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## THE ROLE OF SOCIAL ENTREPRENEURSHIP APPROACH IN ENCOURAGING GROWTH OF SUSTAINABLE ENTERPRISES

**JEPCHIRCHIR JUSTINA KORIR**  
**STUDENT**  
**KENYATTA UNIVERSITY SCHOOL OF BUSINESS**  
**NAIROBI**

**DR. GORRETTY A. OFAFA**  
**FACULTY**  
**KENYATTA UNIVERSITY**  
**NAIROBI**


### ABSTRACT

*Social entrepreneurship is a new approach of business venture where enterprises are established with the objective of addressing the social exclusions among the communities. This paper seeks to give a highlight on how Social entrepreneurship/Community driven enterprise can contribute establishment of sustainable enterprises. To understand social entrepreneurship a discussion of the drivers of social entrepreneurship is made, where the key drivers is the social economic stress in any community; in the literature review two theories are discussed, i.e organizational theory and Resource deficiency theory. Various case studies across the world an in Kenya are analysed to establish the success level of social enterprises and the contributing factors. In conclusion it is observed that the Social enterprises bring together the community since such enterprises are created to address the community social needs, this fact increases the support from the community in form of market, new ideas and social backup hence contributing to its sustainability.*

### KEYWORDS

Social enterprise, sustainable enterprise.

### INTRODUCTION

 Social entrepreneurship has created a high expectations, it is welcomed as a new approach of overcoming poverty solving social exclusion in the developing world (Seelos and Mair 2005). It is heralded as a new mechanism for solving social ills and satisfying human needs in the developed world (Mawson, 2008). Indeed there are impressive examples of how social entrepreneurs around the world have come up with innovative and far reaching solutions to hitherto unmet social and ecological challenges (Bornstein, 2004; Elkington and Hartigan, 2008). For many social entrepreneurship promises new "hope for sustainable developments" (Seelos and Mair, 2009) while others argue that social entrepreneurship and the concept of social business hold the key to building a new kind of capitalism (Yunus, 2007; 2010).

It is not hard to see how individual social entrepreneurs have created considerable change in their specific fields but the questions are, to what extent does the social entrepreneurship approach assist in establishment of sustainable enterprises? A lasting impact on the society can only be achieved if there is a lasting solution to their problems, considering that social entrepreneurial approach has in mind the needs of the society the impact of this can only be felt if they are able to establish sustainable enterprises within the communities. This paper reviews the conditions that encourage the emergence of social entrepreneurship and how the social entrepreneurship approach contributes to establishment of sustainable enterprises.

There is need to create more inclusive business models that directly integrate low income consumers, these entire requirements needs more collaborative approaches between large companies, small enterprises and public entities, civil society organization and the poor people themselves. Entrepreneurship among low income people is not well understood posing challenges to strengthening entrepreneurship efforts at the local context (Bruston et al., 2008, Naude 2010).

In the recent years both management scholars and business practitioners have gained interest in the Base of the Pyramid (BOP). BOP refers to the invisible bottom of the pyramid mainly in the developing countries which is made up of 4 billion people with an annual purchasing power parity of less than US 1500 per year (e.g Prahalad and Hart, 2002, Hammond et al, 2007), as referred by Paula 2010. The greater parts of previous studies on BOP have focused on analyzing multinational corporations (MNC) strategies. Nevertheless, prahalad (2005) saw the role of the local not only as consumers but also as producers and innovative entrepreneurs. For the MNCs to succeed in the BOP, management needs to liaise with local communities is seen a critical factor (e.g Beshouri, 2006). While these strategies do involve the local entrepreneurs views, the role is very narrow. e.g the common assumptions made that poor people at individual level are willing to be entrepreneurs, have been questioned (Karnaki 2009; Lee 2009; Naude 2008). Although the entrepreneurial opportunities are recognized, the nature of entrepreneurship in BOP not well understood (Webb et al., 2009) hence meaning that perhaps suitable model of entrepreneurship is not yet developed. Torri (2009) argues that, the problem is that traditional concepts of entrepreneurship do not appear to capture the essential features of investing in depressed areas.

This paper is organized as follows; after definition of terms we give the conditions that encourage the emergence of social enterprises. In the literature review a review of the relevant growth theories is analyzed and then highlighting the key findings relating to the research questions.

