A HANDBOOK ON SOCIAL ENTREPRENEURSHIP AND NON-GOVERNMENTAL ORGANISATIONS (NGOs) WITH CASE STUDIES

*Living to impact lives*

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Dedication

This book is dedicated to all social entrepreneurs and humanities.

**Epigraph**

“*We need to reverse three centuries of walling the for-profit and non-profit sectors off from one another. When you think for-profit and non-for-profit, you must often think of entities with either zero social return or zero return on capital and zero social return. Clearly, there’s opportunity in the spectrum between those extremes*”

- Bill Drayton (Ashoka Founder).

“*I’m encouraging young people to become social business entrepreneurs and contribute to the world, rather than just making money. Making money is no fun. Contributing to and changing the world is a lot more fun*”

- Muhammad Yunus.

“*We make a living by what we get, but we make a life by what we give”*

*“The pessimist sees difficulty in every opportunity. The optimist sees the opportunity in every difficulty*”

– Winston Churchill.

“*Let us remember one book, our book, one pen, one child and one teacher can change the world*”

- Mukaila Yousafzai

A COMPENDIUM OF SOCIAL ENTREPRENEURSHIP AND NGOs

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**PREFACE**

This book is a compendium of social entrepreneurship and Non-Governmental Organizations with case studies. This book is a response to the lack of an academic book on Social entrepreneurship and Non-Governmental Organizations generally and in Africa particularly. It is an objective writing that is both expository and exploratory, informative and educative with twenty-six chapters. The first eight chapters focusses on the journey from the general entrepreneurship to social entrepreneurship by providing a general overview of the subject matter conceptually. The next two chapters were devoted to sustainable entrepreneurship and environmental entrepreneurship as related to social entrepreneurship whilst the eleventh chapter is on social business registration procedures.

The next section is chapters twelve to eighteen presenting all that needs to be known about NGOs at this level, from history to classifications, characteristics and registration as well as for foundations. Chapters nineteen and twenty are devoted to social entrepreneurship in public sectors and the ways of introducing entrepreneurship into governmental Organizations. The models of entrepreneurship and various schools of thoughts are simplified with due consideration to social entrepreneurship and poverty alleviation in the subsequent chapters. Finally, the last two chapters are compilation of thirty-two case studies and practicing exercises to drive in the lessons into real life experiences. The book has the potential to benefit current practitioners, future social entrepreneurs, individuals, NGOS, public sectors and academics that are interested in the field of social entrepreneurship. Furthermore, the book will be suitable in developing the best possible curricula for educating students in NGOs and public sectors seeking to be entrepreneurial.

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INTRODUCTION

The field of "social entrepreneurship" is still developing in comparison to the well-established independent academic field of "entrepreneurship." This book is a handbook primarily concerned with Social Entrepreneurship and Non-Governmental Organizations with case studies premised on the reality that we exist in a society where there is a scarcity of academic materials to draw upon, particularly in developing countries like Nigeria, and so it is necessary to fill this gap.

Social entrepreneurship is becoming increasingly important in the development of underserved communities around the world. A series of chapters is formed as a result, which are then combined into a single document to present the framework of social entrepreneurship. The book focuses on the process of creating social value through leading social entrepreneurs. There are a lot of books on social entrepreneurship, but they mostly focus on making social entrepreneurs and not enough on the process of social innovation, NGOs and public sectors as this book uniquely presents them.

This book, the first in social entrepreneurship and NGOs in Africa, is valuable as part of the body of knowledge within the academia, as well as a contribution to the emerging field.

The book has the potential to benefit various stakeholders such as current practitioners, future social entrepreneurs, and academics interested in the field of social entrepreneurship for-profit or not- for-profit, which is still lacking a strong foundation and is struggling to gain recognition as an independent academic field. Moreover, it is suitable for developing the best possible curricula for educating students in social entrepreneurship; a guide for social work educators and NGOs as well as prospectus in introducing entrepreneurship into the public sector. This book is also intended for staff and students of social entrepreneurship and social workers in quest of practical knowledge.

