell, regarding how you are making the world a better place. Being able to show evidence that proves that an initiative did what it said it would do is useful for fundraising purposes, and to highlight the benefits that occurred from your initiative. Having compelling evidence that shows that your effort is bringing positive change helps with the following:

- Inspires the team to keep working and improving the services offered;
- Improve the credibility, therefore the people believe in the work you are doing;
- Communicating the social and environmental impact supports future funding applications and publicity;
- Increases the opportunities for collaboration with other actors;
- Ensures the initiative is achieving the mission and the vision;
- Helps scale up the impact.

How to start thinking about it?

Having a sound mission statement and a clear understanding of the pathway to change means that as an organization, you know what changes you are bringing. However, solving a social and/or environmental issue is a complex process and things do not always go as planned. Fortunately, there are many frameworks available to support you on how to measure their impact. A useful way to get your thinking started is by answering the following questions. We have already gone through these, however now we want to look at them through the measurement lens.

- **What will you provide?** (an organization can tackle a social issue in various ways: by investing in the time, expertise, material assets, network connections, reputation, and other valuable resources).
- **What intervention approach will you undertake?** (after identifying the issue that the organization wants to work on solving, and analyzing the causes of the problem, as an organization you will decide what resources you will use. Some organization chooses to do research; others provide direct services while another advocate for the issue. The goal is to identify which intervention approach is best suited to address and solve the social need based on the resources available to the organization, human and financial ones).
- **What action will you take?** (after creating the pathway to change, a set of activities are identified, which in essence start the building block of creating measurement metrics. The idea is to determine how the organization's actions are expected to result in positive social change).

Once you have clarity in the above process, then you can begin to unfold another set of questions that will focus on how to translate the objectives of your initiative into measurement units, commonly referred to as Indicators.

TIP: An Indicator is created to measure the progress towards a goal. It is another way of assessing the extent of the quantity or quality of something, be it the number of people participating in training, the ratio of female vs. male participation, the new knowledge gained by participants, or the behavioral change of participants. Indicators measure change at various levels, therefore is essential to start measuring from the start and finish of the change process.

Goal - broad statement of the ultimate aims of an initiative;

Results - the changes in the lives of individuals, families, organizations, or the community as a result of the initiative's activities;

Indicator- the specific, measurable information collected to track the result.

Social/Environmental Impact Measurement.

There are different ways and levels of how an organization can measure its impact. Countless frameworks can be used, depending on the complexity. The following graphics explain how the process of change occurs due to the actions that an organization does, starting from inputs to the impact achieved.

TIP: One way to measure how a program works is by analyzing the relationship between:

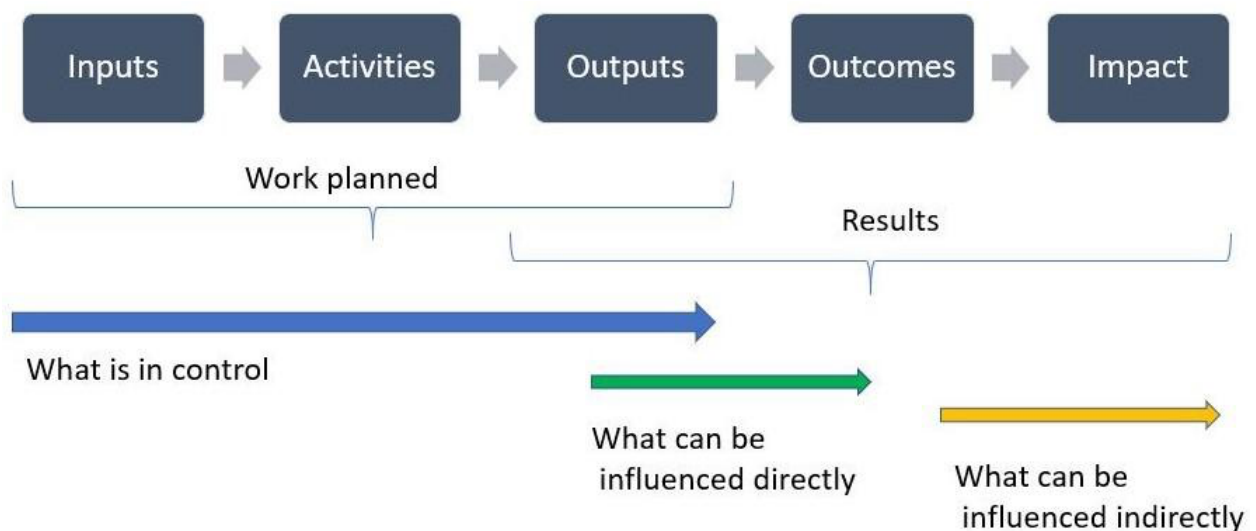
Inputs: the resources that go into a program.

Activities: what the program does.

Outputs: the number of people, places, supports, activities the program has produced.

Outcomes: what changes have occurred as a direct result of program activities

Impact: long-term change expected to occur in seven to ten years after an activity is underway- the future social change your program is working to create.



Example: For an organization that provides training to help individuals gain new skills, and output indicator would provide attendance information. However, it would not provide information on whether the skills of participants improved. The limitation to this is that it doesn't tell us how the life of the people we helped changed because they attended our training. It does not capture how their skills improved, or not.

- **Output indicators** would only provide information that an organization knows that it did what it said it would do.
- **Outcome Indicators**, however, would provide more credible information as they can measure the number of people or the percentage of people who got employed as a result of the training. Having evidence that the training (Activity} lead to an employment opportunity would inform the organization which activities to continue and build upon and which may need to change.