### DEFINITION OF SOCIAL ENTREPRENEURSHIP

There is no uniform definition of Social Entrepreneurship some definitions have focused on social entrepreneurship as combining commercial enterprises with social impact, whereby entrepreneurs have used business skills and knowledge to create enterprises that accomplish social purposes and in addition being commercially viable (Emerson & Twersky 1996). Others emphasize that social entrepreneurship as innovating social impact, they thus focus on innovation and social arrangements that have consequences for social problems with little attention to the economic viability by ordinary business criteria (Dees 1998). In this case the social entrepreneur will focus on social problems, they create innovative initiatives, build new social arrangements, mobilize resources in response to those problems rather than market criteria. Others view social entrepreneurship as a way to catalyze social transformation, in this case the social entrepreneur can produce small changes in the short term that reverberate through existing systems to catalyze large changes in the longer term (Ashoka Innovators 2000). Here the entrepreneur needs to understand not only immediate problems but also the larger social systems and its interdependencies so that they can introduce new paradigm at critical leverage points that lead to cascade of mutually reinforcing changes on social arrangements.

For the purpose of this paper we are interested in the social entrepreneur whose interest is to address the social needs at the same time be able to run and sustain the enterprise in the long run so that the needs are not only addressed for a short while and they recur but fully addressed, also such an entrepreneur who will seek to address such needs by bringing together the community to act together. This is that kind of entrepreneur who is able to create innovative solutions to immediate social problems and mobilizes the ideas, capacities, resources and social arrangements required for sustainable social transformation/ entrepreneurship. The enterprise may be owned by an individual or by the community, that is a community based enterprise.

**COMMUNITY BASED ENTERPRISE**

Community Based Enterprise (CBE) can be defined as "a community acting corporately as both entrepreneur and enterprise in pursuit of the common good." Paredo and Chrisman (2004). CBEs are managed and governed to pursue the economic and social goals of a community/member in a manner that is meant to yield sustainable individual and group benefits over the short- and long-term. Torri (2009) has defined CBEs as "the innovative recombination of pre existing elements of activity by inhabitants with a shared interest living in a small basic administrative or statistical area" Torri reminds that the idea of members acting "together" should be understood, some members may be more active than others, but most or all will have some role in developing and implementing the entrepreneurial initiative. Such social enterprises are therefore created to serve social objectives and in most cases the surplus/ profits are re-invested in order to make the business grow and at some point the surplus is distributed to the members. They are generally motivated by the fact that the community has some common characteristic mainly in terms of culture, similar constraints e.t.c. Due to these common needs the community is motivated to come together and think through their challenges and try to address their needs in a communal way. Entrepreneurial accomplishments may not be compatible with diverse social arrangements, but, but may benefit from the integration of specific cultural norms (Anderson, 2002; Basu & Altenay, 2002; Light & Rosenstein, 1995). The facts suggest that the possibility that cultural identity may actually function as a tool for entrepreneurial activity (Light & Rosenstein, 1995), example is that ethnic ties are known to promote cooperation and hence entrepreneurial activities. People who share the same culture for example tend to work closely especially where they are migrants to the area. CBEs arise in response to some combination of economic crisis and lack of individual opportunity, social alienation of individual sub-group e.g the IDPs in Kenya, environmental degradation e.t.c. A major impetus for CBEs appears to be a threat that causes a community to perceive a major disequilibrium in its way of life, in the efforts to gain/regain control then the CBEs emerge.

**CONDITIONS THAT ENCOURAGE THE EMERGENCE OF COMMUNITY SOCIAL ENTERPRISES**

*Social/ Economic Stress*- The economic and social stress witnessed among the communities forces them to come together to solve such pressing issues which sometimes include the attempt to address the absence of political power or a voice in national life. CBEs characteristically arise in response to some combination of the following: a) economic crisis and a lack of individual opportunity; b) the processes of social disintegration; c) social alienation of a community or sub-group from mainstream society; d) environmental degradation; e) post-war reconstruction; f) volatility of large business. Where they occur, these factors are typically a reflection of major macro conditions such as national economic crises and political violence.

Overall, then, a CBE emerges as the result of the desire of communities to gain or regain control of their own local development. In the parlance of Minniti and Bygrave (1999), adverse economic circumstances in a community give rise to a novel solution; in this case, the community-based enterprise. What is striking, however, is the way that this "novelty" is a legacy of long-standing resources in tradition and culture.

*A product of incremental learning*-A Community social enterprise is the result of a process grounded in collective experience (Helmsing, 2002). Most often, the communities in which Social Enterprises emerge have been previously involved in collective political action, e.g., demanding access to basic services from the government, contesting government reforms, or protesting against such conditions as counterinsurgency or large-scale landownership. These previous activities may result in the development of tacit knowledge, embedded within the community, with regard to organizing to achieve goals (Spender, 1994).

