

**INFLUENCE OF OPERATIONAL STRATEGIES ON PERFORMANCE OF SOCIAL
ENTREPRENEURSHIP PROJECTS: A CASE OF SOCIAL ENTERPRISE SOCIETY
OF KENYA, NAIROBI COUNTY**

LESLIE CHELIMO RONO

**A Research Project Submitted in Partial Fulfilment of Requirements for the Award of
the Degree of Master of Arts in Project Planning and Management of the University of
Nairobi**

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DECLARATION

This research project is my original work and has not been presented for award of a degree in this university or any other institution of higher learning for examination.

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Date.....

Leslie ChelimoRono

L50/8947/2017

The research project has been submitted for examination with my approval as the university supervisor

.....

Date.....

Dr.Mutoro Juliana Munialo,
Lecturer, Department of Open Learning,
University of Nairobi.

DEDICATION

The research project is dedicated to my family members; my mother Alice Magoi who has been my pillar and strength and my sister Mercylene Jepchirchir who has inspired my journey in academic excellence.

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LIST OF ABBREVIATIONS AND ACRONYMS

CSOs	Community Service Organizations
GDP	Gross Domestic Product
ICT	Information Communication Technology
NGOs	Non-Governmental Organizations
SE	Social Enterprise
SEP	Social Enterprise Projects
SESOK	Social Enterprise Society of Kenya
SHG	Self Help Groups
SPSS	Statistical Package for Social Sciences
UN	United Nations

ABSTRACT

Throughout history, social enterprises have presented solutions to social problems that seem intractable, greatly improving the lives of many people in the society through changing the way operational strategies of critical systems such as health, education, employment creation and economic empowerment. Social entrepreneurs identify daunting social problems and implement them on far-reaching benefits to humanity. However, the benefits of social enterprises are increased when they are adequately facilitated and supported. In a largely capitalistic economy, the social enterprise model is not only tough to kick-start but is difficult to maintain. The purpose of this study was to find out influence of operational strategies on performance of social entrepreneurship projects. The study was guided by four objectives which included: influence of product/service competitiveness on performance of social entrepreneurship projects, influence of social finance on performance of social entrepreneurship projects, influence of technology on performance of social entrepreneurship projects, and influence of training on performance of social entrepreneurship projects. The study was guided by two theories that is social entrepreneurship and symbiotic theory. Descriptive survey design was adopted as the study design while complete enumeration of the target population 63 social entrepreneurs who were registered members of Society of Social Entrepreneurs in Kenya (SESOK) provided required data for the study. Census was utilized hence the 63 target population constituted the sample size of the study. Data was collected using questionnaires and interview schedule method. Data was analyzed using both descriptive and inferential statistics with the help of IBM SPSS Statistics version 21. The reliability threshold for the questionnaire was 0.7 and therefore considered to be reliable. Descriptive analysis involved the use of frequencies, percentages, mean and standard deviation in order to summarize the results of the various study variables. Inferential analysis involved the application of Pearson correlation to determine the nature of relationship between the dependent and independent variables. Reliability test for this study was 0.7 hence the instrument was reliable. The study findings revealed that majority of the respondents with an average mean of 4.23 showed that there was positive influence of product/service competitiveness on performance of social entrepreneurship projects and a mean of 3.96 showed that technology influenced performance of social entrepreneurship projects. In addition, a mean of 4.65 showed that training influenced performance of social entrepreneurship projects while a mean of 3.31 showed that social finance influenced performance of social entrepreneurship projects in SESOK, Nairobi County. There was a positive weak correlation between product/service competitiveness, technology, training, social finance and performance of social entrepreneurship projects. The researcher hence recommended there is need for more emphasis to have product/ service competitiveness in order to provide quality and standardized products to be able to satisfy customers' needs and retention, there should be proper investment, education and awareness on the use of technology to social entrepreneurship projects so as enhance efficiency and effectiveness that promotes performance, training is a vital and essential aspect hence proper and adequate training to be provided to acquire the rightful skills and knowledge in managing the social entrepreneurship projects and ensure there is continuity in availability and affordable finance to social entrepreneurship businesses to enhance their performance and create more awareness on the financial opportunities to these businesses. Further research studies should be carried out in other Counties in Kenya using similar or different variables to evaluate other important factors that are likely to influence of operational strategies on performance of social entrepreneurship projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The phenomenon of social entrepreneurship is a comparatively new concept; it involves use of entrepreneurial skills and knowledge to create businesses that achieve social purposes in addition to being commercially viable (Emerson & Twersky, 2016). The rise of corporate social responsibility as a strategic and profitable way of doing business has led to global rise of social enterprises in the past decade. The sustainable development goals of 2015 have also shed light on businesses and corporates that take responsibility of their social, economic and political environment. This has given rise to social enterprises that do business, make profits and create impact at the same time. As social entrepreneurship enters the mainstream, most investors are now rejecting the belief that they are faced with a ternary choice between financing projects for corporate social responsibility, donating for social impact or investing for the purpose of maximum risk-adjusted returns (Njuguna, 2013). The social entrepreneurship landscape is now at a crucial turning point as it penetrates the conventional business environment (Benson, 2013). Social enterprises are further divided into charity trading arms, community enterprises, trade organizations, social firms and member benefit businesses (Certo & Miller, 2018).

Social entrepreneurship is speedily capturing imaginations across Africa, Asia and round the world (Okudzeto, 2014). Circumstantial evidence suggests that there is rising activity in the sector of social entrepreneurship in the form of ecosystems, social incubators, accelerators, social start-ups as well as the emergence of social finance. Simultaneously, Non-Governmental organizations and Community Service organizations in the recent decade have been seen to having preference for social enterprise as a prospective model to ensuring sustainability of their operations (Kaane & Harry, 2014). Donor funds are beginning to be more and more unpredictable, but with the rise of social entrepreneurship, profits can promote the sustainability for donor funded projects.

Increased competition for donor funds in form of grants financing and the withdrawal of donor funding has become a factor among others for some Non-Governmental Organizations and Community Service Organizations restructuring to adopt an income generating model.

The Mathare Youth Sports Association (MYSA) in Nairobi is an example of an NGO that restructured into a Sustainable social enterprise. Initially MYSA relied completely on donor

funding such that at the end of each project cycle, it would apply for funding in grant and may end up spending as much as half their time looking for new and potential donors (Hopkins, Munro & Van, 2017). During its 30 year period, MYSA remained donor dependent, but in 2015 it committed to and started its transformative transition from an NGO to a sustainable social enterprise. In 2017, MYSA initiated a training/consultancy services on sport and community leadership, a fitness Centre and a sports Café. The profits made from the business were used in branding sports equipment as well as upgrading the community playing field for renting to other sports teams/clubs (Hopkins, 2017).

Modern day investors don't venture into social entrepreneurship projects for profit gain but venture into it to make a difference and get a positive return on their capital (Elkington, 2018). At times the return could be financial first; other times its impact first; however both sides of the spectrum are crucial in building the market at the cross-section of money and meaning. Text book for Change in Canada is an example of a social enterprise (Alex, 2016); it collects used text books from students, repairs them and donates some of them to needy and poor students. The other text books are repaired and sold back to students at a subsidized price. The proceeds from the sale of books are invested back to developing the human resource as well as meeting costs of running the business. As a social enterprise, they promote access to education for poor and needy students while making money at the same time (Zahra, 2008).

Earlier studies have indicated that social enterprises contribute largely to poverty reduction in Kenya by provision of primary needs (Weiss, Hanley and Wachner, 2015). Most social entrepreneurship projects that have attracted financing have a tendency of focusing in three main areas, namely, training and education, environment conservation and Information Communication Technology (ICT) (Weiss et.al, 2015).

Frigreens Enterprises is another example of a social entrepreneurship project in Kenya that works with peri-urban farmers in poultry production. They give farmers training and capacity building on poultry farming and links the farmers with ready markets. The trainings equip farmers with the skills of poultry rearing as well as how to lower the costs of production. Frigreens get their revenue through charging a fee on the sales made by farmers on eggs, meat and manure from the poultry. The targeted farmers are mainly women who are mostly house wives. This in turn increases the household income and lowers the poverty levels in the homes. True Ways Enterprises limited is also another example of a social enterprise in

Agribusiness. The company produces honey and beeswax valued added products. Beauty products such as bee wax moisturising cream, crayons, modelling plasticine, nutritional health snacks and dried fruits glazed with honey are created. The honey and bees wax is bought from bee farmers in Kitui who are empowered in bee keeping. The organization provides a ready market for the bee farmers and this in turn increases their livelihoods and reduces their poverty levels.

Research from the British council (2016) reveals there is a vibrant social enterprise landscape in Kenya. Social entrepreneurship in Kenya began operations towards the end of the 20th century; it was only until 2012 that the sector of social entrepreneurship gathered significant momentum. The beginning of much of the activities of social entrepreneurship in Kenya can be traced to the period when Kenya went through major economic restructuring in the 1980s. This forced the government to lower its spending on social services, subsequently resulting to growth in the provision of services by non-state actors for example business players and Non-governmental organizations (Darko& Smith, 2015).

The gathering momentum by social enterprises responds partly to the unrelenting demand for job creation in Kenya. In 2014, World Bank recorded that the rate of youth unemployment in Kenya stood at 17 per cent i.e. youth are described to be persons between the age of 15-24 years. The dichotomy between availability of jobs and the number of active job seekers is alarming i.e. there are about 800,000 Kenyan youths actively searching for employment annually on the other hand only 50,000 successfully find employment (Ashoka, 2014).

Continental Renewable Energy Company Limited (COREC) is another example of a social enterprise aimed at conserving the environment as well as creating job opportunities for the youth in Nairobi. COREC recycles waste plastic into building materials such as roofing tiles, manhole covers, fencing posts, and pavement blocks and sells these products to property developers and construction companies providing them with lighter, affordable and durable construction material (SESOK, 2017). The materials are made by mixing consumer waste plastic with sand; hence giving the products good insulation properties at an affordable price. The enterprise has contracted youth groups from Kariobangi slum area in Nairobi to collect, wash, crush and sell plastic scraps to the factory. The posts can be made into fencing posts or electric poles in various sizes that retail for between Sh800 to Sh1000each with its greatest customer being the Kenya National Highways Authority (KeNHa). COREC has trained and employed former street boys and 13 permanent staff. It has also helped recycle

approximately 1000 tonnes of waste plastic, made 30,000 poles and created 300 jobs to young people (SESOK, 2017).

