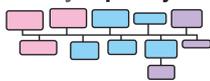


# Challenge Lab

## Challenge Lab

Delivered in partnership between Wicked Lab and Community Capacity Builders.

community**capacity**builders



Challenge Labs are designed to tackle a specific wicked problem in a geographical community. Wicked problems are a unique type of complex problem: a complex social policy problem. This type of problem is hard to resolve as each wicked problem takes place within a unique context and has many interconnected causal factors. Examples of wicked problems include: long-term unemployment, climate change, food insecurity, ageing populations and homelessness.

A Challenge Lab has 3 key components:

- It targets a wicked problem in a geographical community
- Builds the capacity of social entrepreneurs to develop or strengthen system aware social enterprises that address one or few casual factor of the target wicked problem
- It incorporates a participatory budgeting process

Working in partnership with local or state government, Challenge Lab's target one wicked problem in a community, and build the capacity of its community to address this wicked problem. Community capacity building involves building the networks, organisation, attitudes, leadership and skills that allow communities to manage change and sustain community-led development. Challenge Labs do this through participants undertaking the three unit Program for Social Entrepreneurs and connecting with other stakeholders that have an interest in the wicked problem in their community.

The Lab recruits participants to undertake the Program for Social Entrepreneurship. During the program the participants are challenged to address a complicated problem within the target complex wicked problem by creating or strengthening an initiative that can be institutionalised as a social enterprise.

A participatory budgeting process is also incorporated into each Challenge Lab, that provides participants with the opportunity to:

- develop relationships with a broad range of community stakeholders that have an interest in the Challenge Lab's target wicked problem, and
- receive funds towards the implementation of their initiative

## Challenge Lab Process

The Lab has three stages: Form, Learn and Engage. Activities in these stages include:

### Form

#### Month 1-3

- Form a Reference Group for the Challenge Lab that consists of stakeholders from the target community that have an interest in the Challenge Lab's target wicked problem
- Obtain prizes for the Challenge Lab
- Recruit participants for the Challenge Lab

### Learn

#### Month 3-6

- Participants undertake Community Capacity Builders Program for Social Entrepreneurs and use Wicked Lab's Tool for Systemic Change Ecosystem Map feature to map their solution ecosystem
- Mentors are recruited that have knowledge and/or experience in the Challenge Lab's target wicked problem
- Program participants are matched to mentors
- Participants theory of change, business model canvas and pitch deck are forwarded to their mentors

### Engage

#### Month 6-8

- Participant's initiatives are promoted to all stakeholders in the community that have an interest in the Challenge Lab's target wicked problem (the solution ecosystem)
- Prizes are awarded through a participatory budgeting process with the winners decided by members of the community that have an interest in the wicked problem (the solution ecosystem)

### Costs

Community Capacity Builders in partnership with Wicked Lab will provide, training, resources and mentoring to support the delivery of a Challenge Lab.

This includes:

- 1 Kick Start workshop (and resources) for the Reference Group to understand the Challenge Lab process \$3,000
- 4 mentoring sessions to support the 3 stages of the Lab: Form, Learn and Engage, and a post Lab follow up session \$2,000
- A 12 month License to the Tool for Systemic Change (which includes one account, one Transition Card, 20 users student license to map the Solution Ecosystem (\$350 p/p = \$6,900)
- Delivery of the Program for Social Entrepreneurs to 20 participants (see following page for details and inclusions) \$20,000

Total cost \$31 900 + GST

Additional activities that could support the Lab might include:

- Before the Program: site visits and guest lectures relevant to the target wicked problem (Form Stage)
- After the Program: activities that connect participants and their initiatives to the existing solution ecosystem for the wicked problem that was the focus during the program (Engage Stage)

## The Program for Social Entrepreneurs

The term social entrepreneurship has a range of meanings. Contributing to this diversity of meanings is the different approaches for undertaking social entrepreneurship. These different approaches include: the social innovation and social enterprise schools of thought, and participatory governance, communitarian, marketisation and complexity approaches.

Community Capacity Builders Program for Social Entrepreneurs embraces the diversity of social entrepreneurship by recognising the benefits of different social entrepreneurship approaches.

During Community Capacity Builders Program for Social Entrepreneurs, participants:

- research and map the problem ecosystem for the problem that they are addressing
- use Wicked Lab's Tool for Systemic Change's Ecosystem Feature to map the solution ecosystem that is

addressing the problem in their place.