*Availability of Social Capital*-Social capital is a community's major resource Bourdieu, 1997; Coleman, 1988; Flora, 1998). In fact, one could argue that the community itself is often the major and most valuable asset of a social enterprise. CBEs emerge characteristically in areas where there is lack of significant material resources, in many cases, land in the area is scarce and impoverished, and there is little or no access to capital markets. In such a situation it is broadly recognized that people depend on social relations — social capital — to address their substantive everyday needs. CBEs are created on the basis of collectively owned cultural, social, and ethnic endowments. These are historical products that create solidarity among community members and receptivity to collective action. Community networks allow resources to be pooled, actions to be coordinated, and safety nets to be created that reduce risks for individual community members (Bourdieu, 1997; Putnam, 1973). Furthermore, the inter-relationship between community and family enables the CBE to take risks not open to an individual. It is precisely the ability of the CBE to marshal and exploit social capital that gives it added potential in conditions of chronic scarcity and fierce global competition

*Community size*-As with any entrepreneurial venture, the start-up and success of a CBE require that the community possess, or have access to, sufficient resources to launch the enterprise (Chrisman, Bauerschmidt, & Hofer, 1998; Gartner, 1985; Katz & Gartner, 1988). With regard to other resources, we assume that in poor communities the amount of resources available on a per-capita basis is generally low. Therefore, larger communities should have an advantage in the creation of CBEs vis-à-vis smaller communities. However, the relationship should not be linear. As stated earlier, a critical resource for CBE is the social capital that exists in a community. Since the number of potential relationships in a social network increases factorially with the addition of each new person into the community/group, we argue that very large communities will have extremely complex and fragmented social networks. While conducive to individual entrepreneurship, we see such networks as a detriment to the formation of CBEs. For example, Kranton (1996) illustrates the fact that reciprocal non-market exchanges are more likely and provide greater benefits in smaller markets owing to the likelihood of frequent, future contacts.

Furthermore, because of the importance of social capital, smaller communities are more likely to achieve solidarity in terms of their subjective assessments of the initial endowments needed to form community-based enterprises (Minniti & Bygrave, 1999). It is therefore assumed that CBEs are far more likely to arise and maintain themselves in communities of moderate size, rather than those with very small or large populations. The cooperative movement in Kenya has proved that the more members each cooperative has the higher the chances of growth; thus, while the cooperatives continue to coordinate their organization and activities as one enterprise, each "business unit" is restricted in size (Greenwood, 1991; Morrison, 1991; Suzuki, 1995).

**CONCEPTUAL FRAMEWORK**

This study will consider the following independent variables as factors that affect the growth of the Social enterprises.

*Ability to recognize opportunities and the persistence to form a business enterprise.* Venkataraman (1997) describes the two issues of interest to scholars in entrepreneurship, the source of opportunity and enterprising individuals, the social entrepreneur who is mainly the founder of the such enterprise will exhibit perceived self efficacy related to new venture and will have a propensity to act on the intent to form the venture (Harrold and Barbara).

*Collective Action/Social Capital:* The success of the social enterprises highly depends on the support from the community or the group members; Johanison (1998) suggests that individuals retain their identity but acts within a collective group they also create social networks which contributes to the creation of new ventures. The collective action is able to bring the diverse cognitive attributes of the group members together, this allows the tapping of the diverse professional skills held by the group and also expands the networks held by the group as a whole, all such factors will contribute in creation of new ventures and diversification for the purpose of sustainability. In social entrepreneurship the ability to build and exploit social resources builds the platform for offensive (as opposed to defensive) venturing (Johanison 1998: as quoted by Harold & Barbara). The collective contribution of the members to the social enterprise is key to its success, social commitment also counts to the success. In collective community based enterprise, the founding collective unit exhibits characteristics similar to individual entrepreneurs i.e perceived self efficacy, related to new ventures and propensity to act on the intent to form a new venture (Harold and Barbara). Social capital is a community's major resource Bourdieu, 1997; Coleman, 1988; Flora, 1998). In fact, one could argue that the community itself is often the major and most valuable asset of a CBE. Communities where CBEs emerge characteristically lack significant material resources. CBEs are created on the basis of collectively owned cultural, social, and ethnic endowments. These are historical products that create solidarity among community members and receptivity to collective action.

*The size of the community/ number of members involved*-the more the members in a community enterprise the higher the chance of growth, since they tend to bring in more contributions in terms of ideas and capital. Community networks allow resources to be pooled, actions to be coordinated, and safety nets to be created that reduce risks for individual community members (Bourdieu, 1997; Putnam, 1973).