Construction is expensive in Kenya with steel prices going up every year, vandalism and destruction of metals and rotting of timber puts the cost of construction very high. Experts in the property development space are now coming up with alternative building technologies that are of good quality, affordable, long lasting and are free from vandalism (Shwab Fellows, 2015).

Nairobi City County is the most populated county in Kenya, with approximately 6 million inhabitants inclusive of the city's suburbs (Pulse Africa, 2017). Characterised by a high population density, the government is unable to cater for this rapidly growing population. This has led to pressure on the available but scarce resources such as water, housing, quality education and healthcare. Nairobi is home to Kibera, the biggest informal settlement in Africa with an estimated population of 300,000 people residing in Kibera alone and another 2.6 million slum inhabitants in the entire city (Census Report, 2019). This situation therefore provides an opportunity for entrepreneurs to make a social, economic or environmental impact through social entrepreneurship (SESOK, 2017).

According to a study done by the British Council on the social entrepreneurship landscape in Kenya, it is estimated that around 41,000 social enterprises are currently in operations within Kenya (British council, 2015) and Kenya being identified as the country with the highest number of informal jobs in Africa (Business Daily, 2015). Re Afric is an example of a social enterprise in Kibera that makes leather shoes from recycled and waste materials; such as leather boards from industries, discarded fabric from tailors, used vehicle tires, leather from carpenters and old jeans.

The shoes are produced in partnership with skilled artisans and women groups located in the informal settlements of Kibera as a way of generating sustainable revenue for livelihood improvement and community development (Standard media, 2017). 10% of the revenue generated is reinvested back into the community educational scholarships and behaviour change campaigns aimed at encouraging young people from informal settlements to make healthy life choices around social issues like sexual and reproductive health, abstinence from drugs and alcohol abuse and life skills training such as keeping off from peer pressure and activities pertaining crime, ethnic conflict, political incitement that lead to loss of life and destruction of property.

Social entrepreneurship is rapidly growing in Nairobi, in 2010 iHub and Nailab began operations with the aim of providing key support to the social entrepreneurship ecosystem of incubator programs for start-ups support by hosting international seminars where social entrepreneurs can network and get advice and mentorship in business. More of such start-up incubators and ecosystems have supported a number of social enterprises since their inception (Kivuitu, 2016).

1.1.1 Social Entrepreneurship Projects

Social entrepreneurship is an approach by companies and entrepreneurs to develop, finance and implement socio-cultural and/or environmental solutions to daunting challenges in the society (Gates, 2018). The concept of social entrepreneurship is applied to a wide variety of organizations that range in size, vision and beliefs. A social entrepreneurship project is an organization that applies commercial strategies in financial, environmental and social wellbeing for project beneficiaries and profits for external shareholders (Murray, 2019).

Social entrepreneurship projects seek to confront social problems, conserve the environment or improve the lives of people in communities while making profits that sustain the day to day operations of the business (Harry & Kaane, 2014). Social enterprise organizations take different structures depending on their mission or the legal framework in the country of operation (Jean, 2017). The structure may be in the form of a cooperative, a benefit corporation, a charity organization, a community interest company or a mutual organization among others.

In Kenya, many Non-Governmental organizations have adopted the social entrepreneurship business model to improve the lives of people as well as achieving sustainable impact (Mulago, 2014). An example of one such organization is Komaza, a social enterprise based in Kilifi County that supports small scale farmers to plant trees by providing indigenous seeds that are of high value to the market. Komaza provides the farmers with the necessary support across the entire value chain from planting, harvesting, processing to selling in the Kenyan market. As a social impact initiative, Komaza has supported nearly 7,000 poor farmers and currently employs 100 fulltime staff (Komaza, 2017). Over 2 million trees have been planted under the farms in Kilifi and Komaza has been recognized globally for contributing to the fight against climate change (Forbes 30 under 30 social entrepreneurs, 2014).

1.1.2 Social Enterprise Society of Kenya (SESOK)

In Kenya, there are many different social enterprises that have emerged all with the aim of creating social impact. The Social Enterprise Society of Kenya (SESOK) is one such example of a registered society in Kenya which was founded in January 2017. It is an umbrella body for social enterprises from all sectors of the Kenyan economy. The main aim of SESOK is to shine light to social enterprises, enhance their recognition as crucial players in building Kenya's economy as well as make visible their relevance in today's economy (Business Daily, 2017). In Kenya today, laws and international treaties have ensured that it is no longer business as usual like in the past. Traditionally, businesses have existed and made profit without paying attention to the social and environmental impacts their business have on their surroundings.

SESOK pushes for the application of the 17 sustainable development goals (SDGs) as a planning and benchmarking tool to use when starting and running a social enterprise and should therefore be regarded as crucial in the daily running of a social enterprise. SESOK also pushes for corporate social responsibility in for profit only business, in order to promote positive social and environmental impacts to our environment and its main aim is to increase these positive impacts on a grand scale (SESOK, 2017).

Social enterprise society of Kenya (SESOK) is an umbrella organization with registered members who are in the business of social entrepreneurship. SESOK has grown spontaneously with more social entrepreneurs joining its membership. Some of these members includes; Frigreens Enterprises, COREC, Kofar Kenya, Bio-Afriq, Sun Transfer, Re-Afric among others. It was therefore against this background that this research study was designed to investigate the operational strategies influencing performance of social entrepreneurship projects in Nairobi County with SESOK as a case study.

As of July 2019, SESOK had documented an active membership of 104 members present in the association. The members are from different economic sectors ranging from agri-business, financial management, education, health and renewable energy among others. Kofar Kenya is an example of a social enterprise registered under SESOK from the Agricultural sector. It provides effective and affordable organic soil repair inputs to farmers that reverse the damage done by industrial fertilizers (SESOK, 2017). The farm inputs produces fortified compost and soil conditioners that improve moisture retention, reverse acidity in soil, and thereby increasing quality production of food. Kofar

Kenya gives farming advice to farmers through extension education and supports them to improve farm produce through organic farming (Hopkins, 2016).

1.2 Statement of the Problem

The sustainable development goals have given entrepreneurship a new meaning. This has risen to the birth of social enterprises in the recent decade (Wronka, 2016). Social enterprises have impacted communities all over the world and improved lives of people. Therefore supporting the birth of social enterprise development allows them to meet the environmental, financial, unemployment and other socio-economic challenges facing communities in a more efficient and effective way.

Entrepreneurs have historically been drivers of innovation and development. In the business world, entrepreneurs have acted as engines of industrial advancement and have played great contributions to globalization (Dees, 2013). On the other hand, social entrepreneurs are individuals who use entrepreneurial principles to create, organize and manage a social enterprise for the purpose of solving a social problem (Sinha, 2015). Social entrepreneurs have innovative solutions to current and most pressing societal problems offering new ideas for wide scale change (Elkington and Hartigan, 2018).

In Kenya, social entrepreneurship is not adequately supported by the Government (SESOK, 2017). Supporting social enterprises creation and development allows them to meet environment, socio-economic as well as political challenges in a more effective and efficient way than they currently doing (British council, 2016). A research conducted by the Ministry of Trade and Industry found that 71.3% of social entrepreneurs in Kenya have never been supported by business incubators or accelerators. Accelerator programmes aim at providing training to social enterprises in marketing, product development, access to financing as well as networking (Business daily, 2017). The study further revealed that 38.2% of social entrepreneurship projects survived for less than a year from inception, 45.2% lasted between two and three years, 8.6% lasted between four to six years and 2.6% above seven years (World economic forum, 2018). Three factors were identified as causes for failure among social entrepreneurship projects; lack of resources and infrastructure, non-conducive business environment in terms of the policy environment and organizational internal conflict.

In Kenya, social enterprises frequently register as a Limited Liability Company (SESOK, 2017); this is in spite of the organisational and procedural complexities and cost implications

associated with this type of registration. This demotivates social entrepreneurs as acquiring a business permit is expensive (Mutanu, 2018). Social entrepreneurs are forced to face the same tax responsibility as other entrepreneurs, yet they are adding value to the environment and in the lives of people (Odongo, 2018). Access to financing is extremely difficult in social entrepreneurship, banks and other financial institutions are typically capitalist and therefore funding for social impact is a challenge (Mumbe, 2017). Donors and change agents have also been reported to distrust the social entrepreneurship model as many believe the money might get lost (Mutanu, 2018).

Amidst all these challenges, social enterprises have the potential to drive Kenya's economy and provide sustainable solutions if they are provided with the necessary support for effective in performance. Therefore, there is a need by all stakeholders from the civil society, the government and the private sector to establish the weaknesses in the performance of social entrepreneurship projects and determine the points of intervention and the magnitude of effort required to achieve successful social impact in communities.

1.3 Purpose of the Study

The purpose of this study was to examine the influence of operational strategies on performance of social entrepreneurship projects in SESOK, Nairobi County.

1.4 Objectives of the Study

- i. To establish influence of product/service competitiveness on performance of social entrepreneurship projects.
- ii. To establish influence of technology on performance of social entrepreneurship projects
- iii. To determine influence of training on performance of social entrepreneurship projects.
- iv. To assess influence of social finance on performance of social entrepreneurship projects

1.5 Research Questions

- i. To what extent does competitiveness of a product/service influence performance of social entrepreneurship projects in Kenya?
- ii. To what extent does technology influence performance of social entrepreneurship projects in Kenya?

- iii. How does training influence performance of social entrepreneurship projects in Kenya?
- iv. How does social finance influence performance of social entrepreneurship projects in Kenya?

