

平成 20 年度文部科学省大学院教育改革支援プログラム『実践・理論融合の国際的社会起業家養成』

東京工業大学 国際的社会起業家養成プログラム

Tokyo Institute of Technology Social Entrepreneurship Program

国際シンポジウム

社会起業家を育てる

大学教育と社会起業家研究

Education and Research to Promote Social Entrepreneurship

2009 年 1 月 24 日（土） 13:00~17:00

コンファレンススクエアM+ 「サクセス」

共催：内閣府経済社会総合研究所（ESRI）

プログラム

≪同時通訳あり≫

13:00	開会の挨拶 渡辺 孝 (東京工業大学 教授)
第1部 社会起業家—その研究と実践	
13:10 14:10	基調講演 「Social entrepreneurship —an exciting arena for theory and practice」 ジョアンナ・メイヤー (IESE 教授)
14:15 15:15	基調講演 「Social Entrepreneurship to Bring People Out of Poverty—Why I Founded BRAC」 ファズレ・ハサン・アベッド (BRAC 総裁)
	休憩
第2部 社会起業家を育てる大学教育と社会起業家研究	
15:30	対 談 ジョアンナ・メイヤー × ファズレ・ハサン・アベッド 「社会起業家研究の課題」
16:00	Q & A 「大学は社会起業家研究に何ができるか？」 司会：渡辺 孝
16:30	講 演 「地域でのまちづくり活動の実践から 大学での学びへ」 水野 雅男 (地域づくりコーディネーター／東工大NPM 博士後期課程 在籍)
16:50	閉会の挨拶 渡辺 孝

Program

«simultaneous interpretation provided»

13:00	Opening Speech	Takashi Watanabe (Professor, Tokyo Tech)
PART 1 Research and Practice in the Field of “Social Entrepreneurship”		
13:10 14:10	Keynote Speech1 Social Entrepreneurship: An Exciting Arena for Theory and Practice Johanna Mair (Professor of Strategic Management, IESE Business School of the University of Navarra)	
14:15 15:15	Keynote Speech2 Social Entrepreneurship to Bring People Out of Poverty: Why I Founded BRAC Fazle Hasan Abed (Founder and Chairperson, BRAC)	
	Break	
PART2 Education and Research to Promote Social Entrepreneurship		
15:30	Dialogue Johanna Mair x Fazle H. Abed Challenges for Social Entrepreneurship Research	
16:00	Q & A	
16:30	Presentation Regional Planning: From Hands-on Activities to Learning at University Masao Mizuno (Community Coordinator / Tokyo Tech NPM Doctoral student)	
16:50	Closing Remarks	Takashi Watanabe

国際シンポジウム

社会起業家を育てる大学教育と社会起業家研究

Education and Research to Promote Social Entrepreneurship

講演者およびオーガナイザー

Speakers of the Symposium

基調講演者



ナヴァラ大学ビジネススクール IESE

戦略的マネジメント 教授

Professor of Strategic Management,

IESE Business School of the University of Navarra

Johanna Mair

(ジョアンナ・メイヤー)

企業戦略と社会にインパクトを与える起業に関する研究と教育を専門とし、このテーマで多くの学術論文と著書がある。2007年に Aspen Institute の"Faculty Pioneer"に認定され、同年 "Ashoka Award for Social Entrepreneurship Education" を受賞。IFC-Financial Times Essay Competition で 2008 年度金賞、Strategic Management Society から "Best Paper for Practice Implications Award" など、受賞歴多数。多くの企業、財団、社会的投資信託などの諮問委員を務め、世界銀行をはじめとする国際機関や多国籍企業へのコンサルティングも行っている。

Johanna Mair is a Professor of Strategic Management at IESE, the Business School of the University of Navarra in Barcelona. Her research and teaching lies at the intersection of Corporate Strategy and Entrepreneurship for Social Impact and her work has been featured extensively in academic journals, books and the global press. She was recognized as a "Faculty Pioneer" by the Aspen Institute and received the "Ashoka Award for Social Entrepreneurship Education" in 2007 and was awarded the 2008 Gold Prize of the IFC-Financial Times Essay Competition and the 2007 Strategic Management Society "Best Paper for Practice Implications Award". She serves on the advisory board of a number of companies, foundations, and social investment funds; and consults with large multinational companies and international organizations such as the World Bank.