*Availability of financial capital/the level of funding*- the availability of funding in support of the community enterprise also affects the growth. Where there is sufficient funding by either external or internal sources will have a direct impact on how the enterprise will perform. The level of internal funding is affected by the number of members in the group and their contribution towards the capital, the higher the contribution the higher the capital hence the higher the

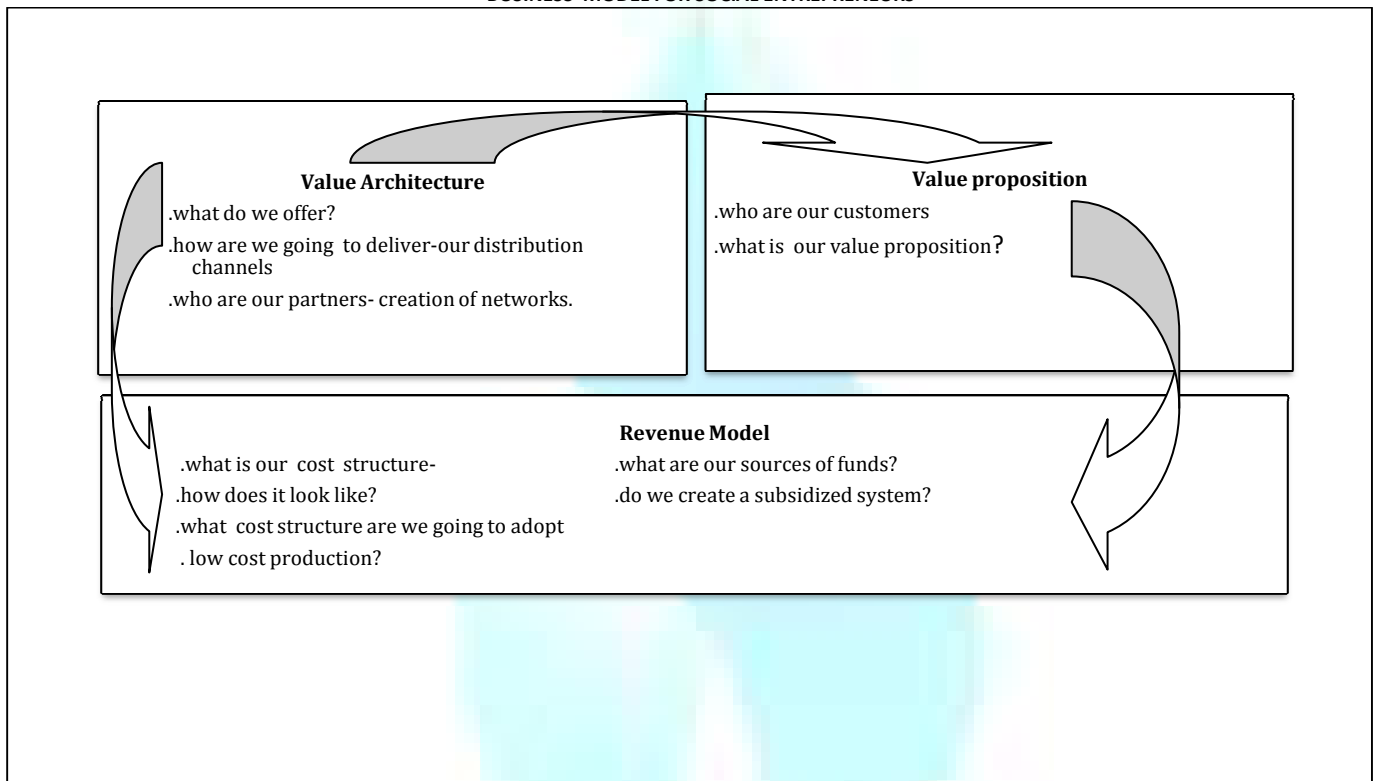


chances of growth. Likewise the level of capital affects the level of access to loans within the banking system, the loan advanced for the purpose of funding will depend on the level of savings held by the group and their ability to repay, and hence the member contribution will have an impact on the funding by the banks.

#### BUSINESS MODEL FOR SOCIAL ENTREPRENEURS

The building blocks of a business model are value proposition, value architecture and revenue model. The social entrepreneurs value proposition is typically linked to mitigating social or environmental problems, they start their businesses to serve basic humanitarian needs, distribute scarce resources and take care of needs of future generations by promoting environmental behavior (Seelos & Mair 2005). Successful social entrepreneurs are not satisfied with treating the symptoms, they want to eliminate the root cause of the problem. Social entrepreneurs often engage partners and beneficiaries in creation of the product. They have to deal with resource limitations a hurdle which they can overcome by building networks (Grichnik et al., 2010) bringing together volunteers commercial and non commercial. Innovative resource mobilization strategy adopted by social entrepreneurs and involvement of partners and beneficiaries evokes a sense of responsibility among the beneficiaries. The revenue model for social entrepreneurs may comprise both donor funds and partly from internally generated profits. Social businesses generates turnover and profits and thus is self sustaining. Financial surpluses are re-invested in the venture and used to grow the solutions. Earned income is inherently more sustainable than other forms of revenue for social purpose entrepreneurs. Diversified funding strategy often include some earned income can contribute to the financial sustainability.