**FOREWORD**

I consider the authorship of this very unique book a step towards creating a sustainable solution to the varying problems plaguing our global society, with more intensity in developing countries. This is a worthy book coming from a Nigerian perspective. Every, so often, social entrepreneurship or NGOs are operated in the Western way. The success of the Grameen Bank in Bangladesh is evidence of the ingenuity that exists in the developing world. The ingenious voices and expertise of the developing world need to be shared and discovered. Often, better solutions to problems come from those who have lived the experiences, rather than from financiers. It does not matter if the genius of the solutions is financed by the West or locally. Irrespective of the source on finance, the crux of the matter is for the solution to have a positive impact on the target community. My personal opinion is that the personal conviction of the initiator of an idea helps it to take root and grow into a viable solution that will be of benefit to others.

The two authors have demonstrated deep understanding in expounding the subject of Social Entrepreneurship not only in Nigeria but globally. This is a subject area that seems very elusive and has neither been thoroughly explored nor given enough attention in the Non-Governmental and Governmental realms. Adeyeye and Eniola’s bold step in opening the cork of the bottle is a manifestation of their philosophical views about the world of entrepreneurship and the consequential effect of the slow development currently experienced globally.

As I write this, my thought goes to many different NGOs and social entrepreneurship opportunities that exist around the world. I also think of the many people filled with ideas that could bring an end to the many difficulties that exist in daily life. This study on the impact and process of social entrepreneurship and NGOs is important, as it will aid the process to achieve greater success in the future. Even more valuable is the focus on Nigeria so that Nigeria can grow and develop into a nation of greater impact in Africa as well as in the world. Learning from the experiences of others will provide greater opportunities for the emergence of additional solutions in the community. Mercy and Anthony’s cross-cultural academic backgrounds provide them with a balanced perspective. These exposures and experiences are great assets that they brought into this book to make the contents rich and robust for knowledge acquisition, references and manual. I strongly recommend it as a must have by the academics at all levels, practicing and potential social entrepreneurs, philanthropists, researchers, research institutes, tertiary institutions, NGOs, Public and private institutions, families and libraries.

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PROLOGUE

There is a dearth of literature on the aspect of social entrepreneurship and Non-Governmental Organization, hence this first script in Africa. This book provides the conceptual, theoretical, practical and experiential based knowledge for prospective social entrepreneurs, practitioners, NGOs and scholars. It supplies all the needed knowledge to teach, lecture, counsel and practice social entrepreneurship. It explains what and how to register, and operate the social enterprise and NGOs. It is a must have book for every household, religious organizations, parastatals, offices, libraries, individuals and so on.

CHAPTER ONE

FROM ENTREPRENEURSHIP TO SOCIAL ENTREPRENEURSHIP

Introduction

Entrepreneurship is the language of economic growth and solutions in the contemporary era. The act of entrepreneurship is as old as man; it is neither a new activity nor a new phenomenon, but rather, an old practice defined in academic concepts. In the 20th century, when economies were in a downturn after the industrial revolution, entrepreneurship became a focal point and the lifeblood of national economies, for employment creation, poverty alleviation (Bello *et al*., 2018), economic diversification (Adeyeye, 2017; Adeola & Evans, 2017; Akingbade & Eniola, 2019), wealth generation and facilitation (Margaretha & Supartika, 2016), and so on. Suffice to say, entrepreneurship is very broad that it cannot be narrow-mindedly connoted to be all micro or small businesses, or all form of self-employment, skills acquisition, and similar notions. It can manifest as an act, an outcome, or a process. Entrepreneurship is a special or distinctive ability to discover an opportunity from out-of-the-box thinking with a unique determination to create and bring about necessary changes in the world. Explicitly, it can be stated that the core of entrepreneurship is innovation; hence anything addressed as entrepreneurship must be anchored on innovation. Entrepreneurship exists in every internal or external environment, micro or macro setting, economic or noneconomic sector, financial or nonfinancial segment, but the divergence lies in the intensity (that is, level and frequency of the innovation).