[ウェブサイト] IESE <http://www.iese.edu/>

基調講演者



BRAC

創立者・総裁

Founder and Chairperson, BRAC

Fazle Hasan Abed

(ファズレ・ハサン・アベッド)

1936年バングラデシュに生まれ、ダッカ大学および英国グラスゴー大学に学ぶ。チッタゴンのシェル石油で上級管理職の地位にあった30代半ば、戦乱により職を辞して、ロンドンにてバングラデシュ独立戦争に尽力。戦後、独立を果たしたバングラデシュに戻り、BRACを創設してバングラデシュ北東部のへき地で戦争による難民の社会復帰を支援する。BRAC創立の第一の目的は、貧困の軽減と貧しい人々に力を与えることであった。現在BRACはアフガニスタン、スリランカ、パキスタン、タンザニア、ウガンダ、南スーダン、リベリア、シエラレオネなどの国々にも開発介入活動の範囲を広げている。BRACを率いてのこうした功績が認められ、ロックフェラー財団“Bridging Leadership Award”（2008年）やクリントン財団“Global Citizen Award”（2007年）など、国内外から数多の賞を受けている。また、BRACは2008年、人道的な活動に贈られる世界最大の賞“Conrad N. Hilton Humanitarian Prize”を受賞している。

Born in Bangladesh in 1936, and educated in Dhaka and Glasgow Universities. In his thirties, the 1971 Liberation War of Bangladesh dramatically changed the direction of his life: he left his job at Shell Oil and went to London to devote himself to the War. In 1972, upon his return to the newly independent Bangladesh, Abed set up BRAC to rehabilitate returning refugees in a remote area in northeastern Bangladesh. BRAC's primary objectives emerged as alleviation of poverty and empowerment of the poor. In recent years, BRAC has taken its range of development interventions to Afghanistan, Sri Lanka, Pakistan, Tanzania, Uganda, Southern Sudan, Liberia and Sierra Leone. Mr. Abed has received numerous national and international awards for his achievements in leading BRAC, including the David Rockefeller Bridging Leadership Award (2008) and the Inaugural Clinton Global Citizen Award (2007). BRAC has also been awarded the Conrad N. Hilton Humanitarian Prize (2008), which is the world's largest humanitarian prize.

[ウェブサイト] BRAC <http://www.brac.net/>

講演者



有限会社 水野雅男地域計画事務所

代表取締役

水野 雅男 (Masao Mizuno)

1959年4月21日 石川県白山市生まれ。1985年3月東京工業大学 大学院理工学研究科 社会工学専攻修了、地域計画系コンサルタントを経て、1993年8月に有限会社 水野雅男地域計画事務所 設立。主に石川県内の地域づくりや市民活動（NPO 活動）を主宰、コーディネートしてきた。2007年3月の能登半島地震以降、土蔵修復をベースとしたとまちづくりの事業を推進している。2006年4月から東京工業大学 大学院社会工学専攻博士課程ノンプロフィットマネジメントコースに在学中。技術士（建設部門）、中小機構 中心市街地活性化商業活性化アドバイザー、石川県地域づくり推進協会コーディネーター、金沢大学非常勤講師。地域づくり総務大臣表彰受賞（金沢大野くらくらアートプロジェクト 2004年）、石川県デザイン賞（2007年度）。

Born in 1959 in Ishikawa prefecture and graduated from Graduate School of Social Engineering, Tokyo Institute of Technology in 1985. Based on his experience as a regional planning consultant, he established his own office, Masao Mizuno Regional Planning Office, in 1993. He has coordinated various nonprofit activities and regional development mainly in Ishikawa, and after the Noto Peninsula Earthquake of 2007, he has been focusing on local industry development of the region, based on renovation of *dozo* (Japanese traditional clay wall storehouse). His project has received Minister of Public Management Award of 2004 and Best Design Award of Ishikawa Prefecture in 2007. He has been a doctoral student of Nonprofit Management Doctoral Course at Tokyo Tech since 2006.