- determine where to intervene in their solution ecosystem
- develop a theory of change, business model and pitch deck for the initiative that they develop
- explore the support that is available for social enterprises in their community
- determine the most appropriate social enterprise structure to institutionalise their initiative, and
- develop for their initiative, a performance measurement plan and a scaling strategy.

The Program consists of four units:

- Unit 1 Understanding Social Entrepreneurship
- Unit 2 Mapping Problem & Solution Ecosystems
- Unit 3 Developing Initiatives, and
- Unit 4 Developing Social Enterprises

### Unit 1 Understanding Social Entrepreneurship

In this unit participants explore six different approaches to social entrepreneurship.

These six approaches are:

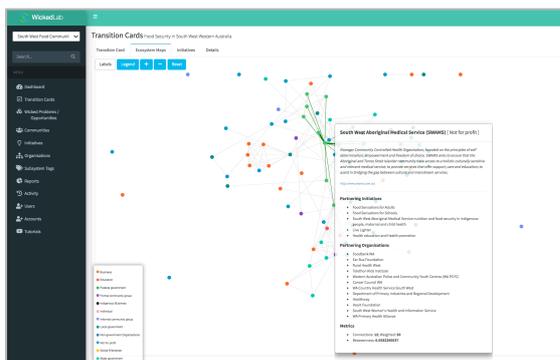
- the social innovation,
- social enterprise,
- participatory governance,
- communitarian,
- marketisation
- and complexity approaches.

Each of these approaches has a different history and include different social entrepreneurship concepts, tools and

techniques. During future units of the program, participants use this pallet of concepts, tools and techniques from the six approaches to: map their problem and solution ecosystems; develop a theory of change and business model; and identify the most appropriate form of social enterprise structure, performance measurement, and scaling strategy for their initiative.

## Unit 2 Mapping Problem & Solution Ecosystems

In this Unit participants research and map the problem and solution ecosystems for the problem that they are addressing. It is highlighted during Unit 2 that in order for participants to create initiatives that can influence systems change, their initiative needs to be a part of a solution ecosystem that is addressing their problem's overarching complex problem. Complex problems are underpinned by an ecosystem of intertwined causal factors. A solution ecosystem for a given wicked problem and geographical community, consists of all the initiatives in the community that are addressing any of the interdependent causal factors that underpin the wicked problem and all of the organisations that are partnering on those initiatives. Wicked Lab's Tool for Systemic Change's Ecosystem Feature is used to map the solution ecosystem.



## Unit 3 Developing Initiatives

In this unit participants determine where to intervene in a solution ecosystem, and develop a theory of change, business model and a pitch deck for the initiative that they create. Theories of change contain the underlying assumptions about how and why an initiative will achieve its desired results and provide a roadmap that summarises the steps that need to be taken to achieve the desired results. Business models describe how an initiative will create social and economic value. Pitch decks are presentations that are used to describe an initiative's theory of change and business model to potential partners, funders and investors.

## Unit 4 Developing Social Enterprises

In this unit participants identify local support for social enterprises and options for: forming a social enterprise, measuring results and scaling results. During Unit 4 participants explore the support that is available for social enterprises through their local entrepreneurial ecosystem. They determine the most appropriate social enterprise structure to institutionalise their initiative. Participants develop for their initiative: a performance measurement plan for measuring their results, and a scaling strategy for increasing their results.



## Program Delivery

Community Capacity Builders delivers the Program for Social Entrepreneurs through 4 face-to-face days and the provision of online PDF materials. The Face-to-Face Days consist of:

- Face-to-Face Day 1: Delivery of Unit 1 Understanding Social Entrepreneurship and Unit 2 Mapping Problem & Solution Ecosystems.
- Face-to-Face Day 2: Delivery of Unit 3 Developing Initiatives
- Face-to-Face Day 3: Delivery of Unit 3 Developing Initiatives (continued)
- Face-to-Face Day 4: Developing Social Enterprises

This can also be done in an online and interactive format. Pricing here is provided for face-to-face delivery

## Cost

The cost of the Program for Social Entrepreneurs for up to 20 participants: \$20 000 + GST

The host organisation is responsible for recruitment of participants and all participant administration and management.



Begin creating systemic change now.

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