#### BUSINESS MODEL FOR SOCIAL ENTREPRENEURS



Own illustration based on Susan Muller (2012)

#### METHODOLOGY

The Research is a desk research, a review of existing theories and empirical studies is done and findings and conclusions derived from the review.

#### LITERATURE REVIEW

This section reviews various theories and their relevance to social entrepreneurship. *Organizational theory* examines the effect that an operating environment places upon a given organization or set of organizations (Zucker,1997; Meyer & Rowan 1977, Di Maggio & Powel 1983, Scott 1987).the solution provided to coping with external pressure is institutionalization of rational structures. As markets expand, the rational networks in a given domain become more complex and differentiated and organizations in that domain must manage more internal and boundary spanning inter dependencies because of the need for internal coordination increases under these conditions and because formally organizations with rationalized formal structures tend to develop (Meyer & Rowan 1977).The adoption of rational structures described above leads to a state of isomorphism in a population of organization and is three fold. The first stage is habituation (new forms arise to meet the challenges within the society), the second stage is objectification (evaluation of a new structure how the new idea will be managed) and the final stage is sedimentation (diffusion of the structures throughout the population- creating a legitimization)( Tolbert & Zucker 1995). After sedimentation the form is considered institutionalized hence rationally suited to the environmental forces. This change process can be elaborated by examining the forces that dictate the move to isomorphism. Three specific isomorphic pressures are coercive, mimetic and normative (DiMaggio & Powel 1983; Scott 1983). Coercive Isomorphism results from organizational desire to gain legitimacy within their operating domain or population (Di Maggio & Powel 1983). Essentially, coercive pressure is placed upon organizations of legal authority or resource control over the respective organizations. Hence forms of all organizations within that population are rationally organized to gain legitimization or acceptance from external institutions. Mimetic isomorphism is an organizations response to uncertainty in the environment, causing the organization to adopt systems and techniques perceived a successful by other organizations (Di Maggio & Powel 1983; Scott 1987). Searches for "best practices" in an operating environment, the adoption of human resources programmes and similar service provision are all examples of isomorphism. Social entrepreneurship as a movement seems to exhibit some of the properties associated with mimetic isomorphism.

Resource Dependency Theory deals with specific input pressures placed on an organization from the environment. It is a rational model that incorporate both endogenous and exogenous variable perspective (Sherer & Lee;2002). The endogenous variable perspective looks at resources as a fixed supply or scarce. The repetitive use of endogenous variables creates competitive tension between firms to attain the diminishing quantity of the fixed resource. Exogenous variables create scarcity brought about by demand pressures which increases the scale of production. The presence of scarcity in both the arguments implies that a firm designs its system in a way that enables them to attain the necessary resources to be successful. This can be equated to the factors that encourages emergence of social entrepreneurship in that it arises due to the scarcity or systems failure to provide the essential needs. Other research confirmed this observation in the

area of hospitals that have been forced to adopt to the changing medicare policies (Clark & Estes, 1992; Coppola, Hudak & Gidwani), these are essential social needs that needed to be addressed.