[ウェブサイト]

NPO 法人 輪島土蔵文化研究会

<http://wajimareno.exblog.jp>

<http://www.wajimadozo.net/>

LLP 金澤町家

<http://llpmachiya.exblog.jp/>

オーガナイザー



東京工業大学大学院

社会工学専攻 特任教授

国際的社会起業家養成プログラム 担当

渡辺 孝 (Takashi Watanabe)

1972年東京工業大学大学院社会工学専攻を修了し、同年日本開発銀行（現・日本政策投資銀行）に入行。2001年設備投資研究所長を最後に退職し、東京工業大学 TLO でハイテクベンチャー創業支援等を実践し、2003年より芝浦工業大学工学マネジメント研究科教授。起業家論を軸に実践と理論の融合を図っている。4年前より社会起業家と社会イノベーションに焦点を当てている。2006年から東京工業大学大学院社会工学専攻特任教授を兼務。

Takashi Watanabe is a Professor at both Graduate School of Social Engineering, Tokyo Institute of Technology and Graduate School of Engineering Management, Shibaura Institute of Technology. Prof. Watanabe became one of the first graduates of Tokyo Tech Graduate School of Social Engineering in 1972, and started his career at Japan Development Bank (the present Development Bank of Japan) in the same year. In 2001, he left his job as the president of Research Institute of Capital Formation and started supporting high-tech startups at Tokyo Tech TLO. Through his research and teaching at Shibaura Institute of Technology since 2003, he has been challenging to merge theory and practice of entrepreneurship. He has been focusing on Social Entrepreneurship and Social Innovation for these four years, and has been doubling as Professor at Tokyo Tech since 2006.

[ウェブサイト]

東京工業大学大学院 国際的社会起業家養成プログラム

<http://www.soc.titech.ac.jp/~soc-entre/>

芝浦工業大学大学院 工学マネジメント研究科

<http://office.shibaura-it.ac.jp/mot/>



University of Navarra

Social Entrepreneurship

An Exciting Arena for Theory and Practice

Professor Johanna Mair

International Symposium
Tokyo Institute of Technology
January 2009

Press Room

Hilton Humanitarian Prize Of \$1.5 Million Goes To BRAC August 27, 2008

HILTON HUMANITARIAN PRIZE OF \$1.5 MILLION GOES TO BRAC;

BANGLADESH-BASED NGO MAKING GREAT STRIDES IN ERADICATING POVERTY, EMPOWERING THE POOR IN NINE DEVELOPING COUNTRIES

- NGO has issued \$5 billion micro-loans, graduated more than 6 million students from its 52,000 primary and pre-primary schools, and created 8.5 million jobs
- BRAC, largest NGO in the developing world, will use prize winnings in southern Sudan.

LOS ANGELES – August 27, 2008 – BRAC, the largest non-profit organization in the developing world, has been selected to receive the 2008 Conrad N. Hilton Humanitarian Prize of \$1.5 million. The Conrad N. Hilton Foundation presents the annual award, the world's largest humanitarian prize, to an organization that is significantly alleviating human suffering. The prize will be presented on October 20 in Geneva, Switzerland, with Quincy Jones as keynote speaker.

“Social” entrepreneurship is trendy!!!