1.6 Significance of the Study

The researcher hopes the study is significant to social entrepreneurship landscape in Kenya by recommending academic and training institutions to introduce a social entrepreneurship course and training for students in the various fields of academia to venture into social entrepreneurship, to raise awareness on the role of social enterprises as important economic drivers particularly for banks and other institutions to offer friendly loans and social finance opportunities to social enterprises in Kenya. The researcher also hopes that the study findings may help on-going and upcoming social entrepreneurs in identification of the gaps existing in the market for social enterprises to thrive and flourish. The researcher further hopes that findings of this study may help policy makers at the national level to develop a policy for the management and running of social enterprises supported by an act of parliament. Lastly, the researcher hopes that besides the research being used to bench mark for forthcoming researchers in the same or related topic in Nairobi or at different area, findings of this research may also serve as practical guides for performance of social entrepreneurial projects in Kenya and beyond.

1.7 Delimitation of the Study

The study was delimited to influence of operational strategies on performance of social entrepreneurship projects in Nairobi County. The study was also delimited to the following objectives; to establish influence of product/service competitiveness on performance of social entrepreneurship projects, to assess influence of social finance on performance of social entrepreneurship projects, to establish influence of technology on performance of social entrepreneurship projects and to determine influence of training on performance of social entrepreneurship projects. The study was also restricted to questionnaire and interview schedule as the data collection tools.

1.8 Limitations of the Study

SESOK's confidentiality policies limited most of the respondents from responding to some questions since it considered to being contrary to SESOK's confidentiality policy to reveal its confidentiality matters. This was a common suspicion with any kind of research study. The

suspicion was mitigated by assuring the respondents of complete confidentiality and in addition the researcher disclosed the academic intent and purpose of the study. An introductory letter from the University of Nairobi and a legal research permit from National Council of Research, Science, Technology and Innovation (NACOSTI) were also presented to SESOK hence allowed the members to disclose the much needed information for the success of the research study. The researcher also predicted that the C.E.Os and co-founders would be absent due to the tight schedules pertaining their job descriptions hence weakening the information collected. To counteract this challenge, the researcher had to reschedule the data collection period so as to fit these respondents.

1.9 Basic Assumptions of the Study

The researcher made the assumption that respondents were available and willing to give information truthfully and honestly.

1.10 Definition of Significant Terms as used in the study.

Operation: Act of proper functioning of an enterprise to create the highest level of efficiency and achieve set targets.

Strategies: Methods, processes and plans used by social enterprises to reach their goals and objectives.

Performance: The degree to which the actions or processes of a social enterprise creates social value by confronting social problems, improving the lives of people in communities or conserving the environment while making profits at the same time.

Product/Service Competitiveness: The potential of a good or service being as good as or better in quality than others of a comparable nature. The competitiveness of a product according to the current study is in relation to the conventional good/service the market is traditionally used to thus perceive to be normal.

Technology: Technology can be defined as the use of scientific knowhow for purposes of practical performance in the social enterprise industry.

Training: Acquiring knowledge and skills that relate to specific use in the capabilities of a social entrepreneur.

Social Finance: An approach to accessing and managing money which delivers a social dividend and an economic return.

Project: Series of tasks and activities that must be completed over a specific period of time to achieve a desired outcome.

Entrepreneurship: Process of identifying a problem, designing the solution, launching the ideas into gainful opportunities and running a new business.

Social Entrepreneurship Project: Activities by social entrepreneurs and start-up companies where they develop and implement solutions to socio-cultural or environmental problems while making profits.

1.11 Organization of the Study

Chapter one discussed the background to the study, statement of the problem, purpose of the study, research objectives, research questions, significance of the study, delimitations of the study, limitation of the study, basic assumptions of the study and definition of significant terms. Chapter two reviewed existing literature on social entrepreneurship, performance of social entrepreneurship projects, training and social entrepreneurship projects, financing and social entrepreneurship projects, competitive product/service and social entrepreneurship projects, technology and social entrepreneurship projects, theoretical framework, conceptual framework, knowledge gap and summary of literature review. Chapter four comprised of data analysis, presentation and interpretation of the study as set in the research methodology. Finally, the study ended with chapter five that presented summary and discussion of the findings, conclusion and recommendations for action and further research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews existing literature that reflects on the history and emergence of social entrepreneurship as an important role player in development matters. The chapter also covered theoretical framework, conceptual framework, knowledge gaps and summary of the chapter.

2.2 Performance of Social Entrepreneurship Projects

Performance refers to the process of measuring project activities against pre-set of the vision and objectives with the aim of accomplishment of the goals of a social enterprise and creating impact to the society. Successful social enterprises have the following characteristics; financial stability, a participative style of management, community and consumer focus, social and environmental stability, innovation and interdependence in trading activities (Moizer& Tracey, 2010; Dees, 2014).

According to (Sharir& Lerner, 2016), for successful performance in social entrepreneurship projects, there are 8 critical factors; financial performance, effectiveness of the society, planning of the business and marketing, attractiveness and validity of innovative concept, strong leadership skills, partnerships with institutions from both the public and private sector locally, short term and long term impacts and management of risk.

A study done by Shun (2018), found that innovativeness and openness to stakeholders by the social entrepreneur has an impact on how a social entrepreneurship project performs. The behaviour of social entrepreneurs influences the performance of social entrepreneurship projects (Dees, 2018).The skills of a social entrepreneur have been associated with the characteristics of social entrepreneurs (Holm, 2013); passion for the cause, risk taking, leadership skills, ethical awareness and innovative ideas of the social entrepreneur. It is therefore crucial for social entrepreneurs to poses skills that secure the sustainability of the enterprise during uncertain and dynamic changes in the environment (Shun, 2018).

There needs to be a clear balance between social and economic performance of social entrepreneurship projects (Changh, 2018). In a situation where an organization focuses on only one variable; particularly economic performance at the expense of social performance, the organization loses its identity as a social enterprise (Drayton, 2019). Social entrepreneurs endeavour to achieve social performance while generating profits for effective performance

(Shun, 2018). The performance of social enterprises has been linked with sustainability of the enterprise (Changh, 2018). In some cases, the financial performance of social enterprises has been branded as the sustainability of the enterprise. The performance of a social enterprise depends on the ability of the social entrepreneur to meet social expectations while addressing the needs of their consumers or shareholders (Drucker, 2019). Thus, performance does not just imply the realization of a social purpose but this realization must move towards creation of economic performance.

Performance of social entrepreneurship projects is also motivated by environmental factors such as government support and network of social support from stakeholders (Shun, 2018). However, due to the fact that social entrepreneurs determine the strategy and direction of the enterprise, this study will focus on the necessary training a social requires to develop their skills, access to social finance, the technology crucial for operating the enterprise and competitiveness of the product/service of the social enterprise.

2.3 Competitive Product/Service and Performance of Social Entrepreneurship Projects

For survival in the harsh and competitive business environment, entrepreneurs must provide competitive products/services to the market (Wronka, 2013). This enables a product/ service to achieve profitability. With the launch of the UN Sustainable development goals (2015), businesses have been tasked with the responsibility of creating a sustainable environment (Hopkins, 2015). The rise of Corporate Social Responsibility in the recent decade has demonstrated that it is no longer business as usual (Business Daily, 2017). Organizations and businesses that reflect on the environmental impacts of their operations have greater market share (Business Daily, 2018).

In business, competitive products are preferred more by consumers over other products within the same sector (Reeds, 2010). According to Jenna, 2017, for effective project performance, the goods/services produced by social enterprises must have the following features; affordability where price is crucial in business particularly when social enterprises are selling comparable products, she also observes that price can also be an indicator of value in some cases, quality where social entrepreneurs who are able to produce differentiating products are more successful, service combination in terms of the attitude and service skills of the staff and employees in a social enterprise is a crucial in determining competitiveness of the enterprise and products that can carve out a niche from the market are likely to be competitive.

2.4 Technology and Performance of Social Entrepreneurship Projects

Technology can be defined as the use of scientific knowhow for purposes of practical performance in the social enterprise industry. Successful social entrepreneurs are those who use innovative approaches to solving social problems, such as poverty, healthcare, employment creation, and lack of education (Koitamet, 2013).

The mobile revolution has enabled social entrepreneurs connect more with their customers, suppliers, owners, middlemen and other stakeholders thus reducing the cost incurred within the value chain(Juneja,2015). Mobile technologies have played a crucial role in accessing credit and financing for social entrepreneurs (Juneja, 2015), in getting real time updates on whether patterns needed by farmers, mobile technologies have also acted as a link of the producers and the consumers. The UN acknowledged in 2018 that there is more number of mobile phones in the world than toilets, in other words meaning there are more chances of a person owning a mobile phone than having access to toilets/sanitation.

A study done by Koitamet (2013) on the determinants of performance of social entrepreneurship projects provided a knowledge gap in the conceptual framework as it focused on readiness and preparedness of an organization in adopting new technology for successful business operations. However, the current study focused on the level of awareness by social entrepreneurs on the availability of mobile technology as well at the affordability of the technology to a social enterprise. The current study also investigated how technology can be utilized in product development, marketing as well as tracking market response to a product/service all of which were crucial components of strategies for effective operation.

2.5 Training and Performance of Social Entrepreneurship Projects

Training according to World Bank (2006), refers to teaching or developing oneself through skills and knowledge related to specific usefulness in starting and running a social enterprise. Skills development enables a social entrepreneur to run his/her business successfully. Lack of skills among social entrepreneurs may affect the operations of an enterprise. Skills involved here include; sound financial management, human resource management and leadership, change and risk management, market research and the technological competence required in running a social enterprise (Wronka, 2013).

According to a research done by Ohio University in 2014, for effective performance in social entrepreneurship, it requires more than simply donating profits to a good cause rather social entrepreneurs need effective approaches to addressing general societal issues in an attractive

and compelling manner. A successful social entrepreneur often possesses a particular robust set of skills (Asholau, 2012). A successful social entrepreneur should be able to balance profit making and social impact to avoid scenarios where one outweighs the other (Benson, 2012).