Through impact measurement, one would know whether the life of the participants changed for the better in the long run.

How to create Indicators?

Indicators are used to create targets that an initiative aims to achieve, be it in the short-term, medium-term, or long term. Targets help ensure that the organization is deploying its program implementation as planned and that once the outcomes are measurable, it shows the organization that the program is creating the change is aimed at the people. Another important reason for creating indicators is that they give all actors within an organization the same framework of how the change will be measured.

An excellent way to create indicators is to use the SMART criteria.

Specific- an indicator should measure only one change and should describe what it will measure by clearly defining what you are going to do.

Measurable- an indicator should be counted, observed, analyzed, tested, or challenged so that you have tangible evidence that you have accomplished the goal.

Attainable - an indicator should be created in a way that allows data to be collected simply and does not incur high costs.

Relevant- an indicator should be related to the input, output, outcome, or impact. It should have a relationship with the intended objectives to be completed throughout the program.

Time-bound: an indicator should measure the change in specific time frames, stating when it should be measured.

Levels of Change



According to [Ashoka](#) Change happens in 4 Levels:

- *Direct Service*- Working directly with populations that need support in various ways, detrimental to their well-being: Feeding hungry people, legal services to poor people, skill-building, etc.
- *Scaled Direct Service*- When efficiency in service delivery is spread into new geographies or new population groups, benefiting a large number of individuals.
- *Systems Change*- tapping on the root cause of a problem, through policy change, and new behaviors within existing markets or ecosystems.
- *Framework Change*- Change affects individual mindsets at a large scale, creating a new norm of how things are done. This leads to behavior change across society as a whole, what is known as a paradigm shift.

Consider analyzing how your initiative will scale from the Direct Service stage to that of a Framework change. With a bold vision and tactics under your belt, we urge you to dream big and consider ways of how your initiative will “get out of business in the future”. That is, keep the vision of the desired state of the future as a motivation to keep you forward, from the initial step you take. Enjoy the journey of the changemaker!



MODULE VII

Social Business Model Canvas

The Social Business Model Canvas is divided into 15 building blocks. This tool is intended to support you in identifying important information pertaining to the initiative you are embarking on so that you can ready yourself and your team members to go the extra mile. Many initiatives with a purpose behind them can naturally grow into becoming a movement, programs that are replicated by others, or even organizations or social businesses. The [Social Business Model Generator Tool](#) online allows you to work with your team to map out easily and plan your social mission and social business building blocks to maximize your overall social impact goals.

The Social Business Model Canvas (SBMC) is based on [Strategyzer's](#) original Business Model Canvas. The SBMC boxes range from understanding the complex systems in which your social issue exists, understanding the needs of the communities experiencing those issues, and then planning out your social and environmental mission and social value propositions. Following the steps within the tool, you and your team members will have a much clearer picture of the action steps you need to plan for your initiative, should it grow into a well-performing social enterprise, helping you keep the social mission at the center of your organization's goal.

TIP: Use the online version available at the [Mural app](#), and follow the guidelines provided within the tool. Each of the 15 building blocks consists of an overview of what information is required as well as further guidance and a reading list to help you understand better and dig deeper. This is a fun process, so make sure you make it enjoyable!

Pitching your Idea

A pitch deck is a brief presentation that provides funders, investors, or other relevant stakeholders with an overview of your initiative, as well as the viability it can have as an enterprise. It is usually focused on showcasing the value that you are bringing. This could be in the form of a product or a service. By sharing your business model, you are essentially telling the story of why you exist, who you are working with, and what is the intended impact. It is an essential fundraising tool, whether you are looking to identify investors, funders, or even applying for a loan.

Despite the brevity of the presentations, which usually run for 10 slides or less, creating a pitch deck that wins investment is not an easy task. But don't worry. You are about to learn how to nail it.

Consider creating a slide deck (PowerPoint presentation) with the following information per slide:

Slide 1: Title Slide with Project Name, Tag line, and Team information

Slide 2: Vision Slide with screenshot explains what you do and identifies what your purpose is. -

Slide 3: Problem Slide with factual information on the problem that you are solving.

Slide 4: Solution Slide with screenshots and other information on what you are accomplishing. Consider explaining what you have already done and what you plan to do

Slide 5: Data Slide that provides some empirical proof that the solution is desired or the solution works, if applicable.

Slide 6: Business Slide that explains the business model or unit economics. Add costs associated with running your idea and potential revenues coming in.

Slide 7: Team Slide with brief highlights relevant to the initiative. Answer: why you?

Slide 8: Ask Slide that leaves the audience with some way to help the initiative. Normally funding-related

Slide 9: Thank you Slide with tag line and contact information.



And here we are at the end of this guidebook but the beginning of an important journey for you!

As facilitators of Leadership for Sustainability, it was an absolute pleasure to co-create and work together. Through this program we have come to understand sustainability challenges from the global and local context, we have shared knowledge and exchanged practices, we have combined our research and applied that through practical tools. Most importantly, we have been inspired by the work of participants, their motivation, and their willingness to adapt and apply this in real initiatives.

The journey of a changemaker can be inspiring, sometimes hard, and overwhelming. So, please share your thoughts, your feedback or join in the community of changemakers through the Youth Futures Program. We would love to hear from you how you have used this guidebook. But we welcome any comments and suggestions on how to improve it.

Lastly, we would like to thank all partners and collaborators of the Youth Futures Algeria programme:



<https://youthalgeria.coventry.ac.uk/>





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