



Miller Center

for Social Entrepreneurship

Name of social enterprise: Teach A Man To Fish

Mission statement: to enable schools to provide a relevant education, through enterprise, that empowers young people to succeed in work and in life.

Webpage: www.teachamantofish.org.uk

Video presentation <http://www.teachamantofish.org.uk/video-centre>

Global Headquarters: London, UK

Location(s) of research: Uganda (country-wide)

Impact to date: supported 3000 schools, training teachers and students in business and life-skills education, to impact 160,310 students globally

Background: Teach A Man To Fish believes that education is the key to tackling global youth unemployment and poverty. This social enterprise works with schools across the world to set up school businesses. These are both educational and profitable -- teaching students practical business and workplace skills, and generating much-needed extra income for schools. Young people learn by doing- gaining practical business experience, and develop soft skills like problem-solving, teamwork and the self-confidence to pursue their goals, get a job, or create their own job. At the same time, schools benefit from additional income and the businesses become sustainable in the long term. This reduces youth unemployment in the long term and empowers communities to lift themselves out of poverty - for good. Teach A Man To Fish has been operating in Uganda since 2009 and currently supports 377 schools across the country with school enterprise projects, involving 10,000+ students at both primary and secondary level.

The challenge: The school enterprise model in its current form does not predispose schools towards a particular business – rather, schools are guided to choose a business which corresponds to their existing resources and local demand. While this approach has many positives, schools often run into challenges trying out a new business model, for which Teach A Man To Fish is often not able to offer tailored support, given the variety of school businesses.

Teach A Man To Fish has proposed an integrated franchise strategy, whereby schools would be supported with business planning but also guided through setting up a specific business. This would allow Teach A Man To Fish to offer tailored support based on in-depth technical expertise around a particular product or service. It would also potentially allow schools to work together in a cooperative model, with several suppliers combining to leverage better prices on the market. Teach A Man To Fish is also keen that the choice of product or service is drawn from existing 'social impact' products with a proven market in Uganda, for example efficient wood/charcoal stoves, solar technology, re-usable sanitary pads etc.

Action research products needed:

1. Market research analysis. This would assess the kinds of products and services around which school enterprise models could be built. It would answer the following questions:

- a. Which 'social impact' products/services have been shown to have traction in low-income markets in Uganda?
 - b. What market exists for 'social impact' products/services (up to 3) in school communities in urban/peri-urban/rural areas?
 - c. What is the average household purchasing power and how does the pricing point of the chosen product/service relate to this?
 - d. Analysis of key competitors
2. Operational analysis of schools. This would assess the capacity of schools to support school enterprise models. It would address the following questions:
 - a. Which of the above products/services could easily be operationalized in low-resource primary/secondary school as part of a Teach A Man To Fish support school enterprise project?
 - b. What additional support would schools need to run a successful business franchise based around the target products/services?
 - c. Which of these products/services could also contribute to educational impact? For example, through use as a practical learning tool within existing curriculum/through the supply of a tailored curriculum based around the product/service.
 3. Recommendation for up to three potential products. This would answer the following questions:
 - a. Which product(s)/service(s) offer the greatest potential for profitability and educational impact in low-resource schools in urban/peri-urban/rural areas
 - b. Are different products/services more suited to a particular market environment?

Student skills needed: Market analysis, business development, needs assessment, operational analysis.

Keywords: entrepreneurial business models for education, education in Africa.