2.6 Social Finance and Performance of Social Entrepreneurship Projects

Social finance is an approach to accessing and managing money which delivers a social dividend and an economic return. Resources are always insufficient for businesses whether large-scale or small scale. A study by Njuguna (2013) on the factors that influence sustainability of social entrepreneurship projects, a case of Iko toilet projects established that social enterprises experience greater challenges in accessing capital to start and run their business compared to conventional business entities. Lack of a legal framework in social entrepreneurship make tax requirements and registration of social enterprises a challenge inhibiting most social entrepreneurs from starting and running a business effectively (Sesok, 2017). Banks and other financial institutions in Kenya require business to possess legal registration permits for processing of loan applications.

Social finance has a direct impact on performance of social entrepreneurship ventures (Smith and Darke, 2014). Funding in terms of loans and capital in seed funding enables an on-going social enterprise meet its costs, expand the enterprise and create social impact (Torres & Pina, 2003). International as well as local investors in Kenya are trying to support social enterprises by offering financing to businesses that create an impact to the environment and that are sustainable (Daily Nation, 2018). An example of one such investment is Dhahabu Kenya, an East African investment project that offered grants and loans of up-to Ksh. 121 Billion in impact investment for new and upcoming social entrepreneurship projects in Kenya.

Several studies have been done on small and medium microenterprises on how access to financing is crucial for any business survival and growth. Little research however has been done on access to financing for social entrepreneurship projects in Kenya. Financing is important for social entrepreneurs to acquire skills necessary in social entrepreneurship (Hopkins, 2016). This indicates that innovative and talented business men who would like to venture into social entrepreneurship risk being blocked from such learning opportunities because of the high costs linked with the trainings (World Bank, 2006). Social entrepreneurship unlike conventional businesses requires a balance between profit making and impact creation (Koitamet, 2013).

2.7 Theoretical Framework

A theoretical framework can be defined as a logically structured representation of concepts, variables and relationships involved in a scientific study with the purpose of clearly identifying what will be explored, examined, measured or described (Francois, 2010).

2.7.1 Symbiotic Theory

Symbiotic is a biological term denoting a mutually beneficial relationship between two or more organisms living in close physical association. In social sciences, symbiotic theory is applied to elaborate the mechanisms of the close and mostly long-term relationship between two or more different variables. There exists three different types of relationships in Symbiotic theory; mutualism, commensalism and parasitism. This study will focus on the mutual relationship among variables benefitting from each other that is product competitiveness, training, social finance and technology must mesh with one another for the performance of social entrepreneurship projects to be realised.

Training and use of technology have a symbiotic relationship in that, when a social entrepreneur possesses skills in technological competence, he/she is able to utilize technology in the management of the enterprise. Technology can be used planning, market research, product development and decision making processes in the business among others. Access to financing and training also has a mutual beneficial relationship.

Technology helps social entrepreneurs to market their services and products, monitor the progress of their business and carry out other activities related to growing their organizations. Technology can be expensive to use and install. This means therefore that the business should have financing to adopt and utilize modern technology to grow their business. Funding also depends largely on the competitiveness of a product/service offered by the social enterprise. Technology can be used by social enterprises to develop efficient marketing structures for their products (World Bank, 2006).

2.7.2 Social Entrepreneurship Theory

This is a behavioural theory that outlines the ability by a social entrepreneur to identify social gaps that propel the entrepreneur to innovative steps in a bid to fill the gaps the results being awareness and enablement of the community in question (Teo& Tan, 2011). The theory studies contextual factors that push towards creation of a social venture, the organizational dynamics and structures, as well as how these typologies measure social impact, to bring about sustainable social change and mobilize resources. Social entrepreneurship theory has

been identified to be a factor for the development of social entrepreneurship through financially viable and sustainable models unlike entrepreneurship theories that focus mostly on economic growth and profit making in businesses (Raghda, 2013). This theory is deemed relevant to this study since it informs the dependent variable; performance of social entrepreneurship projects.

2.8 Conceptual Framework

The conceptual framework illustrates the presented relationships of variables to be studied. The dependent variable is performance of social entrepreneurship projects while the independent variable is operational strategies in terms of product/service competitiveness, technology, training and social finance. The moderating variable is government policy while the intervening variable is market perceptions.

Though both moderating and intervening variables have an influence on performance of social entrepreneurship projects, they will not be measured in the current study.

**Independent Variable
Operational Strategies**

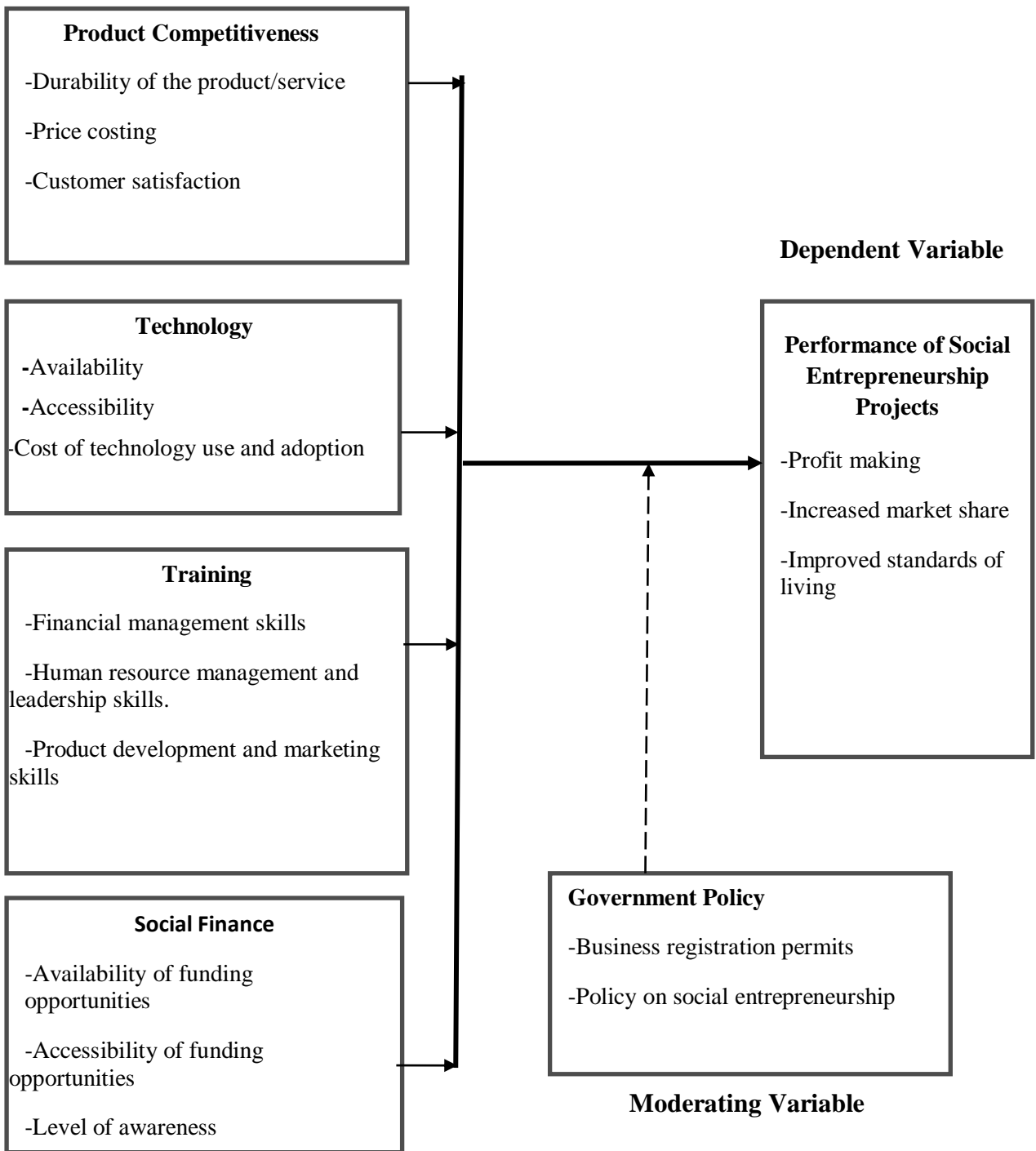


Figure 1: Conceptual Framework

2.9 Knowledge Gap Matrix

In this section, the knowledge gaps in the reviewed literature are displayed in Table 2.1.

Table 2.1 Showing Knowledge Gap matrix

Variable	Authors	Title of the Study	Findings	Knowledge Gap
Product/Service Competitiveness	Stephen Kamunge (2014)	Factors influencing performance of SMEs	Product/ service competitiveness influences performance of SMEs.	Current study will focus on social entrepreneurs as the target population.
	Martyna Wronka (2013)	Analysing the success of social enterprises: critical success factors perspective	Product attractiveness in terms of clarity of the innovation concept is crucial for successful project performance.	Current study investigates durability in comparison to conventional market products as an indicator.
	Jenna (2017)	Characteristics of competitive products in the market	Affordability, quality, service combination and existing market niche influence competitiveness of a product service.	In addition to the features, the current study will investigate customer satisfaction.
Technology	Lemein Koitamet (2013)	Determinants for performance of social entrepreneurship firms	Readiness and preparedness of a social enterprise in adopting new technology influences performance of social entrepreneurship firms.	Current study will investigate cost of use and adoption of the mobile technologies.
	Pranchi Junela (2015)	The role of technology in social entrepreneurship	Technology brings about synergies and economics of scale in a network of social entrepreneurs.	Current study investigates the level of awareness on the available mobile technologies for individual social entrepreneurs within a network.
	Jawad Abbas's (2014)	Impact of technology on performance of bank employees.	Technology has an influence on employees' performance.	Current study investigates influence of technology on performance of social

				entrepreneurship projects.
Training	David Bornstein (2003)	How to Change the World: The power of New Ideas and Social Entrepreneurship	Skills and character of a successful social entrepreneur influences performance of social entrepreneurship projects.	Failed to highlight the ability to balance between profit and impact
	Yin Yang (2012)	Key success factors for social enterprises	All the variables as per this study that is, product/service competitiveness, training, social finance and technology influence success of social enterprises in Taiwan.	The current study focuses on social enterprises in Kenya.
Social finance	LemeinKoitamet (2013)	Determinants of performance of social entrepreneurship firms	Firms profit position affects its ability to access finance.	Current study will measure awareness on funding opportunities as opposed to his study that measured profitability
	Macharia (2012)	Access to finance for medium and small micro-enterprises and investment growth	Lack of awareness on available funding opportunities influences performance of social entrepreneurship firms.	His study focused on small enterprises while the current study will focus on social enterprises.
	Sabana (2014)	Factors influencing performance of social entrepreneurship projects in Kenya	Financial literacy, financial access and transaction costs affect performance of social enterprises.	Current study will measure awareness on funding opportunities, cost and availability of finance specifically meant for social impact.

