

SOCIAL ENTREPRENEURSHIP AND SUSTAINABILITY IN THREE  
NON-GOVERNMENTAL ORGANIZATIONS IN THE PHILIPPINES:  
A CASE STUDY

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## ABSTRACT

To thrive into the future landscape, organizations must be adaptive, innovative, and entrepreneurial. Successful organizations will be those who will overcome the challenges and take on the opportunities brought upon by the uncertainties of the fiscal reality, lack of government trust, aging population, more culturally diverse communities, and changes in the funding environment. This research study aimed to critically understand and locate the traditions of social entrepreneurship among three cases of Non-Governmental Organizations (NGOs) and their leaders in the Philippines—Mr. Danny Urquico of Child Family Services Philippines (CFSPI), Fr. Rocky Evangelista of Tuloy Foundation Inc., and Mr. Dennis Drake of International Deaf Education Association (IDEA) Philippines. Social entrepreneurship as an engine to the development of NGOs are important competencies and strategies that are needed for nonprofits today in order to counteract the disruptive forces and proactively recognize and act upon opportunities in a given social, political, and cultural context.

Qualitative methods of observation, secondary data collection, with a combination of semi-structured interviews and an indigenous methodology of interviewing called *sarita/pakasaritaan* (story/history) were utilized.

This study finds that both the social and entrepreneurial behaviors of the organization and in their leadership plays key roles in positioning the three cases of NGOs to innovate and strengthen their capacities to advance the causes of social equity, people development, and capacity building.

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**LIST OF ABBREVIATIONS**

<b>Abbreviation or Symbol</b>	<b>Term</b>
ADB	Asian Development Bank
BDA	Bohol Deaf Academy
CDD	Child Development Department
CFSPI	Child Family Services Philippines
CSO	Civil Society Organizations
DepEd	Department of Education
EDSA	Epifanio de los Santos Avenue
EIGP	Employment and Income Generating Projects
IDEA	International Deaf Education Association
ManCom	Management Committee
NGOs	Non-Government Organizations
OFWs	Overseas Filipino Workers
SE	Social Entrepreneurship
Tuloy	Tuloy Foundation Inc.
TVET	Technical Vocational Education and Training

## CHAPTER 1

### INTRODUCTION

*No problem can be solved by the same level of consciousness that created it.*

*-Albert Einstein*

#### **1.1 Introduction**

To thrive into the future landscape of the nonprofit sector, organizations must be adaptive, innovative, and entrepreneurial. A research conducted by Alliance for Children and Families (2011) indicates that there are “disruptive forces” that are changing and driving the human services revolution. These forces are shaped by: the uncertainties in the global economic environment, growing fiscal accountability and a mistrust in government bureaucratic processes. As a result of these forces, they are creating a highly competitive environment characterized by increasing needs in communities, and generally tighter funding environment with growth competition for donors and grants (Weewardena & Mort, 2006). Hence, the need to be competitive, adaptive, and entrepreneurial are important. The organizations that adopt innovative structures in their operations, pursue creative ways of delivering their social outcomes, and capture competitive advantages for their social organizations (Weewardena & Mort, 2001) will be those that will thrive into the new landscape.

Non-governmental organizations (NGOs) perform invaluable services that are crucial to the needs of many marginalized people in communities. They provided important services, such emergency reliefs, servicing the welfare needs of the poor and children, administering long-term development programs, and even acting as policy advocates. In the Philippines, grassroots constitute the core of the NGO community, which assumes two central roles, policy advocacy and service delivery, the former deals with lobbying and mobilizing for state reform, while the latter engages poverty alleviation work (Putzel, 1998). It is also beneficial to understand that Philippine NGOs are a part of and has ontological roots within the Philippines civil society, which play an

role in pushing for and shaping the political structure and accountability of the state (Silliman & Noble, 1998). NGOs services are important to the health and welfare of communities; however, the global financial crises along with changing social dynamics have been challenging many organizations' existence, even in the Philippines. Some of the consequences of these crisis have resulted to the government's response of downsizing of the public sector resulting to layoffs and cuts in the social sector and welfare system. Furthermore, the challenges of fluctuating individual and corporate giving, increased competition for available grant funds due to increase number of nonprofits, pressure of impact generating outcomes from funders, followed by increasing number of people in need of these services are the realities of today's social sector.

