

# Consulting for Sustainability and Social Impact in Social Enterprises and Not for Profits: How Does Consultancy Work?

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## **EXECUTIVE SUMMARY**

*A key remit of any consultant is to assist the client or organisation they work with to achieve their objectives by mapping out a strategy for developing and sustaining the work of the organisation. The aim of this chapter is to use an autoethnographic method and semi-structured questioning to reflect on our consultancy activity with social enterprises and not-for-profit organisations. As a part of their lived experience of engaging with clients, a group of diverse consultants reflect on their work of providing consultancy services to community groups, academics, and organisations.*

A key remit of any consultant is to assist their client or the organisation they work for to achieve their corporate and business objectives (see Chapter 1) and to develop a strategy for sustaining the work of the organisation. The aim of this chapter is to use an autoethnographic method of research woven with semi-structured questioning to reflect on our consultancy activity with social enterprises (SEs) and not-for-profit organisations. As a part of their lived experience, a group of consultants with diverse expertise and terms of reference reflect on their work of providing consultancy services to SEs, community groups, academics, and organisations. To find out more about the consultants background please check their biographies in the authors section. Their shared experiences, advice and learning cover the following key areas in building the capacity of the consultant and meeting client objectives:

- Professional entry points
- Mentoring
- Gaining formal qualifications and experiential training
- Developing TORs
- Models for evaluating NGOs/social enterprises
- Collaborative working
- Likes of the profession
- Measuring social impact and sustainability
- Learning from mistakes avoiding pitfalls
- Conducting internal evaluations on social enterprises
- Pricing models
- Consulting during Covid-19
- Use of ICT
- Social enterprises and development

Finally, in Figure 1, at the end of the chapter summarises some of the best practices and a series of do's and don'ts.

## **CONSULTANT REFLECTIONS**

Consultant Name: Onyekachi Wambu, AFFORD-UK, London

1. Tell us how you got involved in consultancy services?

AFFORD's mission is to enhance and expand the contributions Africans in the diaspora make to Africa's development. Those contributions are financial, intellectual, political, social, cultural and through volunteerism. It is a big agenda – so we have prioritised

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