2.10 Summary of Literature Review

Social entrepreneurship has evolved in Kenya and has proven to solve the problems faced by communities on a day to day basis such as poverty alleviation, environmental conservation and access to healthcare, education and capacity building as well as community development. The social entrepreneurship sector is growing and the future appears promising. The operational strategies influencing performance of social entrepreneurship projects include: social finance, training, technology and product/service competitiveness. Theoretical framework in the study is discussed through two theories: symbiotic theory and social entrepreneurship theory. The conceptual framework shows a diagrammatic relationship between dependent variable, independent variable, moderating and intervening variable. Several researchers have investigated the social entrepreneurship sector but here exists a knowledge gap on operational strategies influencing performance of social entrepreneurship projects in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the research methodology that was used. The chapter covered the research design, target population, sample size and sampling procedure, research instruments, validity and reliability of research instruments, data collection procedure, data analysis techniques, operationalization of variables and ethical considerations.

3.2 Research Design

Research design is as a general plan of how a researcher goes about answering the research question (Saunders, Lewis, & Thornhill, 2007). This study adopted descriptive survey as the research design. Descriptive survey design describes characteristics of the target population primarily focusing on describing the nature of the population (AdiBhat, 2015) which in the case of this study is Chief Executive Officer (CEOs) and co-founders of the social enterprises under SESOK.

3.3 Target Population

Target population refers to the total group of elements from which the sample might be drawn (Saul, 2019). Target population for the current study is 101 social entrepreneurs, organized in 11 sub-groups which consist of C.E.Os and co-founders of the social entrepreneurship projects. The entrepreneurs were engaged in various business sectors referred to as strata and are represented in table 3.1.

Table 3. 1: Business Sectors for Target Population (SESOK, 2017)

Business Sector	Target Population	Percentage
Manufacturing/recycling	10	9.9%
Renewable energy	8	7.9%
Agribusinesses	21	20.9%
Health care	6	5.9%
Education	5	4.9%
Fashion	4	3.9%
Information Communication & Technology	10	9.9%
Water and sanitation	10	9.9%
Consultancy	11	10.9%
Housing	6	5.9%
Marginalized groups (youth, women and persons with disabilities)	10	9.9%
TOTAL	101	100%

3.4 Sample size and Sampling Procedure

Sampling is the process of selecting a representative population from the group under study (Saul, 2019). On the other hand, sample size refers to the total count of individual samples in any statistical setting (Zamboni, 2018). According to Mugenda and Mugenda (2009), the researchers goal was to collect data from even the smallest subgroups of the population he/she was interested. The study therefore applied complete enumeration also known as census method whereby data was collected from the 101 participants in the target population, hence forming a sample size of 101.

Table 3. 2: Sample Size (SESOK, 2017)

Business Sector	Sample Size
Manufacturing/recycling	10
Renewable energy	8
Agribusinesses	21
Health care	6
Education	5
Fashion	4
Information Communication &Technology	10
Water and sanitation	10
Consultancy	11
Housing	6
Marginalized groups (youth, women and persons with disabilities)	10
TOTAL	101

3.5 Research Instruments

In this study the researcher used interview guide and questionnaires as instruments for data collection. An interview guide refers to a set of questions a researcher asks to a respondent(s) with the aim of data gathering. Interviews can be asked face-to-face or through telephone calls. It is a research instruments used to collect both qualitative and quantitative data. It is made up of a set of questions or other types of prompts that aims at collecting information from a respondent referred to as Primary data (AdiBhat, 2018).

The questionnaire was made up of a set of open and closed ended questions each developed to address research questions. The open ended questions gave respondents freedom to express what they considered important hence in-depth information was collected. The questionnaires were self-administered by the researcher. The researcher conducted semi structured

interviews with the C.E.Os. According to Kothari (2012) data collection is the means a research study uses to gather data or information required for the study. The researcher used drop off and pick later method of administering questionnaires as the research predicted the target population was a busy group of individuals mostly C.E.Os and co-founders of social entrepreneurship projects. Drop off and pick later method result to high response rate and reduce researcher presence bias (Cooper and Schindler, 2003).

3.5.1 Pilot Testing of Research Instruments

According to Mugenda and Mugenda, (2012), pilot test refers to a stage in the research study where the research instruments are administered to a number of people in the target population who are not included in the sample size. Pilot testing is done as a means of testing reliability and validity of the research instruments.

The researcher tested whether the design of questions is logical, clear and easy to be understood and exhaustive. The pre-test allowed the researcher to check on whether the variables collected can easily be processed and analysed.

3.5.2 Validity of Research Instruments

Validity is defined as the degree to which the result obtained after analysis of data represents the actual phenomenon under study (William, 2004). Validity ensures that data collected using the research instruments represents a specific domain of concept. The researcher ensured validity of the research instrument through utilizing content validity. This was whereby the university supervisor, who understood the research topic, read through the interview and questionnaire to evaluate and gave comments on whether the research questions captured the topic effectively. By-inns of a social entrepreneurship discipline expert was also sought.

3.5.3 Reliability of Research Instruments

According to Mugenda and Mugenda (2012) reliability is the measure of the degree to which the research instruments yields consistent and reliable result. The current study used half-split method where the instruments were divided into two halves and then calculate Pearson's correlation between the scores of the two halves. The split halves were transformed into appropriate reliability estimates for the entire test hence for the current study, the reliability threshold is set at an alpha of 0.7 which according to Franket and Wallen (2000) is acceptable.

3.6 Data Collection Procedures

Before embarking on data collection process, relevant approvals were obtained. An introductory letter from the University of Nairobi was used to get permit from National Council for Science and Technology to collect data. Collection of primary data was administered through questionnaire and interview schedules to the sampled respondents. A covering letter stating the purpose of the study was attached guaranteeing participants confidentiality. Questionnaires were delivered through hand delivery and picked later at an agreed date by both the researcher and the respondents. In cases where the respondents wanted to fill the questionnaire immediately, the researcher waited for the questionnaires. After collection of instruments, they were examined for completeness, comprehensiveness, consistency and reliability.

3.7 Data Analysis Techniques

Quantitative data was edited for completeness then coded to translate responses into specific categories entered into SPSS version 21 and analysed using descriptive statistics such as frequencies, percentages, mean and standard deviation then presented in tabular form for easier comprehension. On the other hand, qualitative data was analysed based on the content matter of the responses. Responses with common themes or patterns were grouped together into coherent categories.

3.8 Operationalization of Variables

This section analysed the operationalization of variables on influence of operational strategies on performance of social entrepreneurship projects as shown in Table 3.2.

Table 3.2 Operationalization of Variables

Variable	Indicators	Measurement	Measurement Scale	Tools of Data Analysis	Type of analysis
Independent Variables					
Product competitiveness	<ul style="list-style-type: none"> • Durability of the product/service • Price costing • Customer satisfaction 	<ul style="list-style-type: none"> • Warranty policy • Sales records 	Interval	Frequency, percentage, mean and standard deviation	Descriptive and inferential analysis
Technology	<ul style="list-style-type: none"> • Availability • Accessibility • Affordability 	<ul style="list-style-type: none"> • Computers • Management Information systems • Mobile apps 	Interval	Frequency, percentage, mean and standard deviation	Descriptive and inferential analysis
Training	<ul style="list-style-type: none"> • Financial management skills • Human resource management and leadership skills. • Product development and marketing skills 	<ul style="list-style-type: none"> • Financial records • HR policy and records • Product sales 	Interval scale	Frequency, percentage, mean and standard deviation	Descriptive and inferential analysis
Social finance	<ul style="list-style-type: none"> • Availability • Accessibility • Level of awareness of funding opportunities 	<ul style="list-style-type: none"> • Application of social finance opportunities • History of application • Profit and loss accounts 	Interval scale	Frequency, percentage, mean and standard deviation	Descriptive and inferential analysis
Dependent Variable					
Performance of social entrepreneurship projects	<ul style="list-style-type: none"> • Profitability • Increased market share • Standards of living in the community. 	<ul style="list-style-type: none"> • Sales records • Savings and financial records. 	Interval scale	Frequency, percentage, mean and standard deviation	Descriptive and inferential analysis

3.9 Ethical Consideration

The researcher endeavoured to apply ethical standards in the planning of the study, data collection and analysis, dissemination and use of the results obtained. Informed consent was obtained from the respondents before embarking on data collection. The researcher explained the objectives of the research to the respondents in order to solicit informed consent. High level of confidentiality on the information provided by respondents through interview or questionnaires was maintained. The researcher also obtained a letter from the university to prove she was a student and permitted to conduct the study.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

The chapter presents the results of the primary data which was collected through the use of closed ended questionnaires supported by the interview schedules whereby descriptive statistics was used to analyse the data. The results were analysed in form of response rate, background information and the research findings to examine the influence of operational strategies on performance of social entrepreneurship projects in SESOK, Nairobi County.

4.2 Response Rate

With a sample size of 101, 63 questionnaires were correctly filled and returned achieving a 62% return rate. The response rate was appropriate since according to Kothari (2007) a response rate of 50% and above is appropriate for analysis.