The silver lining to the changing fiscal environment has been the urgency for nonprofits to reinvent how they function and look for new ways of doing things. Many NGOs are awakening to the idea that relying primarily on philanthropy and government subsidy is no longer the only narrative. The importance of capacities that will position organizations to thrive has contributed to the rise of social entrepreneurship, particularly among the non-profit sector. Social entrepreneurship is a process involving the innovative use and the combination of resources to catalyze social change and to address social need. It is a process that seeks greater peace and social justice. The leadership style of this process is one of alertness to opportunities and innovative approaches that may bring new processes, ideas, and solutions to bear on prevailing social problems. These leaders are identified as social entrepreneurs. Social entrepreneurs bring innovative ideas and determination to create change, thereby, positioning their organizations to better capture opportunities that will enhance their responsiveness to pressing social needs and increase the efficacy of their service and the successes of their program outcomes.

Three cases of NGOs in the Philippines and their leaders have been identified to be operating with a high degree of social entrepreneurship. They are Consuelo Foundation's partner organizations and have been coined to have demonstrated growth and sustained successes since their inception. They are, Mr. Danny Urquico of Child Family Services Philippines (CFSPI), Fr. Rocky Evangelista of Tuloy Foundation Inc. (Tuloy), and Mr. Dennis Drake of International Deaf Education Association (IDEA) Philippines.

These three cases of Philippine NGOs serve as excellent empirical examples because of their context. These organizations were born into a society fraught with social, economic, political, and cultural crisis that has been happening for decades. The lack of government interventions has made it necessary for these organizations to evolve their own versions of social entrepreneurship to enhance their organizational agility and competitiveness to sustain and maintain their relevance. As a result, CFSPI has been in operation and expanding their impact for 25 years, while Tuloy has been functioning for 19 years, and IDEA for 27 years. For this reason, this research aimed to understand the variables that have contributed to their successes using, literature reviews, fieldwork observations, and data from interviews with their leaders and selected staff members.

## **1.2 Statement of Problem**

The primary aim of this research is to critically understand and locate the traditions of social entrepreneurship among Non-Governmental Organizations in the Philippines. Using a combination of literature review and a case study inquiry, this research assumed the following questions specific issues:

1. A description of social entrepreneurship as an engine to the development of the three Philippine Non-Governmental Organizations (NGOs),
2. An assessment of the role of leadership of these NGOs marked by a high degree of social entrepreneurship, and
3. An identification of lessons from these NGOs and their leaders in advancing the cause of social equity, people development, and capacity building.

## **1.3 Literature Review: Social Entrepreneurship**

The roots of social entrepreneurship are uncertain and have raised varying interpretations. Muhammad Yanus, one of the most cited social entrepreneur for his work in microcredit and establishing Grameen Bank, sites that “social entrepreneurship has been integral part of human history” that has been encouraged by all religions to be a type of people that is social-objective driven to help others and to make a difference in the world (Yanus, 2006, p. 2). Others have claimed that social entrepreneurship is a phenomenon that finds its historical precedents in, among other things, the values of Victorian Liberalism, whereby, “combining commercial success with social progress

gave birth to industrial groups that used economic wealth for the good of the community” (Mair & Marti, 2006, Thompson, Alvy & Lees, 2000). Others contend that Bill Drayton coined the term social entrepreneurship in the 1980s. It was the term he used to call social innovators or individuals who are creating huge social impact in their communities. Bill Drayton founded an organization called, Ashoka: Innovators for the Public, which he designed with the mission to locate and support social innovators from around the world (Dees, 2007, p. 24).

As an emerging area of academic inquiry, social entrepreneurship’s theoretical underpinnings have not been adequately explored (Austin, Stevenson, and Wei-Skillern, 2006). Furthermore, a considerable amount of research has focused on debating what is included or excluded in the definition of social entrepreneurship. In fact, researchers who have taken on the tasks to analyze existing literature on social entrepreneurship like Sherrill Johnson (2000) in her work, *Literature Review on Social Entrepreneurship*, and Debbi Brock and Susan Steiner (2008) in their work, *Social Entrepreneurship Education: Is it achieving the desired aims?* contends that conceptualizing social entrepreneurship and its boundaries is not an easy task, is inherently complex, and there is little consensus on the topic (Johnson, 2000).