## CASE STUDIES OF SOCIAL ENTERPRISES

**WELFARE COOPERATIVES: THE POOLING AND CONVERSION OF ENTITLEMENTS IN SWEDEN:** Welfare service cooperatives illustrate some of the central features of the Swedish welfare state's institutions, and the way these were taken advantage of by social entrepreneurs. The Swedish tradition of solving social problems and answering needs through public (rather than private) intervention eventually led to a virtual public monopoly over welfare, education, and employment services, safeguarded by regulations that prohibited private financing for those services that are provided by the public sector and by norms that strongly inhibit donations, such practices hindered the emergence of non-public initiatives within health education and welfare until the 1980s. The emergence of parent cooperatives played an important role in breaching this trend and in opening the field for new social initiatives. The Parent Cooperatives basic model is relatively simple, both conceptually and resource-wise: parents' statutory entitlement to day-care for their children (that should otherwise be met by municipal units) is converted into a public subsidy for a child-care place. A group of parents' forms an association that pools these (otherwise inconvertible) entitlements, creates the appropriate governance structure, establishes a kindergarten for the members' children, and recruits the professional staff (Pestoff, 1998; Stryjan and Wijkström, 1996). At the core of this arrangement stands, on one hand, the conversion of a statutory obligation to provide day-care into a welfare entitlement that is, in turn, convertible into funding, and on the other, the welding together of the entitlement holders into a functioning social and organizational entity. The rule-modification that made such transactions possible was accomplished by "wild" initiatives, the first of which started as early as 1974, but the form's institutional breakthrough came first in 1985. The first parent cooperatives operated in an institutional limbo, surviving through shrewd maneuvering between the national and municipal financing systems, significant material concessions, advocacy, and sheer persistence. Participants' commitment and the undertakings' entrepreneurial and innovative dimension were crucial in that stage, but gradually waned in pace with the organizational population's rapid expansion throughout the 1980s (to nearly a thousand in 1992), and the ensuing institutionalization of the form. Most PCs that are active at present could be regarded as small businesses run by collective proprietors, rather than as entrepreneurial ventures; activity is highly regulated (strongly limiting the ability to diversify the operation into new fields), and the enterprise's social aspirations are restricted to maintaining and reproducing the parent/member group itself, a task that naturally includes recruiting new parents, as children move on to school, but also eliciting their considerable outlays in fees, voluntary time and competence.

The merit of the model lies in its simplicity and replicability. Parent-cooperatives rely on a single mechanism of resource-conversion, whereby parents that join the cooperative bestow on it entitlements that are disbursed by the public sector. Once this mechanism is established, maintaining the group is the one necessary and sufficient condition for continued financing.

In Zimbabwe creative Oils investments Baobab tree (*Adonisnia digitala*) based enterprise supported by Southern Alliance For Indigenous Resources (SAFIRE) located in Rusinga District; has adopted the community based enterprise model. It consists of a central business unit (Secondary processing unit) made up of selected entrepreneurs from the community supported by wider community primary producers. The fruits are sourced directly from primary processors who convert fruits into pulp and seed. The fruit pulp and seed are bought through agents residents in the village (SAFFIRE 2003). The Enterprise produces and average of 500 kg of oil per month for six months harvesting period. This represented ZWD625,000 per month income for community of 150 households who supplied raw fruit to the enterprise in 2003. Demand for these products still outstrips the supply in the market. The by-products are sold to the local community and commercial beef producers.

Sustainable social enterprises cuts across the world; In India Self Employed Women (SEWA) formed in 1972 in Ahmedabad began a coalition of poverty-level women and has evolved into a powerful union, initiating a powerful union, and a self help grass-root business strategies for women, which has served as a model for similar organization in Africa, Thailand, Mexico, Poland, and the US (2000;55). SEWA offers micro-credit, bank lending, literacy programmes, business cooperatives (including a dairy cooperative in which women owners sell to the mainstream dairy industry), childcare cooperative activities to increase the economic power and stability of members. A community based multiplication program in Tanzania started sharing seeds and seed multiplication techniques. This initiative has spread to 42 villages and includes training in seed production, quality control, storage and marketing (Mwaisela 2000).

While working with the poor in Bangladesh, Yunus recognized that many desired to stand on their own feet, for example, by founding their own small business. To do this they needed capital, mostly small amounts, to buy a sewing machine or similar basic tools. Yet, banks were not willing to give the poor loans. They found the risk too high, as no income existed to date, and there was no security available. The bureaucratic processing of these credits also resulted in more costs than the microloans could cover. The Grameen Bank, founded by Yunus, created an innovative way to make microloans feasible. The bank developed an administration and collection process led by "lending circles", formed by a number of borrowers in each community. Within this circle, borrowers would monitor each other and check that each one of them pays back their loans timely and correctly. Defaults make the community as a whole lose credibility. Like this, debtors are motivated to comply with their payment commitments, as they do not want to let down their social network. By involving the community, both the administrative work and a payback security are ensured. These lending circles lead to payback rates higher than those of many large-scale banks. In a social entrepreneurial sense, through this innovative action, social goals were achieved through business. On the one hand, the poor found access to the microloans they needed to establish a source of regular income.

In Kenya Ingrid Munro an alumni of Muhamad Yunus started Jamii Bora Organization whose main objective was to address the challenges of shelter faced by the women in Mathare, most of whom did not have a stable source of living. The group being un employed was sidelined by the banks in terms of credit lending due to lack of collateral. Most of the initial members included unemployed youth and needy women who used to rove Nairobi as gangs of thieves and street families. The organization mobilized these groups and encouraged savings among the group and lending to group members at a manageable interest rate at the same time growing their capital. The enterprise has been able to provide shelter through mortgage and also establish a microcredit institution targeting the low income group in the slums.