Table 4. 1: Response Rate

Return Rate	Frequency	Percent
Returned Questionnaires	63	62
Unreturned Questionnaires	38	28
Total	101	100

4.3 Reliability Statistics

According to Sekaran and Bougie (2016) any reliability index greater than 0.7 is taken to represent a satisfactory level of instrument reliability, hence the reliability threshold for this study was 0.7 and therefore considered to be reliable.

Table 4. 2: Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.659	.660	5

4.4 Background Information

The study sought the personal information of the respondents in the study, specifically the gender, age, highest academic qualification and type of social entrepreneurship project one was engaged in.

4.4.1 Gender of the Respondents

The study sought information on the gender of the respondents and as displayed on table 4.3.

Table 4. 3: Distribution by Gender

Gender	Frequency	Percentage
Male	37	59
Female	26	41
Total	63	100

The study findings above showed that the majority of the respondents at 59% were male while 41% were female. This clearly indicated that majority of the respondents were male.

4.4.2 Age of the Respondents

The study sought information on the age of the respondents and as displayed on table 4.4.

Table 4. 4: Distribution of Respondent by Age

Age Bracket	Frequency	Percentage
30 years and below	28	44
31 – 35 years	12	19
36 – 40 years	9	14
41 – 45 years	8	13
46 – 50 years	1	2
51 – 55 years	3	5
56 years and above	2	3
Total	63	100

The study findings in table 4.4 above showed that the majority of the respondents at 44% were aged 30 years and below, followed by the ages 31-35 and 36-40 years at 19% and 14% respectively. 41-45 years, 46-50 years and 51-55 years were at 12%, 2% and 5% respectively. Only 3% were 56 years and above.

This gave a representation of the youth who were considered to be young and productive below age 35.

4.4.3 Highest Academic Qualification

The study sought information on the highest academic qualification of the respondents and as depicted on table 4.5.

Table 4. 5: Distribution of Respondent by Highest Academic Qualification

Highest Academic Qualification	Frequency	Percentage
Certificate	4	6
Diploma	11	17
Degree	27	43
Masters	15	24
Others	6	10
Total	63	100

The results from above indicated that majority of the respondents at 43% had degree level while 24% had masters level. Diploma and certificate had 17% and 6% respectively while the least had 10% which represented others.

4.4.4 Type of Social Entrepreneurship Project

The study sought information on the type of SEP and this was depicted on table 4.6.

Table 4. 6: Type of SEP

Type of SEP	Frequency	Percentage
Manufacturing	7	11
Renewable Energy	2	3
Agribusiness	19	30
Healthcare	2	3
Education	9	14
Fashion	5	8
ICT	6	10
Water and Sanitation	3	5
Consultancy	10	16
Housing	-	-
Working with Vulnerable groups	19	30

The study results above indicated that majority of the respondents at 30% had been engaged in agribusiness and working with vulnerable groups each while 16% and 14% and been engaged with consultancy and education respectively. 11% and 10% were engaged with manufacturing and ICT respectively.

4.4.5 Duration Engaged in Social Entrepreneurship Project

The study solicited information on how long the respondents had engaged in social entrepreneurship projects and the results were as shown in table 4.7.

Table 4. 7: Duration Engaged

Duration Engaged	Frequency	Percentage
1 year and below	19	30
2 - 3 years	16	25
4 - 5 years	11	17
6 - 7 years	6	10
8 years and above	11	17
Total	63	100

The results above indicated that majority of the respondents at 30% had engaged for 1 year and below while 25% had engaged between 2-3 years. 4-5 year and 8 years and above had engaged for 17 years each. Only 10% had engaged between 6-7 years.

4.5 Product/ Service Competitiveness and Performance of Social Entrepreneurship Projects

The first objective of the study was to establish influence of product/service competitiveness on performance of social entrepreneurship projects. The data was captured on a 5-point likert scale and a mean of more than 2.5 reflected the highest level of agreement as shown in table 4.8 below. To achieve this, the respondents were asked some questions in relation to this as discussed below:

Table 4. 8: Product/ Service Competitiveness

Statements		f	%	Mean	Std. Dev.
In comparison to other products/services in this sector, my products are durable	Strongly Disagree	1	2		
	Disagree	3	5		
	Neutral	10	16		
	Agree	22	35		
	Strongly Agree	27	43		
	Total	63	100	4.13	.959
In comparison to other products/services in this sector, my products are affordable	Strongly Disagree	2	3		
	Disagree	-	-		
	Neutral	8	13		
	Agree	29	46		
	Strongly Agree	24	38		
	Total	63	100	4.16	.884
My customers are satisfied with the product/service I offer	Strongly Disagree	1	2		
	Disagree	1	2		
	Neutral	3	5		
	Agree	25	40		
	Strongly Agree	33	52		
	Total	63	100	4.40	.794
Composite Mean and Std. Dev.				4.23	.879

From the study findings illustrated in table 4.8 above, majority of the respondents with a mean of 4.40 agreed that their customers were satisfied with the product/service offered while 4.16 said that in comparison to other products/services in this sector, my products were affordable. In addition, a mean of 4.13 agreed that in comparison to other products/services in this sector, my products were durable.

Generally, a mean of 4.23 showed that there was positive influence of product/service competitiveness on performance of social entrepreneurship projects.

4.6 Technology and Performance of Social Entrepreneurship Projects

The second objective of the study was to establish influence of technology on performance of social entrepreneurship projects. And to achieve this, the respondents were asked some questions in relation to this as discussed below:

Table 4. 9: Technology

Statements		f	%	Mean	Std. Dev.
Mobile technology is readily available in this sector of business	Strongly Disagree	5	8		
	Disagree	1	2		
	Neutral	8	13		
	Agree	15	24		
	Strongly Agree	34	54		
	Total	63	100	4.14	1.203
Mobile technology is affordable in this sector of business	Strongly Disagree	3	5		
	Disagree	4	6		
	Neutral	15	24		
	Agree	23	37		
	Strongly Agree	18	29		
	Total	63	100	3.78	1.084
Mobile technology is accessible in this sector of business	Strongly Disagree	4	6		
	Disagree	2	3		
	Neutral	12	19		
	Agree	19	30		
	Strongly Agree	26	41		
	Total	63	100	3.97	1.150
Composite Mean and Std. Dev.				3.96	1.146

The study findings in table 4.9 above revealed that a mean of 4.14 of the respondents agreed that mobile technology was readily available in this sector of business while a mean of 3.97 said mobile technology was accessible in this sector of business. Furthermore, a mean of 3.78 agreed that mobile technology was affordable in this sector of business.

Overall, a mean of 3.96 showed that technology influenced performance of social entrepreneurship projects.

4.7 Training and Performance of Social Entrepreneurship Projects

The third objective of the study was to establish influence of training on performance of social entrepreneurship projects. And to achieve this, the respondents were asked some questions in relation to this as discussed below:

Table 4. 10: Training

Statements		f	%	Mean	Std. Dev.
Financial management skills are necessary for efficient social entrepreneurship operations	Strongly Disagree	-	-		
	Disagree	-	-		
	Neutral	5	8		
	Agree	8	13		
	Strongly Agree	50	79		
	Total	63	100	4.71	.607
Human resource management skills are necessary for social entrepreneurship operations	Strongly Disagree	-	-		
	Disagree	-	-		
	Neutral	5	8		
	Agree	9	14		
	Strongly Agree	49	78		
	Total	63	100	4.70	.613
Skills in product development & marketing are necessary for social entrepreneurship operations	Strongly Disagree	2	3		
	Disagree	1	2		
	Neutral	3	5		
	Agree	13	21		
	Strongly Agree	44	70		
	Total	63	100	4.52	.913
Composite Mean and Std. Dev.				4.65	.711

The study findings in table 4.10 above revealed that a mean of 4.71 of the respondents agreed that financial management skills were necessary for efficient social entrepreneurship operations while a mean of 4.70 said human resource management skills were necessary for social entrepreneurship operations. Moreover, a mean of 4.52 agreed skills in product development & marketing were necessary for social entrepreneurship operations.

Overall, a mean of 4.65 showed that training influenced performance of social entrepreneurship projects.

4.8 Social Finance and Performance of Social Entrepreneurship Projects

The fourth objective of the study was to establish influence of social finance on performance of social entrepreneurship projects. And to achieve this, the respondents were asked some questions in relation to this as discussed below:

Table 4. 11: Social Finance

Statements		f	%	Mean	Std. Dev.
Finance for seed capital and expansion of the business is available in the social entrepreneurship sector	Strongly Disagree	6	10		
	Disagree	12	19		
	Neutral	13	21		
	Agree	14	22		
	Strongly Agree	18	29		
	Total	63	100	3.41	1.340
Finance for seed capital and expansion of the business is accessible in social entrepreneurship sector	Strongly Disagree	9	14		
	Disagree	16	25		
	Neutral	15	24		
	Agree	15	24		
	Strongly Agree	8	13		
	Total	63	100	2.95	1.263
I am aware of Finance opportunities for social entrepreneurs in social entrepreneurship sector	Strongly Disagree	6	10		
	Disagree	5	8		
	Neutral	16	25		
	Agree	19	30		
	Strongly Agree	17	27		
	Total	63	100	3.57	1.241
Composite Mean and Std. Dev.				3.31	1.281

The study findings above showed that majority of the respondents with a mean of 3.57 agreed that they were aware of finance opportunities for social entrepreneurs in social entrepreneurship sector while a mean of 3.41 said that finance for seed capital and expansion of the business was available in the social entrepreneurship sector. Only a mean of 2.95 agreed that finance for seed capital and expansion of the business was accessible in social entrepreneurship sector.

Overall, a mean of 3.31 showed that social finance influenced performance of social entrepreneurship projects.