The field of entrepreneurship is dynamic and innovative, hence, great advancement and regular new trends exist in its research. For instance, in this 21st century, entrepreneurship has grown beyond focusing basically on micro, small and medium sized entrepreneurship. There are other emerging entrepreneurship such as the corporate entrepreneurship, digital entrepreneurship, transformative entrepreneurship, entrepreneurship cognition, global entrepreneurial movement, family businesses, entrepreneurial education, women and minority entrepreneurship, humane entrepreneurship, social entrepreneurship, venture financing (see Figure 1) just to mention a few.

**Figure 1**

*21st Century Trends in Entrepreneurship Research*

***Trends in Entrepreneurship Research***

***Corporate Entrepreneurship***

***Social Entrepreneurship***

***Digital Entrepreneurship***

***Humane Entrepreneurship***

***Transformative Entrepreneurship***

***Women & Minority Entrepreneur***

***Entrepreneurial Cognition***

***Entrepreneurial Education***

***Venture Financing***

***Global Entrepreneurial Movements***

***Family Businesses***

*Note*. Figure 1 reveals the dynamism and ground-breaking trends of entrepreneurship in the 21st century trends in entrepreneurship research. Adapted from Introduction to

Entrepreneurship by Kuratko, D.F. (2013) 9th International edition. https://www.amazon.com/Introduction-Entrepreneurship-International-Donald-Kuratko/dp/1285052153.

Other areas not included in the diagram are studies on harmonious entrepreneurship, environmental entrepreneurship, sustainable entrepreneurship, and so on.

Social entrepreneurship, thus, is another phase of the entrepreneurial economy that is attracting the attention of researchers, practitioners, policymakers, tertiary institutions, and public and private organizations. It is a subdivision of mainstream or classic entrepreneurship with the sole aim of transforming the society and social world. It is concerned about the social world; distinct from the individual’s comprehension but possesses the same hard structures as the physical world (Rowshan & Forouharfar, 2014). Environmental problems are one of the major global concerns hovering around the world, and since classic entrepreneurship focuses on opportunities entrepreneurship emerged as a subdivision of sustainable entrepreneurship, which in turn, is a subdivision of social entrepreneurship (Gandhi & Raina, 2018).

Social entrepreneurship brings the social economy closer to the business environment. It includes social entrepreneurs, social innovation, social enterprises, and the likes. Despite its unanimous acceptance in the entrepreneurship literature, the discourse on social entrepreneurship is still evolving. Interpretations, descriptions, perceptions, and measurements are areas that are still widely debated in different countries and disciplines. It is the application of entrepreneurial skills and innovations in solving existing societal problems and social needs by an actor- the social entrepreneur. Individuals or groups of people who combine the pragmatic and result oriented approaches of commercial entrepreneurship with the ultimate goal of being social reformers could manage social entrepreneurship. It uses a pool of resources innovatively to create social value in and for society. Social entrepreneurship is motivated to create social capital—not profit-oriented. The dominant factor for the rise of social entrepreneurship is societal pressure, which is compelled by the passion to impact the society with minimal monetary gain for the sustainability and survival of the mission (Gandhi & Raina, 2018).

**Historical Background of Social Entrepreneurship**

The economic system of a nation has a significant relationship with the birth and operation of social entrepreneurship. There are four different economic systems in practice worldwide: the traditional economy, market economy, command economy, and mixed economy. Each of these economies has its peculiar strengths and weaknesses, but a common thread of weakness runs in all of them. Social inequalities exist at various degrees in each economic system and are expressed in abject poverty due to unequal access to resources, high level of illiteracy, and unemployment rates in nonindustrial and developing economies (Ahmad, 2019). Developed economies are not completely free from these imbalances, but the degree is comparatively low.