- Nobel Peace Prize for Grameen and Muhammad Yunus



- Alternative Nobel Prize for being the business model of the 21st century ... whose work "brought the greatest benefit to humanity"



- Jeff Skoll donates 4 million Pounds ... other co-founder of ebay supports microfinance



- Social entrepreneurs are mingling in Davos



- Social Entrepreneurship appears on the political agenda

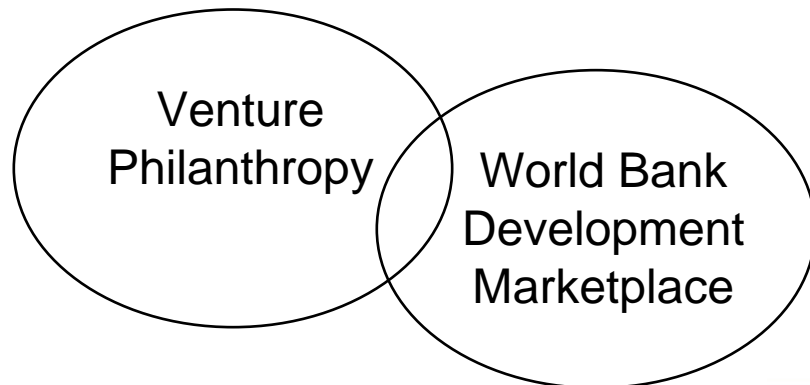
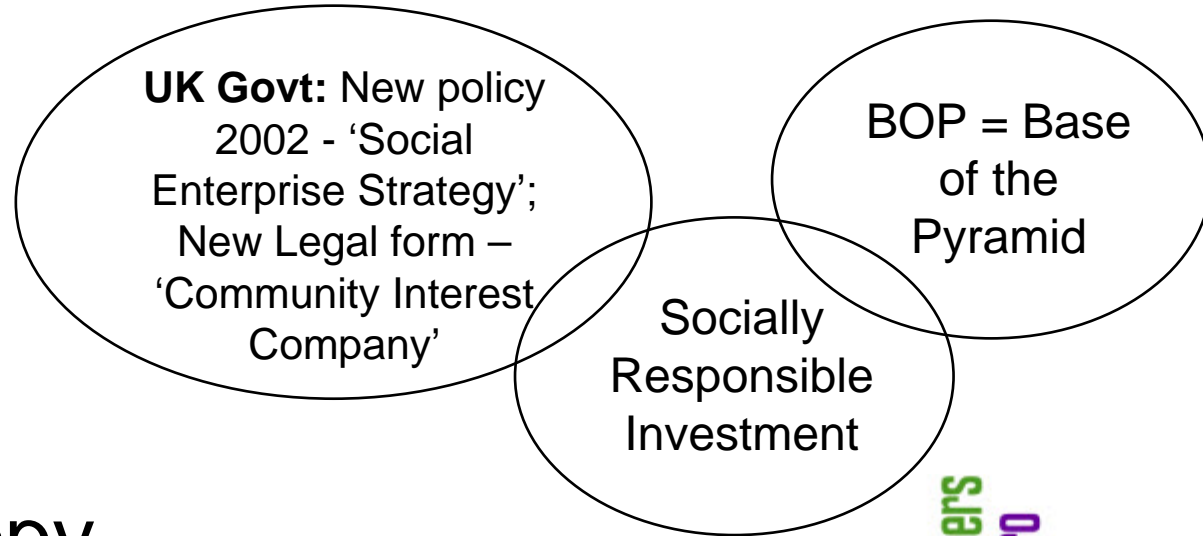
... a rich field for the discovery of inspired models of value creation

Old wine in new bottles?



Different meanings for different worlds

- Politics
- Business
- Finance
- Philanthropy
- Development



Research perspectives

Phenomenon under study	Description	Key Author
Community entrepreneurship	The community is the entrepreneurial actor and beneficiary. E.g., a village engaging in fair trade coffee farming and selling.	(Peredo and Chrisman 2006)
Social change agents	Individuals who alter public perceptions about (specific) social issues. Examples range from John Elkington, the founder of Sustainability, to Bono, of the group U2.	(Waddock and Post 1991)
Institutional entrepreneurs	Individuals or organizations that alter social arrangements and the institutional fabric hampering development.	(Mair and Martì 2008)
Social ventures	Business ventures that provide a product or service that creates social or environmental benefit, such as the production and distribution of biodegradable water bottles.	(Dorado 2006)
Entrepreneurial not-for-profit organizations	NFPs that engage in commercial activities to create an income stream and enhance financial sustainability.	(Fowler 2000)
Social enterprise	Organizational forms following principles of cooperatives.	(Borzaga and Defourny 2001)
Social innovation	Innovation understood broadly and including processes and technology for the social good.	(Alvord et al. 2004)