4.9 Performance of Social Entrepreneurship Projects

On performance of social entrepreneurship projects, the respondents were asked some questions as discussed below:

Table 4. 12: Performance of SEP

Statements		f	%	Mean	Std. Dev.
Social entrepreneurship projects always make profit	Strongly Disagree	3	5		
	Disagree	14	22		
	Neutral	22	35		
	Agree	14	22		
	Strongly Agree	10	16		
	Total	63	100	3.22	1.114
My company has solved social and/or environmental problems in the community	Strongly Disagree	-	-		
	Disagree	4	6		
	Neutral	12	19		
	Agree	23	37		
	Strongly Agree	24	38		
	Total	63	100	4.06	.914
Potential customers respond better when they are informed of the social/environmental impact of the product/service the organization offers	Strongly Disagree	-	-		
	Disagree	1	2		
	Neutral	8	13		
	Agree	20	32		
	Strongly Agree	34	54		
	Total	63	100	4.38	.771
Composite Mean and Std. Dev.				3.89	0.933

The study findings portrayed above revealed that majority of the respondents with a mean of 4.38 agreed that potential customers responded better when they were informed of the social/environmental impact of the product/service the organization offers. A mean of 4.06 said that their company had solved social and/or environmental problems in the community while a mean of 3.22 agreed that social entrepreneurship projects always made profit.

4.10 Correlation Analysis

The study further carried out inferential statistics using correlation analysis to show the strength of the relationship between dependent and independent variables as shown in summary below in table 4.13:

Table 4. 13: Correlations

		Performance of SEP	Product/Service Competitiveness	Technology	Social Finance	Training
SEP	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	63				
Product/Service Competitiveness	Pearson Correlation	.216	1			
	Sig. (2-tailed)	.088				
	N	63	63			
Technology	Pearson Correlation	.032	.099	1		
	Sig. (2-tailed)	.805	.442			
	N	63	63	63		
Social Finance	Pearson Correlation	.133	-.030	.016	1	
	Sig. (2-tailed)	.300	.818	.904		
	N	63	63	63	63	
Training	Pearson Correlation	.276*	.184	-.045	.009	1
	Sig. (2-tailed)	.029	.148	.724	.946	
	N	63	63	63	63	63

The correlation matrix displayed in table 4.13 above revealed that there was a positive weak correlation between product/service competitiveness and performance of social entrepreneurship projects which implied that a unit increase in product/service competitiveness increases performance of social entrepreneurship projects by 0.216 in Nairobi.

There was also a positive weak correlation between technology and performance of social entrepreneurship projects which implied that a unit increase in technology increases performance of social entrepreneurship projects by 0.032 in Nairobi.

Further, there was also a positive weak correlation between social finance and performance of social entrepreneurship projects which implied that a unit increase in social finance increases performance of social entrepreneurship projects by 0.133 in Nairobi.

Finally, there was a positive weak correlation between training and performance of social entrepreneurship projects which implied that a unit increase in training increases performance of social entrepreneurship projects by 0.276 in Nairobi.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the study findings, discussions, conclusions and the recommendations made by the researcher and also made suggestions for further research. The findings were summarized in line with the objectives of the study which was to examine the influence of operational strategies on performance of social entrepreneurship projects in SESOK, Nairobi County.

5.2 Summary of Findings

The study findings showed that the majority of the respondents at 59% were male while 41% were female which clearly indicated that majority of the respondents were male. 44% were aged 30 years and below, followed by the ages 31-35 and 36-40 years at 19% and 14% respectively. 41-45 years, 46-50 years and 51-55 years were at 12%, 2% and 5% respectively. Only 3% were 56 years and above. This gave a representation of the youth who were considered to be young and productive below age 35. Majority of the respondents at 43% had degree level while 24% had masters level. Diploma and certificate had 17% and 6% respectively while the least had 10% which represented others. 30% of the respondents had been engaged in agribusiness and working with vulnerable groups each while 16% and 14% and been engaged with consultancy and education respectively. 11% and 10% were engaged with manufacturing and ICT respectively. The study results further indicated that majority of the respondents at 30% had engaged for 1 year and below while 25% had engaged between 2-3 years. 4-5 year and 8 years and above had engaged for 17 years each. Only 10% had engaged between 6-7 years.

A mean of 4.23 of majority of the respondents showed that there was positive influence of product/service competitiveness on performance of social entrepreneurship projects and a 3.96 showed that technology influenced performance of social entrepreneurship projects. In addition, a mean of 4.65 showed that training influenced performance of social entrepreneurship projects while a mean of 3.31 showed that social finance influenced performance of social entrepreneurship projects in SESOK, Nairobi County.

5.3 Discussion of Findings

This section focused on detailed discussion of the major findings of the study in relation to the broad objective in order to come up with comprehensive conclusion.

5.3.1 Product/ Service Competitiveness and Performance of Social Entrepreneurship Projects

The first objective portrayed that there was positive influence of product/service competitiveness on performance of social entrepreneurship projects an average mean score of 4.23. This was attributed from the key areas assessed by the study statements which majority of the respondents with a mean of 4.40 agreed that their customers were satisfied with the product/service offered while 4.16 said that in comparison to other products/services in this sector, our products were affordable. In addition, a mean of 4.13 agreed that in comparison to other products/services in this sector, our products were durable.

This was well captured as:

“...yes, product/service is durable because of quality raw materials, has warranty plus it's affordable because of positive customer responses and also to remain competitive” (Interview Schedule).

5.3.2 Technology and Performance of Social Entrepreneurship Projects

On the second objective, the study findings indicated that technology influenced performance of social entrepreneurship projects with a mean score of 3.96. Majority of the respondents with a mean of 4.14 agreed that mobile technology was readily available in this sector of business while a mean of 3.97 said mobile technology was accessible in this sector of business. Furthermore, a mean of 3.78 agreed that mobile technology was affordable in this sector of business.

The results were consistent with the findings of Koitamet, (2013) that successful social entrepreneurs are those who use innovative approaches to solving social problems, such as poverty, healthcare, employment creation, and lack of education. The mobile revolution has enabled social entrepreneurs connect more with their customers, suppliers, owners, middlemen and other stakeholders thus reducing the cost incurred within the value chain(Juneja,2015).

Again, this was confirmed as quoted below:

“...technology can only ease business transactions if readily available, accessible and affordable but need to provide proper education and knowledge plus create awareness”(Interview Schedule).

5.3.3 Training and Performance of Social Entrepreneurship Projects

The third objective revealed that training influenced performance of social entrepreneurship projects with an average mean score of 4.65. The study showed that a mean of 4.71 of the respondents agreed that financial management skills were necessary for efficient social entrepreneurship operations while a mean of 4.70 said human resource management skills were necessary for social entrepreneurship operations. Moreover, a mean of 4.52 agreed skills in product development & marketing were necessary for social entrepreneurship operations.

The results collaborate with the findings of Asholau, 2012 that a successful social entrepreneur often possesses a particular robust set of skills. A successful social entrepreneur should be able to balance profit making and social impact to avoid scenarios where one outweighs the other (Benson, 2012). This is further confirmed by the following sentiments:

“...financial management skills, human resource management skills and skills in product development and marketing are essential and necessary to be able to manage the financial records, staff and conflict management and attract customers hence stay ahead of competitors”(Interview Schedule).

5.3.4 Social Finance and Performance of Social Entrepreneurship Projects

The fourth objective indicated that social finance influenced performance of social entrepreneurship projects in SESOK, Nairobi County with an average mean of 3.31. Information from the study revealed that majority of the respondents with a mean of 3.57 agreed that they were aware of finance opportunities for social entrepreneurs in social entrepreneurship sector while a mean of 3.41 said that finance for seed capital and expansion of the business was available in the social entrepreneurship sector. Only a mean of 2.95 agreed that finance for seed capital and expansion of the business was accessible in social entrepreneurship sector.

The results were consistent with the findings of (Smith and Darke, 2014) that social finance has a direct impact on performance of social entrepreneurship ventures. Funding in terms of loans and capital in seed funding enables an on-going social enterprise meet its costs, expand

the enterprise and create social impact (Torres &Pina, 2003). International as well as local investors in Kenya are trying to support social enterprises by offering financing to businesses that create an impact to the environment and that are sustainable (Daily Nation, 2018). In addition, this was confirmed below as:

“..Yes, finance to facilitate social entrepreneurship business is available and accessible but we are not aware of any finance opportunities of social entrepreneurship sector” (Interview Schedule).

5.3.5 Performance of Social Entrepreneurship Projects

The study findings revealed that majority of the respondents with a mean of 4.38 agreed that potential customers responded better when they were informed of the social/environmental impact of the product/service the organization offers. A mean of 4.06 said that their company had solved social and/or environmental problems in the community while a mean of 3.22 agreed that social entrepreneurship projects always made profit.

This had been confirmed by a study done by Shun (2018), which found that innovativeness and openness to stakeholders by the social entrepreneur has an impact on the performance of a social entrepreneurship project. The behaviour of social entrepreneurs influences the performance of social entrepreneurship projects (Dees, 2018).The skills of a social entrepreneur have been associated with the nature of social entrepreneurs (Holm, 2013); passion for the cause, risk taking, leadership skills, ethical awareness and innovative ideas of the social entrepreneur. It is therefore crucial for social entrepreneurs to poses skills that secure the viability of the enterprise during uncertain and dynamic changes in the environment (Shun, 2018). Further confirmation as below:

“..Yes, I do make some profits from social entrepreneurship business I engage in and providing competitive product/service to the market has increased my market share in the sector and somehow customer retention” (Interview Schedule).

5.4 Conclusion

From the above discussion, several conclusions were made:

The study revealed that product/service competitiveness influenced performance of social entrepreneurship projects attributed by their customers satisfaction with the product/service offered, comparison to other products/services in this sector, our products were affordable and durable.

Technology had also influenced performance of social entrepreneurship projects whereby the study revealed that mobile technology was readily available, accessible and affordable in this sector of business.

In addition, it can also be concluded training influenced performance of social entrepreneurship projects whereby financial management skills, human resource management skills and skills in product development & marketing were necessary for efficient social entrepreneurship operations.

Social finance also influenced performance of social entrepreneurship projects in SESOK, Nairobi County whereby there was awareness of finance opportunities for social entrepreneurs in social entrepreneurship sector, finance for seed capital and expansion of the business was available in the social entrepreneurship sector and that finance of the business was accessible in social entrepreneurship sector.