Ochieng A (2007) also noted an emerging approach where new technologies are invented while the existing ones are adapted to suit the specific needs of the poor people. This is also a social enterprise approach since inventions are made with the social needs in mind. Kickstart a nonprofit organization in Kenya develops, adapts and markets technologies in Africa. The NGO identifies business opportunities that can be created to meet the needs of the communities and that can be run by the locals, they develop technologies and business packages as per the needs of the community, they train manufacturers to produce new technology and develop market among small scale business (ochieng 2007), examples of products include brick press, oil press, tread pump and hip pump (a manual water pump). Kickstart estimates that \$52 million per year of profit and wages is generated under the new business across Africa (Ochieng, 2007). One of the key actions that help foster the success of these ventures is developing demand driven products.

The welfare cooperatives in Sweden came up as a result of a gap in the system i.e failure of the government to address the social needs of child welfare, the idea was also created through a wild initiative by some group members who felt that they could do something to correct the existing gap within the society. The growth of the enterprise was enabled by the increase in numbers coupled by the participants commitments and innovations, the financial capacity of these cooperatives was addressed by affiliations with other funding institutions.

The Creative Oils investments Baobab in Zimbabwe has the support of SAFFIRE and also that of the community. The entrepreneurs give the professional and entrepreneurial support to the enterprise, the locals produce the raw materials and at the same time offer market for the products. This comes as both the social capital and financial capital since the provision of market for the oil products enables the enterprise to grow.

The growth of the Grameen Bank in Bangladesh was also as a result of failure of the existing systems to address the credit needs of the small scale entrepreneurs due to lack of collateral as required by the banks. The growth of the Bank was enabled by the support from the community which was evidenced in the increase in numbers and the low default rate.

Similarly the growth of Jamii Bora was as a result of the gap that existed among the street families who could not be trusted by the financial institutions for lending, the families has a common social problem of lack of shelter and access to loans.

Previous experiences both from development projects and market oriented initiatives have proved that to be sustainable, business initiatives need to be owned and informed by local stakeholders themselves (Dordija et al 2001; Torri 2009) Korsching and Allen (2004) are linking social entrepreneurship with economic development strategy and viewing it as embracing within the broader concept of community development. One was of strengthening the local level engagement is the creation of CBEs which means adopting a holistic approach both to local and entrepreneurial development. Paredo & Chrisman 2004; Torri 2009 emphasized the roles of social capital, community spirit, participatory and governance structure. Community entrepreneurs success of mobilizing resources to collective action was also emphasized by Selky & Smith (1994).

### OBJECTIVES OF THE STUDY

1. To identify how the social entrepreneurship approach can be used to establish sustainable enterprise within a group/community set up.
2. To evaluate how/why social entrepreneurship approach would be considered as a means of achieving sustainable Enterprises as compared to other Micro-enterprises.

### RESEARCH QUESTIONS

1. How does the Social Entrepreneurship work?
2. What is the relationship between the use of Social Entrepreneurship Approach and growth of sustainable enterprises?
3. What is the role of government in the efforts of encouraging the growth of Social Entrepreneurship?

### RELEVANCE OF THE STUDY

This study seeks to identify how Social entrepreneurship approach would assist in establishment of Sustainable Enterprises. It reviews the various social enterprises and how they have been able to grow, the findings will be useful in policy making as far as the social entrepreneurship is concerned.

### PROBLEM STATEMENT

Many intervention measures have been initiated by many, international development agencies despite of these efforts many of the projects/approaches fail to meet the objective of creation of poverty eradication through sustainable enterprises. Many at times the projects collapse soon after the donors leave, some of the reasons for such failures can be attributed to lack of ownership by the community. The target beneficiaries view the projects as being owned by the donors; such that once the donor exhausts the funds the local community loses interest in the project.

The coming up of micro finance institutions has also seen a greater access of finances granted to those groups that were initially marginalized in respect to access of funding. The Banks have also come up with different products for micro enterprises in an effort to ensure that all the upcoming entrepreneurs are reached.