These weaknesses inspired illustrious men and women, such as Robert Owen (1771–1858), to start the cooperative movement; Florence Nightingale (1820–1910), to found the first nursing school and develop modern nursing practices; and Henry Durant (1829–1910), to establish the Red Cross movement. Similarly, William Booth (1829–1912) of the

Salvation Army met the needs of the poor and marginalized; Frederick Olmsted (1822–1903) founded American landscape architecture; Maria Montessori (1870–1952) influenced young children and adolescent education; John Muir (1838–1914) advocated for land conservation; and Mother Theresa (1910–1997) dedicated her service to the poorest of the poor (Nayab, 2011). These sought ways to fill existing gaps by supporting the disadvantaged with their meagre resources. They attempted to eliminate social problems and bring positive change to the society. The efforts and activities of these individuals, if conceptualized, would be referred to as “social entrepreneurship.” Social Entrepreneurship came to conceptual existence just a few decades ago, but the operation and practice spread throughout history.

The term, social entrepreneurship, was first mentioned in the literature by Bowen (1953) in his book, *Social Responsibilities of* *the Businessman*. It also appeared overtly in Banks (1972) writing in the book titled, *The Sociology of Social Movements*. However, Bill Drayton, an American, who founded “Ashoka: Innovators for the Public” in 1980 to support social missions with funds was named the pioneer of "Social Entrepreneurship" because he was the first to relate it to the social environment. Bill’s motivation was the Vinoba Bhave’s Land Gift Movement that championed the advocacy for wealth redistribution and land transfer to the poor people of India. His not-for-profit focus on social entrepreneurship consequently has a dynamic influence in 93 countries.

Another reference point in the history of social entrepreneurship is Muhammad Yunus. By 1983, Muhammad Yunus founded the interest-free Grameen Bank to create economic and social development through microcredits that empowered villagers to pull themselves out of poverty. He won the Nobel Peace Prize for initiating the unique Grameen Bank in 2006. In 1997, Jed Emerson and Stephen Thake brought this concept into the academic. Leadbeater (1997) supported and lauded this concept and insisted that apart from the motivation to make money, social entrepreneurs could use ideas, designs, and value-adding products to change the world through innovation with a multi-faceted approach to funding and supporting social entrepreneurs globally.

Furthermore, Sanjit “Bunker” Roy, one of the few privileged individuals brought up in India, established a solar-powered school, Barefoot College, in 1972 to support the needy. This illustrates that an entrepreneur could offer a social benefit different from corporate social responsibility (CSR) to the community from a business venture Business entrepreneurship focuses on wealth generation impact while social entrepreneurship is about social impact. This makes the world a better place by ushering in social value (Cukier et al., 2011). Therefore, social entrepreneurship attracts attention among various individuals and groups, such as ecologists, economists, psychologists, scholars, and researchers. It is rapidly finding expression in the dictionaries and language of politicians, philanthropists, journalists, academics, and the general public.

The vision of entrepreneurship and the adoption of an entrepreneurial economy that combines the commercial and social dimensions of enterprise to enhance economic and social sustainability are inextricably linked to the global shift of the twenty-first century. This is in line with the idea that the entrepreneurial economy is made up of both businesses and non-profits. A vital matter worth exploring, as it pertains to understanding the nature of social entrepreneurship, is that of the potential roles it could play in addressing social problems and raising social entrepreneurs in developing countries (Wale-Oshinowo *et al*., 2019). Hence, the next section discusses the concept of social entrepreneurship.

CHAPTER TWENTY-FIVE

Thirty-two Case Studies on Social Entrepreneurship

Case studies are very essential in driving the knowledge acquired into practice. It is like an alternative to laboratory practical in the pure science classes. The case study enables students to have a reflection by figuring out the principles and transferring the acquired knowledge into the examples. It helps to connect the lecture into practical as well as assisting scholars and practitioners to be more than just paper and learners but problem solvers. Thirty-two cases have been compiled for study in the classrooms or seminar discourse or as take-home assignment. The case studies are real life experience and not fictions.