Umbrella Construct



- Research on SE is in the “emerging excitement” phase (Hirsch and Levin, 1999); caught between:
 - “umbrella advocates” (broad views of complex phenomenon)
 - “validity police” (need for rigour, validity and reliability)

How *should* we define social entrepreneurship?

- Helpful distinction:
 - finding innovative solutions to societal problems that other organizational forms or the market / state cannot do (alone)
- Unhelpful distinctions:
 - social value vs. economic value;
 - reliance on the rare individual “type” or “breed”

- CDI – Committee for Democracy in Information Technology
 - Brazil
 - Establishes ‘Citizens rights and technology schools’ in Brazil’s poorest areas
 - Aims to bring computer and internet skills to the disadvantaged but also to teach them their rights and responsibilities as citizens
 - Mission is ‘digital inclusion’
 - Target groups are poor youth from the favelas and young men in prisons
 - Non-profit NGO

- Stiftung Blind Liecht
 - Switzerland
 - Creator of the ‘dark restaurant’ concept in which diners eat and socialize completely in the dark allowing them to experience the world without sight
 - Restaurant staff are blind as are half of the foundation’s employees – largest employer of the blind in Switzerland
 - Target group is wealthy consumers who might want a novel dining experience
 - For-profit ‘social business’

Why are these initiatives both considered social entrepreneurs?

A context specific phenomenon

- **Where** social entrepreneurs operate affects **what** they do and **how** they do it
- **Broad typology of contexts:**
 - **The liberal economy:** The market mechanism is the best way to shape and maintain economic and social justice. The US economy is an example.
 - **The cooperative economy:** The state plays an important role in redistributing wealth; markets are conditioned by regulative interventions. Most European economies function according to this principle.
 - **The informal economy:** Neither the state or the regulated market can create wealth and social justice. Affiliation to social groups determines the creation of – mostly local - wealth and justice. Many countries of Latin America and Asia as well as India are examples of informal economies.

“Making sense” of SE across contexts

- *Proposition 1*: The likelihood of social entrepreneurship is higher in liberal economies than in cooperative economies
- *Proposition 1a*: Social entrepreneurship in a market economy typically relies on market based mechanisms to address a social need

Yet do these straightforward arguments reflect the complexity of the phenomenon?

Other contextual variables

- Developing country contexts often shaped by political forces and colonial legacy, e.g.
 - **India** - world's largest democracy – formal legislation recognises no discrimination across social strata yet the caste system continues to organize daily life in practice
 - **Bangladesh** – weak and ineffective government since independence has seen large organizations like BRAC and Grameen step into roles normally assumed by the state
 - **Latin America** – weak and corrupt government has encouraged entrepreneurial solutions to social problems – often with strong influence of the Church
- Geography can also determine the nature of specific problems to be addressed, e.g.
 - **Pakistan** – frequent earthquakes, or **Bangladesh** and **Eastern India** – frequent cyclones and flooding, lead to opportunities for organizations that provide disaster relief and safe housing
 - **Sub-Saharan Africa** – carries the world's largest infectious disease burden (especially HIV/AIDS, TB and Malaria), followed by **South Asia**
- **More variables:**
 - **Socio-demographic changes** such as rising or falling fertility and ageing populations
 - **Increasing concern with environmental problems** – especially in developed countries where other issues are not so pressing or even:
 - **Newly developing concern for the environment** in fast growing economies with massive future energy needs such as India and China

Case 1: Teach for America, U.S.

