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## IS YOUR Livelihood Project SUSTAINABLE ENOUGH? A Multi-case Study of Change Facilitators: The Case of LSEED Program and Select Philippine Social Enterprise Models

Norby R. Salonga<sup>1</sup>, Maria Carmen S. Apuli<sup>2\*</sup>

<sup>1</sup> LSEED Development Specialist\*

<sup>2</sup> Resource Mobilization Specialist Corresponding Author: [norby.salonga@dlsu.edu.ph](mailto:norby.salonga@dlsu.edu.ph)

**Abstract:** This paper entitled “A Multi-Case Study of Change Facilitators: The Case of LSEED Program and selected Philippine social enterprise models” is a qualitative and descriptive study. It assesses the enterprise models of the social enterprises being incubated by the LSEED Program, in parallel with select models of social enterprises in the industry using four variables namely: scalability of impact, sustainability, value proposition, and inclusive participation.

Likewise, it also documents the enablers and barriers in the formation of the LSEED student fellows and their partner community members, the challenges met in establishing their respective social enterprises and the sustainability mechanisms that were put in place.

The study shows that social entrepreneurs’ journey are driven and influenced by their transformational roles in the community, which are borne out of their commitment for personal/professional growth, economic contributions to families, and passion for community development. Moreover, the demand for an inclusive society in a relatively challenging situation also helps shape the way social enterprises’ founders to stay relevant in their advocacy and to consistently deliver the desired outcomes which are measured and represented by the indicators in the triple or double bottom-lines.



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In terms of required knowledge, skills, and attitude, social entrepreneurs believe that the balance on key principles of community development, business management, and innovations should be given much consideration in developing social enterprise. Likewise, these should be reflective of the shared commitment to learning, creativity, problem solving and leadership which are key values that will help sustain ones passion for social entrepreneurship.

Conclusively, the study suggests to look into the principle of social entrepreneurship as a multi-disciplinary and multi-sectoral approach to development, with sound consideration to business practices.

**Key Words:** social entrepreneurship, scalability, sustainability, value proposition, inclusive participation



## 1. INTRODUCTION

De La Salle University through its Center for Social Concern and Action embarked on the Sustainable Development Goals (SDG) Localization Project in order to calibrate its social engagement program in 2015.

DLSU holds the distinction of being the first university in the country to localize the UN's SDG. COSCA in collaboration with its 7 partner barangays in District V of Manila made use of the Community-based Monitoring System (CBMS) in establishing baselines of the University's social engagement program.

In 2016, the Lasallian Social Enterprise for Economic Development [LSEED] Program was launched in partnership with academic and non-academic units of DLSU. LSEED as a strategy to localize the SDGs 8 and 17 facilitated the formation of aspiring Lasallian social entrepreneurs (students and community members) and incubation of community social enterprises. In 2017, 4 social enterprises were conceptualized and developed through the batch 1 of LSEED Fellowship Program.

While the program has provided an enabling environment for students and community members to collaborate, sustainability/ survival of these social enterprises in the business sector has remained to be a challenge.

Hence, this study looked into the stories and experiences of successful social enterprises in the Philippines using four key variables such as value proposition, sustainability of initiatives, scalability of impact, and inclusive participation. From there, insights on the transformational roles of social entrepreneurs in the society as well as the required knowledge, skills, and attitude were documented.

Moreover strategic insights on the common interests of social entrepreneurs, strategy in sustaining passion and in managing risks/stakeholders' expectation, and

necessary resource support needed were captured.

Finally, all data/insights captured were then utilized in coming up with a roadmap that will hopefully serve as a guide for incubation/accelerator programs and key partners from the public and private sectors. Strategies identified will also serve as options in providing the necessary support to the social enterprise sector in the Philippines.

## 2. METHODOLOGY

Using Input-Process-Output as a conceptual framework, the study made use of four key elements namely: value proposition, sustainability, scalability, and inclusive participation, as parameters in assessing the social enterprises' business model and the transformational roles of its founders in the community as change facilitators.

The method was subdivided into three phases where Phase 1 focused on process appraisal looking at profiles and review of SE operations. During Phase 2, the proponents conducted Key Informant Interviews (KII) on the identified parameters with both community members and social entrepreneurs. Lastly, Phase 3 was dedicated to conduct validation session that was meant to infer the primary results and capture additional insights from the key informants.