The roots of social entrepreneurship are unclear, but it is not a new phenomenon; because we have always had individuals who have adopted entrepreneurial strategies to address social issues, it is the name and description that is relatively new (Barendsen, 2004, p.43; Dees, 1998, p. 1). Although the concept has taken on a variety of meanings to different people, there is a broad agreement among researchers that social entrepreneurs and their undertakings are driven by a social mission to create social value. Dees (1998) further indicates that the use of the concept also describes a range of activities ranging from integrating social responsibility in business operations; to nonprofit organizations engaging in earned income activities. This has triggered the confusion over the definition and the locus of social entrepreneurship (Johnson, 2000). However, there is a general consensus that there should be two parts of the definition ranging from broad to narrow (Austin et al., 2006; Boschee & McClurg, 2003; Dees, 1998; Johnson, 2000, p.6). The broader definition has been referred to mean innovating for social impact, whereby the attention is more focused on the problem-solving and social innovation that is developing

radical new approaches to solving old problems and less attention to the economic viability (Dees, 1998 and 2003, Alvord, Brown, & Letts, 2006; Johnson, 2000). For the more narrow definition, social entrepreneurship is about combining commercial enterprises with social impact; where in business and market-based skills and knowledge are used to create enterprises to accomplish social purpose and to be commercially viable (Boschee, 1998; Boschee & McClurg, 2003).

Dees proposed that social entrepreneurs are “one species in the genus of entrepreneurs” (1998, p.3) and goes on to draw historical and current scholarships concerning entrepreneurship. The definition that he promoted combines the emphasis on discipline and accountability with the notion of value creation from Say, the notion of innovation and change from Schumpeter, pursuit of opportunity from Drucker and resourcefulness from Stevenson. Dees’ description of social entrepreneur and definition of social entrepreneurship is among the first attempt to conceptualize the understanding of social entrepreneurship. It is also the most cited and critiqued definition throughout the literature. The definition is:

*Social entrepreneurs play the role of change agents in the social sector, by:*

- 1. Adopting a mission to create and sustain social value (not just private value);*
- 2. Recognizing and relentlessly pursuing new opportunities to serve that mission;*
- 3. Acting boldly without being limited by resources currently in hand; and*
- 4. Exhibiting heightened accountability to the constituencies served and for the outcomes created.*

With this definition, Dees (1998) assert that social entrepreneurship is used to describe a set of behaviors that are exceptional and that everyone should not aspire to be a social entrepreneur because not every social sector leader is well suited to being a social entrepreneur and society needs for different leadership types and styles. However, his interpretation does extend the definition of entrepreneurship by emphasizing the social value rather than the private value or profit, which is why his definition has been the most cited throughout literature and also considered the broader definition of social entrepreneurship (Mair & Seelos, 2005; Mair & Marti, 2006; Weewardena & Mort, 2006). Contrary to Dees’ (1998) ideal view of social entrepreneurs as change agents in

the social sector, in 2003, Boschee & McClurg proposed a more pragmatic view or more “narrow” view of social entrepreneurship. In their review, Boschee and McClurg (2003) claim that “unless a nonprofit organization is generating earned revenue from its activities, it is not acting in an entrepreneurial manner.” These authors propose that the generation of earned income from their activities is the only way to “ever allow a nonprofit to become sustainable or self-sufficient” (Boschee & McClurg, 2003). Dees (2003) counters this view indicating that this thinking of social entrepreneurship in terms of nonprofits generating earned income is a “dangerous narrow view [because]... It shifts the attention away from the ultimate goal of any self-respecting social entrepreneur.” He further describes that “profits should only be a means to a social end...and should not be treated with equal importance to social results [because]...No amount of profit makes up for the failure on the social impact side of the equation.” Accordingly, Dees (2003) indicates that there are social entrepreneurs who rely heavily on grants and donations such as Millard Fuller of Habitat for Humanity and Wendy Kopp of Teach for America who received recognition from Schwab Foundation for Social Entrepreneurship. What makes these individuals social entrepreneurs is their masterful act of attracting philanthropic donations to support their work while pioneering creative ways of addressing the social problems. Profit is not the most important thing to social entrepreneurs it’s about the social impact. To ameliorate the distinctive set of thinking about social entrepreneurship and capitalize on the momentum around social entrepreneurship, Dees and Anderson (2006) published an article titled, “Framing a Theory of Social Entrepreneurship: Building on Two Schools of Practice and Thought” uniting these two perspectives of social entrepreneurship. Dees & Anderson (2006) pronounced the two dominant schools of practice and thought as: Social Enterprise School, which is grounded on the understanding of entrepreneurship that defines entrepreneurs as individuals who start a business and Social Innovation School where the understanding is grounded on the idea that entrepreneurs are innovators who carry out “new combinations” that “reform or revolutionize the patterns of production.” In their paper, they argued that the most promising arena of academic inquiry lies on the intersection of these two schools of practice and thought, which they term as “enterprising social innovation.” This thought is about carrying out innovations that blend