- Recruits college graduates and working professionals to spend two years teaching in America's worst schools
- Mission – to end cycles of educational inequity caused by poor schools in bad neighbourhoods
- Opportunity space: weak execution of public responsibilities



TEACHFORAMERICA

Case 2: Gram Vikas, India



- Works with villages in rural Orissa (India's poorest state) to build community consensus and cooperation around the creation of clean water and sanitation facilities
- Later, income generation, alternative energy, health, literacy and capacity building programs are added
- Specific contextual factors: India's caste system, gender inequality and the high numbers of "untouchables" and "tribal" people in Orissa create a situation of strict hierarchy and exclusion of the poorest from development benefits
- The solution: Gram Vikas is uncompromising and insists on 100% participation by all castes and genders
- The approach requires a big investment of time: while development outcomes are impressive, social change is slow to occur but Gram Vikas' ultimate goal is equity and inclusion

Case 3: Kinderzentren Kunterbunt, Germany

- Childcare initiative that aims to meet the needs of working parents with longer opening hours and locations close to business centres
- Existing childcare services in Germany only operate a few hours a day and the expectation is that mothers with children under four will remain home to look after them
- While the number of children born in Germany drops each year, 40% of women with an academic degree remain childless: they do not see a way to combine children and a career
- Kinderzentren Kunterbunt is publicly funded but also works in partnership with hospitals and the private sector to offer independent services



What does it all boil down to?

- In a nutshell, social entrepreneurship acts upon opportunity spaces created by:
 - a) persistent human needs caused by the lack of products, services, or institutions provided by traditional actors, i.e., governments or markets; or
 - b) needs newly created by traditional actors through both legitimate activities, e.g., market externalities such as pollution or climate change, or illegitimate actions, e.g., child labor.