Case Study 1: The Society for People Living With Disabilities (PLWD)

*This association for the disabled created training and job opportunities for their clients by starting six business ventures—Stationery Shop, Benedict; Café Haruna; Diana, a trading company; Rabiyat, an architectural firm; Joy, an advertising agency; and a sports training facility that teaches martial arts to children. Revenue and profits from the ventures are used to promote the social and economic rehabilitation of people with disabilities. The idea is to offer vocational training programs to people living with disabilities so as to empower them for employability in the mainstream workforce. The organisation was conceived in 1991 at a time when its founder, Cynthia, though living with a disability, saw a window of opportunity to help people living with physical disabilities as government regulations relaxed. Cynthia observed that such people were marginalized by not being fully integrated into the workforce or educational institutions, and public access for them was limited.*

*In 1999, Cynthia joined forces with five other NGOs to establish the Social and Vocational Rehabilitation Centre, a not-for-profit that runs several businesses where people with disabilities obtain vocational skills, such as sewing, carpentry or meat processing while generating some profit. The Social and Vocational Rehabilitation Centre employs over 350 people with disabilities and the profit from its activities underwrites various social programs such as mental health services. It provides grants to several social service organizations, funds the setup of new ventures, and gives internal loans to its businesses. Benedict Society’s social enterprises have created hundreds of jobs for people with disabilities and provided a stable source of funding for Benedict’s social activities. Benedict’s mandate was to have people with disabilities occupy at least 50% of its positions; however, this target has been exceeded with over 90% employed in all its activities” (Alter, 2002).*

Practice Exercises and Sample questions

This chapter contains practice exercises that is of immense benefit to both the lecturers and the learners. It can be used as practice exercises by an individual or group, take-home assignment, group work, class tests, classwork or examinations.

Exercise 1: Society for People Living With Disabilities (PLWD)

*“This association for the disabled created training and job opportunities for their clients by starting six business ventures—Stationery Shop, Benedict; Café Haruna; Diana, a trading company; Rabiyat, an architecture firm; Joy Advertising Agency; and a sports training facility that teaches martial arts to children. Revenue and profits from the ventures are used to promote the social and economic rehabilitation of people with disabilities. The idea is to offer vocational training programs with the intention of training people with disabilities to empower them to gain employment in the mainstream workforce. The organisation was conceived in 1991, at a time when its founder, Cynthia, herself lived with a disability. She saw an opportunity to help people with physical disabilities as government regulations relaxed in Bosso. Cynthia observed that disabled people were marginalized, were not being fully integrated into the workforce or educational institutions, and public access for them was limited.*

*In 1999, Cynthia joined forces with five other NGOs to establish the Social and Vocational Rehabilitation Centre, a not-for-profit organisation that runs several businesses where people with disabilities obtain vocational skills, such as sewing, carpentry or meat processing while generating modest profit. Today, the Social and Vocational Rehabilitation Centre employs over 350 people with disabilities and the profit from its activities underwrites various social programs such as mental health services. It provides grants to several social service organizations, funds the setup of new ventures and gives internal loans to its own businesses. Benedict Society’s social enterprises have created many jobs for people with disabilities and provided a stable source of funding for Benedict’s social activities. Benedict’s mandate was to have people with disabilities occupy at least 50% of its positions; however, this target has been exceeded with over 90% employed in all its activities” (Alter, 2002).*

Questions:

1. From the above case study, who is the social entrepreneur? Briefly explain what you understand by the term “social entrepreneur.” (Maximum of 4 sentences).
2. Explain the phrase “people with disabilities”?
3. What motivated Cynthia into her activities?
4. Distinguish between Benedict and Cynthia’s offering.
5. Her input is needed in transforming the ministry of education, the special education department that takes care of the disabled into an entrepreneurial organisation. Write a synopsis for her.
6. What possible challenges could inhibit the transformation of this department into an entrepreneurial organisation?