Phases	Variable 1	Variable 2	Methodology/Participants
Phase 1: Appraisal Process	Profile	Process Review of SE operations	Direct Observation (DO) and review of documents
Phase 2 A: Data Collection through Key Informant Session	Value Proposition	Inclusive Participation	Key Informant Sessions Participants: Community Members
Phase 2 B: Data Gathering/Collection through Key Informant Interview	Scalability	Sustainability	Key Informant Interview (KII) Participants: Social Entrepreneurs
Phase 3: Validation Workshop	Scanning	Data from KII and FGD	Workshop Participants: Partners Community members and Social Entrepreneurs



### 3. RESULTS AND DISCUSSION

The study revealed that knowledge on community development, social entrepreneurship, and business management are critical in starting a social enterprise .

Social Enterprises	Transformational Roles	Scalability	Value Proposition	Inclusive Participation	Sustainability
Social Enterprise 1: Heaven on Earth Vegetarian Center	Change of behaviour towards organic farming	Partnership-building with existing enterprises in order to manage supply/demand	Organic Food through Organic Farming	Employment and Supply-chain Models	Sustained partnership with local producers  Establishment of vegetarian centers  Awareness-building on health lifestyle in the community
Social Enterprise 2: Happy House Farm	Appreciation towards the environment and agriculture	Partnership-building with local institutions /individuals (employment and CSR models)	Farming and Waste Management	Employment Model	Infrastructure development  Community organizing  Partnership-building
Social Enterprise 3: Bataan Bagmakers Cooperative	Community organising for economic development	Membership building and business diversification	Local Economic Development (Tourism and Livelihood Models)	Cooperative Structure	Community Organizing  Cooperative development

These however would also require skills in community organizing, communications, facilitation, and creativity during the ideation phase while problem solving, leadership, conflict management are much needed in the operational and transitional stages of the social enterprise.

### 4. CONCLUSIONS

Social entrepreneurs have either transactional or transformational roles in the community. Transactional being focused on the business aspect of the SE while transformational roles have something to do with the skills and capacities built, change of behaviour, and ability to influence others to promote and advocate for the core value of the social enterprise.

Likewise, the levels of engagement and participation of key stakeholders have direct influence on the culture of the SE and indirect implications to its business operation. Furthermore, the limited support of government to the SE sector at present also affects the growth of the social enterprises at the national scene. The availability of resources from the private sector, categorically speaking, is not yet fully maximized.

### 5. SUMMARY & RECOMMENDATIONS

Initiatives in social entrepreneurship should be based on results of community based monitoring system and/or other profiling mechanisms led by or done with communities and local government. A good example of this is the business scoping conducted by LSEED which was backed up by a CMBS result that provided a general baseline for the intervention during Batch 1.

Key stakeholders in social entrepreneurship are not exclusive to the business sector and the academe. Local government support plays a very critical role in institutionalizing SE efforts towards community development such as the establishment of incubation facilities in communities.



Partnership with academe and business sector under the concepts of corporate social responsibility and social engagement should be aligned with the agenda of the local government units and supportive of the United Nations SDG.

Livelihood and income-generating programs of local government should try to put in place sustainability mechanisms to help ensure clearer impact on the socio-economic aspect as well as the transformational roles of the community. Examples are as follows:

- (a) Product-development to market linkage;
- (b) Training-driven program to enterprise-creation program;
- (c) Thrust-based to needs and market-based initiatives

The table below shows that proposed program design that both private and public organizations can use in order to help improve the social enterprise landscape of the country in areas of formation and SE development.

STEPS	STRATEGIES	POSSIBLE PARTNERS
BASELINING AND COMMUNITY PROFILING	COMMUNITY-BASED MONITORING SYSTEM (CBMS)	CBMS
	SCOPING OF INFORMAL BUSINESS MODELS	
COMMUNITY ORGANIZING (FORMAL AND INFORMAL CAPACITY-BUILDING)	LEARNING SESSIONS	ACADEME (SOCIAL ENGAGEMENT OR SERVICE LEARNING)
	COMMUNITY WORKSHOPS	
	IMMERSIONS/ STUDY TOUR	
	MENTORSHIP	
	BOOT CAMP	

STEPS	STRATEGIES	POSSIBLE PARTNERS
IDENTIFICATION OF COMMUNITY PROBLEMS	CRITICAL THINKING SESSION	NATIONAL GOVERNMENT
SOLUTION BUILDING PROCESS	DESIGN THINKING SESSION	PRIVATE SECTOR AND ACADEME

## 6. ACKNOWLEDGMENTS

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