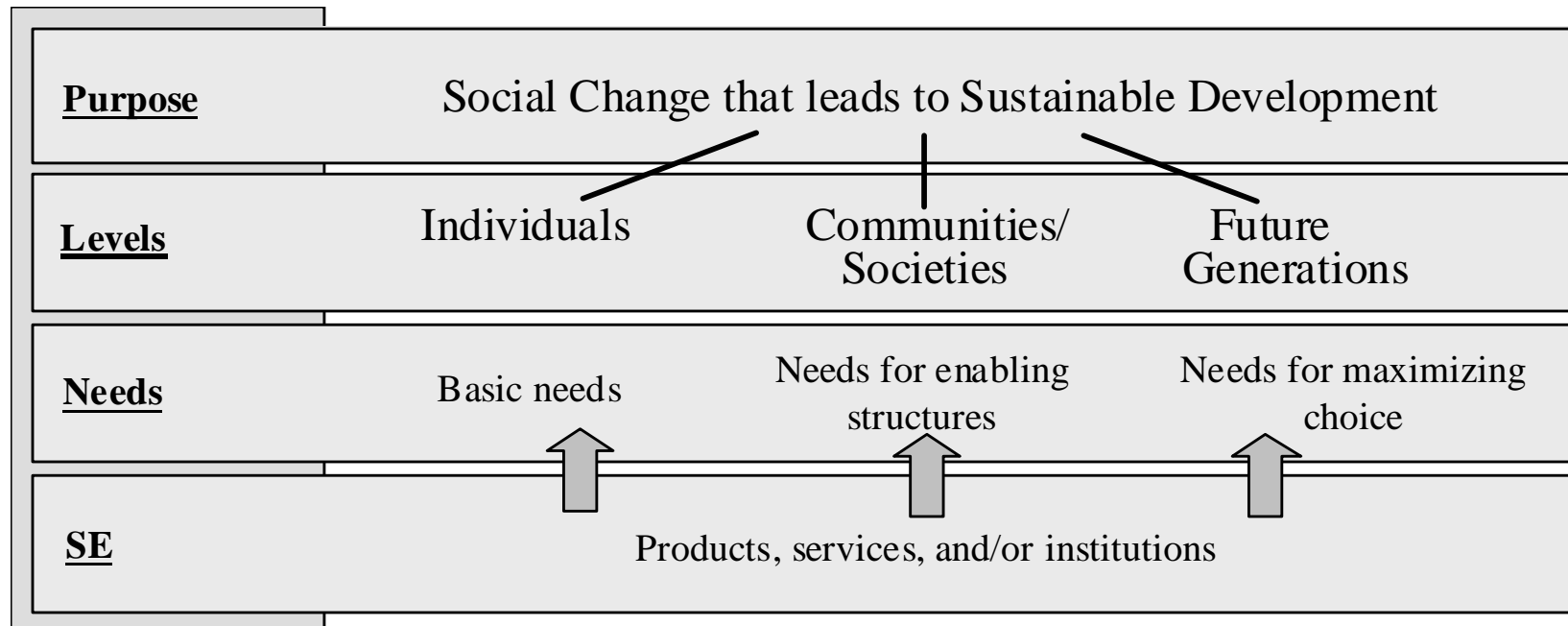
...social change as means and ends

Social change often includes altering institutional arrangements

- These can be economic, political or socio-cultural
- Local contexts have specific, complex and interacting institutions
- These local conditions shape opportunities and determine strategies and tactics
- An entrepreneurial approach to action requires:
 - Resourcefulness (without necessarily having the resources in hand)
 - “Bricolage” (Do-It-Yourself) – ability to recombine resources into new value-creating configurations
 - Novel ways of doing things (innovation) involves resistance

Social entrepreneurship as a “sense making” tool

- Social Entrepreneurship as a means to reach abstract objectives such as **sustainable development**



Social Entrepreneurship

**..... a unique opportunity for researchers
and practitioners!**

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「地域でのまちづくり活動の実践から大学での学びへ」

水野 雅男

1. まちづくり活動の3つの実践事例

1-1 金沢大野くらくらアートプロジェクト（1997年開始）

■ 背景と使命

- 停滞している地域（醤油醸造工場が25軒集積）を活性化する
- 金沢美術工芸大学等の卒業生（アーティスト）らの制作・展示空間を提供する

■ 活用資産と連携

- 遊休醤油蔵6棟の改修利用
- 遊休空間の定期無償提供（所有者）、改修費用の補助（金沢市）

■ 運営組織形態

- くらくらアートプロジェクト実行委員会（任意団体）
- もろみ蔵協同組合

■ 事業展開

- アトリエ空間の賃貸
- アートフェスなどのイベント開催
- 醤油とアートの街のブランド化とオリジナル商品の企画販売

1-2 金澤町家修復活用プロジェクト（2006年開始）

■ 背景と使命

- 毎年100棟以上の町家（戦前の木造住宅）が取り壊されている趨勢を転換する
- 町家所有者と活用希望者を繋ぎ、空き家を有効に活用する

■ 活用資産と連携

- 市街地に点在する5千棟以上の町家
- 金沢職人大学校を修了した職人（歴史的建造物修復士）115名
- 調査研究費の助成（金沢市）

■ 運営組織形態

- NPO 法人金澤町家研究会（調査研究、活用実験、広報活動）
- LLP 金澤町家（修復事業の統括）

■ 事業展開

- LLP での修復事業スタート（金沢市の町家再生活用モデル事業）
- 高齢世帯の町家の修復活用が今後の課題

1-3 輪島土蔵修復活用プロジェクト（2007年開始）

■ 背景と使命

- 被災した土蔵の修復支援（行政からの支援策は無い）
- 輪島塗や日本酒の製造基盤としての土蔵修復により地場産業の振興へ
- 左官技術の技術向上

■ 活用資産と連携

- 遊休化しているものも含めて数十棟の土蔵
- 我が国を代表する左官職人リーダーによる技術支援
- 修復活動等の活動助成（国交省などの行政機関、民間財団など）

■ 運営組織形態

- NPO 法人輪島土蔵文化研究会

■ 事業展開

- 土蔵修復から左官技術研修プログラム、コミュニティレストラン建設へ
- 土蔵や工房見学等を求める観光客、富裕層を迎え入れるコンシェルジュ事業へ
- 活動資金確保のためのファンド「土蔵へどうぞ」