Finally, potential customers responded better when they were informed of the social/environmental impact of the product/service the organization offers, their company had solved social and/or environmental problems in the community and that social entrepreneurship projects always made profit.

In summary, there was a positive weak correlation between product/service competitiveness, technology, training, social finance and performance of social entrepreneurship projects.

5.4 Recommendations

Based on the study findings, the researcher made the following recommendations:

1. There is need for more emphasis to have product/ service competitiveness in order to provide quality and standardized products to be able to satisfy customers' needs and retention.
2. There should be proper investment, education and awareness on the use of technology to social entrepreneurship projects so as enhance efficiency and effectiveness that promotes performance.
3. Training is a vital and essential aspect hence proper and adequate training to be provided to acquire the rightful skills and knowledge in managing the social entrepreneurship projects.

4. Ensure there is continuity in availability and affordable finance to social entrepreneurship businesses to enhance their performance and create more awareness on the financial opportunities to these businesses.

5.5 Suggestion Areas for Future Study

The study sought to examine the influence of operational strategies on performance of social entrepreneurship projects in SESOK, Nairobi County. Similar studies should be carried out in other Counties in Kenya using similar or different variables to evaluate other important factors that are likely to influence of operational strategies on performance of social entrepreneurship projects.

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APPENDICES

APPENDIX 1: LETTER OF TRANSMITTAL

University of Nairobi,

P.O BOX 30197,

Nairobi- Kenya.

Email: lesliechelimo@gmail.com

Tel: 0716933271

Dear Sir/Madam,

RE: INFLUENCE OF OPERATIONAL STRATEGIES ON PERFORMANCE OF SOCIAL ENTREPRENEURSHIP PROJECTS: A CASE OF SOCIAL ENTERPRISE SOCIETY OF KENYA, NAIROBI.

I am a Masters of Arts student at the University of Nairobi carrying out a research on the above topic. It's my humble request that you assist me by filling in the questionnaire honestly as possible. Be assured utmost confidentiality will be maintained. For this reason, do not write your name on the questionnaire.

I take this opportunity to thank you in advance for your willingness to participate in this important exercise.

Yours faithfully,

Leslie ChelimoRono

L50/8947/2017

APPENDIX II: QUESTIONNAIRES FOR CO-FOUNDERS

Instructions: Please tick in the relevant boxes and fill in blank spaces of the questionnaire as honestly as possible. Do not write your name on the questionnaire in order to keep confidentiality.

SECTION A: PERSONAL INFORMATION

1. What is your gender?

Male

Female

2. What is your age bracket?

30 years and below

31-35 years

36-40 years

41-45 years

46-50 years

51-55 years

56 years and above

3. What is your highest academic qualification?

Certificate

Diploma

Degree

Masters

Others; (Please specify) _____

4. Which of the following type of social entrepreneurship project are you engaged in?

Manufacturing/Recycling

Renewable Energy

Agribusiness

Health care

Education

Fashion

ICT

Water and sanitation

Consultancy

Housing

Working with Vulnerable groups (youth, women and persons with disabilities).

Other (Please specify) _____

5. How long have you been engaged in the social entrepreneurship project?

1 year and below

2-3 years

4-5 years

6-7 years

8 years and above

SECTION B: PRODUCT/SERVICE COMPETITIVENESS

Instructions: Please tick (✓) to indicate your level of agreement with the following statements on product/service competitiveness. Use scale: 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A), and 5=Strongly Agree (SA).

S N	STATEMENTS	5	4	3	2	1
6.	In comparion to other products/services in this sector, my products are durable					
7.	In comparion to other products/services in this sector, my products are affordable					
8.	My customers are satisfied with the product/service I offer					

SECTION C: TECHNOLOGY

Instructions: Please tick (✓) to indicate your level of agreement with the following statements on technology. Use scale: 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA).

S N	STATEMENTS	5	4	3	2	1
9.	Mobile technology is readily available in this sector of business					
10.	Mobile technology is affordable in this sector of business					
11.	Mobile technology is accessible in this sector of business					

SECTION D: SOCIAL FINANCE

Instructions: Please tick (✓) to indicate your level of agreement with the following statements on social finance. Use scale: 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4=Agree (A), and 5=Strongly Agree (SA).

S N	STATEMENTS	5	4	3	2	1
12.	Finance for seed capital and expansion of the business is available in the social entrepreneurship sector					
13.	Finance for seed capital and expansion of the business is accessible in social					

	entrepreneurship sector					
14.	I am aware of Finance opportunities for social entrepreneurs in social entrepreneurship sector.					

SECTION E: TRAINING

Instructions: Please tick (✓) to indicate your level of agreement with the following statements on training. Use scale: 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A), and 5=Strongly Agree (SA).

S N	STATEMENTS	5	4	3	2	1
15.	Financial management skills are necessary for efficient social entrepreneurship operations					
16.	human resource management skills are necessary for social entrepreneurship operations					
17.	Skills in product development & marketting are necessary for social entrepreneurship operations					

SECTION F: PERFORMANCE OF SOCIAL ENTREPRENEURSHIP PROJECTS

Instructions: Please tick (✓) to indicate your level of agreement with the following statements on performance of social entrepreneurs projects. Use scale: 1=strongly disagree (SD), 2=Disagree (D), 3=Neutral (N), 4= Agree (A), and 5=Strongly Agree (SA).

S N	STATEMENTS	5	4	3	2	1
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18.	Social entrepreneurship projects always make profit.					
19.	My company has solved social and/or environmental problems in the community.					
20.	Potential customers respond better when they are informed of the social/environmental impact of the product/service the organization offers.					

Thank you for your time and cooperation.

APPENDIX III: INTERVIEW GUIDE FOR C.E.Os

I am a Master of Arts student in Project Planning and Management at the University of Nairobi working on the research study entitled 'Influence of Operational Strategies on Performance of Social Entrepreneurship Projects':A Case of Social Enterprise Society of Kenya, Nairobi County.

Product/Service Competitiveness

1. When you compare your product/service with others, can you say your product/service is more durable?
2. If you compare your product/service in this sector, could you say that your product/service is affordable?
3. Are your customers satisfied with product/services you offer?

Technology

4. Is mobile technology meant to ease business transactions in terms of access to business information and market, readily available in this sector?
5. Is Mobile technology meant to ease business transaction in this sector affordable?
6. Is mobile technology meant to ease business transaction readily accessible in this sector?

Social finance

7. Is finance to facilitate social entrepreneurship business in this sector available?
8. Is finance to facilitate social entrepreneurship business in this sector accessible?
9. Are you aware of any finance opportunities for social entrepreneurship sector?

Training

10. Are financial management skills necessary for efficient social entrepreneurship operations?
11. Are human resource management skills necessary for efficient social entrepreneurship operation?
12. Are skills in product development and marketing necessary for social entrepreneurship operations?

Performance of social entrepreneurship projects

13. Do you make any profit from social entrepreneurship business you are engaged in?

14. Would you certainly say that your business has solved social and/or environmental problems in your community?
15. Would you say that potential customers respond better when they are informed of the social/environmental impact of the product/service the organization offers?
16. Any final thoughts or comment?

APPENDIX IV: KREJCIE AND MORGAN TABLE

Table 2: Table for Determining Sample Size for a Finite Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.— N is population size. S is sample size.

Source: Krejcie & Morgan, 1970

APPENDIX V: LIST OF REGISTERED SESOK MEMBERS

ORGANIZATION NAME	SECTOR
Meru herbs Kenya	Agribusiness
Pema foods	Agribusiness
Woteasm mixed farm	Agribusiness
Magadi meat enterprise	Agribusiness
Kilgoris dairy project	Agribusiness
Tard farm	Agribusiness
Runaz evergreen farm	Agribusiness
Skan springs	Agribusiness
Gracann enterprises	Agribusiness
Bumula farm	Agribusiness
Mustard enterprise	Agribusiness
True ways enterprises ltd	Agribusiness
Kofar Kenya	Agribusiness
Kilimo ltd	Agribusiness
Frigreens enterprises	Agribusiness
St. Joseph kibiko farm	Agribusiness
Kick-start (money maker	Agribusiness
Story moja festival	Agribusiness
Frigreens Enterprises	Agribusiness
Eggpreneur	Agribusiness
Farmers pride	Agribusiness
Agriculture consulting support ltd	Consultant
Think opal	Consultant
Linic enterprises	Consultant

Jungle beach safari	Consultant
E4impact Foundation	Consultant
Joseph Mbuvi	Consultant
Novelty ventures	Consultant
Sylvia Njeri	Consultant
Building Africa from Africa	Consultant
CODIT institute	Consultant
Tangaza University College	Consultant
M-changa	Vulnerable groups
Eco-manyatta housing project	Vulnerable groups
Kiondoo culture	Vulnerable groups
Lefty Kenya	Vulnerable groups
Attitude Africa	Vulnerable groups
Deaf women self-help group	Vulnerable groups
Re-afric footwear	Fashion
Danliz fashion boutique	Fashion
Sidai designs	Fashion
Stamp investments	Water & Sanitation
Tokebei water project	Water & Sanitation
Japmor Kenya	Water & Sanitation
Green pencils Ltd	Recycling/manufacturing
Faina Innovations Limited (solar sanitation bag	Recycling/manufacturing
Le tribuafrique turning trash into gold	Recycling/manufacturing
Diaper safyrecycling	Recycling/manufacturing
COREC	Recycling/manufacturing
Equatorial energies	Renewable energy

Green char	Renewable energy
RIVAB bio charcoal	Renewable energy
Bioafriq energy	Renewable energy
Sim gas Kenya	Renewable energy
Africare logistics solution	Health care
Living hope counselling centre	Health care
Needle of hope	Health care
Africa kids book club	Education
Writers guide	Education
Vitabuvyetu	Education
Flexpay Technologies	Information Communication and Technology
Sawayume Kenya	Housing
Great concepts general trading ltd	
Connect coffee	
STMH-K	
Tru trade	
Leap	
Afya research Africa	Health
Cedars diagnostics	Health
Sisu global health	Health