In Kenya the government has identified the two groups' that is Women and Youth who have in the past been disadvantaged in terms of accessing loans due to lack of collateral, and two funds created to address their plight. The Youth enterprise fund was created as one of the flagships of Vision 2030 under the social pillars i.e to address the social needs of the youth through issue of loans to youth while the Women Enterprise Fund was also establish to issue loans to the women entrepreneurs. To date the youth fund has advanced loans worth 5.9 billion to 158,000 youth enterprises out of which 615 million has been advanced to 13,341 groups while 66 million to 2645 individual enterprises (Status Report 2007-12). The youth fund provides support services on creation of new business opportunities most of which are created to address the social needs e.g in Nairobi the fund put up car wash sites, public toilets and integrated bus shelters (Status Report 2007-12). The women enterprise fund one of the flagship projects under the social pillars in Kenya Vision 2030, the creation of the fund is a clear demonstration of the Kenya Governments commitment to the reduction of gender inequality and women empowerment. According to the Women Economic Agenda- Status report (2013) the fund has received Ksh. 2.6 billion since inception and has been able to create loans worth ksh.3.1 billion an indication of growth of the fund.

Despite of all the efforts it has been observed that most of the loans advanced to individual members are utilized for other activities and not entrepreneurial venture. While some of those members who venture into businesses do not survive for long. Kibas (2010) observed that lack of sufficient education and training is one of the impediments to the success of micro-enterprises in the rural Kenya. As stated earlier in this paper social enterprises are created with the needs of the community in mind, it also brings together the different skills of the members which is positively used to achieve the group objective of growth.

One major challenge that communities have is lack of innovation which has negatively impacted on the growth of the few entrepreneurs in terms of copying from one another instead of innovating new ideas, this has a negative impact on existing enterprises. While we do not have data on the average life span of social sector organizations, business organizations do appear to have negatively short lives, (Nicholls 2006). The life expectancy for smaller businesses is much lower, with one survey estimating that 12.5 years for all firms. This state of affairs creates what Schumpeter called creative destruction, a process that ensures that only those organizations creating value efficiency survive, where most of the social enterprises fall. Johannisson (1998) suggests that individuals retain their identity but act as a collective in which individuals work within their social networks creating new ventures. In collective entrepreneurship, the ability to build and exploit social resources builds a platform for offensive venturing as opposed to defensive venturing, Johannisson (1998).

Without doubt most people venture into business or self employment when formal employment opportunities fail to materialize. Research indicates that most of those who succeed in entrepreneurship are either trained on the kind of business they venture into or continue business training as they progress. Wanjubi (2006) noted that the success rate of new businesses is 15% in the first 5 years, this can be attributed to be due to the highly dynamic state of the business environment which require changing approaches to doing business which may be a challenge especially to individual entrepreneurs. Social enterprises are expected to address this by ensuring that the groups come together and improve on innovations identified by the members in order to ensure there are sustainable enterprises.

It is in the above background that this paper seeks to give a highlight on how Social entrepreneurship/Community driven enterprise can contribute establishment of sustainable enterprises.

### RESEARCH FINDINGS AND CONCLUSION

The key objective of establishment of social enterprises is to address the social need, this is one of the contributing factors to the success of the enterprises, such needs cuts across the community and this works positively for the enterprise by bringing together the society to ensuring that they support the venture. The community ensures the survival of such enterprises since it provides the market to the service provided and where a community enterprise is established the members provide professional backup for the existence of the enterprise. The varied professional background of the members ensures that the enterprise is able to grow in terms management and innovations.

As observed in the Grameen Bank Model the community where borrowers would monitor each other and check that each one of them pays back their loans timely and correctly, the same applies to any community enterprise as long as it is offering a service that the community finds it beneficial to all, therefore collective monitoring of one another will foster the success of the enterprise, hence a high possibility of sustainability of enterprise.

Social enterprises thrive in areas where there are gaps, these gaps bring the community to think and work together and come up with lasting solutions. In the efforts of providing lasting solutions then the social entrepreneur will work towards sustainability, this makes the members to be very innovative in their approach towards management of the enterprise. As noted in the Jamii Bora initiative where the firm first started as a micro-lending and is currently empowering its clients to own houses, social entrepreneurs in their efforts to bring change do not get satisfied on the success of one initiative but will always strive to bring more change. In the process an enterprise can be transformed to meet the changing needs hence sustainability achieved.

Social entrepreneurs are interested in bringing change in the community their success can be measured by the scalability of the idea; this can be achieved through replication of the idea without any fears of competition in the market. In the Grameen Bank venture the same model has been replicated widely and even currently the other commercial banks have borrowed from the model. Through replication and innovations as per the needs of the community, such enterprises are able to grow and sustain themselves.

Sustainability of the social enterprise depends on the ability to identify a social gap within the society, innovate within the identified gap and involve the community in the development of idea into an enterprise. Kick start uses innovation tied together with the community need to develop its technologies and these are packaged to suit the community needs. These are demand driven products which gain the support of the community both socially and financially through market provision which contributes to the building up of the financial base and sustainability of the enterprise.

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