2. NPM コースでの学びと研究

〔学習〕

国内外の社会的事業成立の背景や事業推進のポイント、市民セクターと官民セクターのパートナーシップなどを文献講読、起業家の講義、リーダーへのヒアリング調査などを通じて学習

これまで携わってきた各プロジェクトの普遍性や事業型活動への転換の重要性を認識

〔研究〕

まちづくり分野における市民セクターの自立的な統治に向けて

- 行政セクターの限界と NPO に求められる役割（意思決定の速度、サービスの公平性等）
- まちづくり分野と他分野の各セクター間のパートナーシップの相違
- 行政セクターとのパートナーシップにおける平常時と震災時の相違 など

Regional Planning: From Hands-on Activities to Learning at University

Masao Mizuno

1 . 3 Cases of Regional Planning in Kanazawa City

1-1 Kanazawa Ono KURA-KURA Art Project (1997-)

■ Background and Mission

- to revitalize the stagnant region in which 25 soy sauce factories are locally integrated
- to provide more space for university graduates of arts and crafts to create and exhibit their works

■ partnership

- renovate and reuse of idle facilities (6 soy sauce factories)
- donable idle space (owners), subsidy for renovation cost (Kanazawa City)

■ form of operational organizations

- KURA-KURA Art Project Executive Committee (voluntary group)
- Moromi-Kura Cooperative Association

■ lines of business

- atelier spaces for rent
- art festivals and events
- branding “Town of Soy Sauce and Art,” planning and sales of original products

1-2 Kanazawa “*machiya*” Renovation Project (2006-)

■ Background and Mission

- more than 100 *machiya* houses (old wooden houses built before the second world war) are pulled down every year
- to connect owners and applicants of would-be users of *machiya* houses and to utilize vacant houses efficiently

■ partnership

- more than 5,000 *machiya* houses are dotted in urban area of Kanazawa City
- 115 graduates of Kanazawa Crafts Seminar who has professional degree of restoration of historical architecture
- Research Grant from Kanazawa City

■ form of operational organizations

- NPO Kanazawa MACHIYA Houses Association (research, demonstration of reuse, PR activities)
- LLP Kanazawa MACHIYA (management of renovation business)

■ lines of business

- renovation business in the form of Limited Liability Partnership (public project for showcase of machiya houses renovation supported by Kanazawa City)
- renovation and utilization of *machiya* houses of the elderly are challenges for the future

1-3 Wajima “*dozo*” Renovation Project (2007-)

■ Background and Mission

- to support reconstruction of *dozo* stricken and damaged by Noto Peninsula Earthquake of 2007 (without any government support)
- to reconstruct and renovate *dozo* as the manufacturing base of Wajima lacquerware and sake leads to local industry development
- advancement in skill of plasterers

■ partnership

- dozens of *dozo* including unused ones
- technical assistance by leading plasterers in Japan
- subsidy for renovation (from government agencies like MLIT and private foundations)

■ form of operational organizations

- NPO Wajima DOZO Culture Association

■ lines of business

- reconstruction and renovation of *dozo*, technical training program for plasterers, and community restaurant in *dozo*
- concierge service for tourists and rich customers visiting *dozo*
- established a fund for renovation cost, “*DOZO* he *dozo* (welcome to *DOZO*)”

2. Learning and Researches at Nonprofit Management Course of Tokyo Tech

[Learning]

Learned about background of emergence of social businesses, how to promote business, partnership among civil, public and private sectors through literature study, lectures by entrepreneurs, interviews with leaders of nonprofits.

Importance of universality of each project and sustainable business model

[Researches]

Focusing on self-governance by civil sector in regional planning, under the themes of:

- limitations of activities by public sector and the role of nonprofits (speed of decision making, service fairness, etc)
- difference of partnership of sectors in regional planning and other fields
- difference of partnership with public sector in times of peace and in a time of disaster such as earthquake