methods of the business world and philanthropy to create social value that is sustainable and has the potential for large-scale impact. Consequently, this way of thinking forces us to acknowledge the intimate connection between social and economic realities and the role of markets in the social sector, while challenging the barriers between the business and the nonprofit sector (Dees & Anderson, 2006). Furthermore, “since this framing falls somewhere between the domains of business schools and nonprofit programs, it has the potential to attract and engage a broad range of scholars across diverse disciplines and domains (ibid).”

Peredo and McLean (2006) propose that the characteristics conferred on social entrepreneurs need to be more flexible to accommodate the range of social entrepreneurship ventures. They found that most author’s description, including Dees’s, focus on the positive characteristics, which indicate that entrepreneurs are highly successful individuals. This limits the understanding of entrepreneurial initiatives since there are certainly examples of unsuccessful entrepreneurs (Peredo & McClean, 2006). They suggest that a definition of the entrepreneurial component of social entrepreneurship should be able to accommodate social entrepreneurs that may veer away from the ideal description of an entrepreneur. When it comes to the social component, Peredo and McLean identified the level of priority be given to the social mission as a point of contention in social entrepreneurship literature. Most authors favor purely nonprofit ventures that have exclusive social goals, while there are some who still considers ventures that have both social and profit-oriented goals as social enterprise. In this regard, Peredo and McClean came up with a ‘range of social entrepreneurship’ that show the relative priority of social goals and the possible role of profitable activities (see Table 1.3). Thus, social entrepreneurship (SE) is being applied when individuals or groups who possess the characteristics of traditional entrepreneurs aim to produce value, either exclusively or as a priority (Peredo & McLean, 2006). This is similar to Mair & Marti (2006) and Dees (1998) argument that social entrepreneurship can take place equally well on a for-profit or nonprofit or combination. Mair & Marti (2006) adds that the choice of which vehicle to create usually depends on the specific social needs that the social entrepreneur aims to address. Figure 1.3 is a Hybrid Spectrum Social Enterprise Typology produced by Alter (2004) illustrating the blending of sectors, which were also



Social entrepreneurship has been gaining momentum as a movement that is attracting attention from different sectors (Martin & Osberg, 2007) especially within the academia (Peredo & McLean, 2006). Among the several books on social entrepreneurship have been published including; *Strategic Tools for Social Entrepreneurs: Enhancing the Performance of your Enterprising Nonprofit* by Dees, Emerson, & Economy (2001); *The Power of Unreasonable People* by Elkington & Hartigan (2008); *Social Entrepreneurship: New Models of Sustainable Social Change* by Alex Nicholls (2006); and *How to Change the World: Social Entrepreneurs and the Power of New Ideas* by David Bornstein (2004). Business schools like Harvard, Duke, and Oxford have been joining the field by creating academic centers and developing course and research (Mair et al., 2006). Even with this amount of momentum, research still indicates that the lack of unified theory on social entrepreneurship has produced several critiques. The first is the question of whether social entrepreneurship should be a separate field of study from traditional entrepreneurship, because most literature has been more focused on the entrepreneurship concept rather than the social concept. Nicholls & Cho (2006) declares that the interpretation of social entrepreneurship as the application of entrepreneurial skills and characteristics while adopting a goal or mission that has social relevance does not consider how the social objectives are determined and whose interests is it promoting and what are the consequences to others. Furthermore, writings on social entrepreneurship has had the tendency to focus and commend the characteristics and the achievements of the individual, which creates a utopian image of what social entrepreneurs are and limits social entrepreneurs as the only one who bears the vision and can create change (Nicholls & Cho, 2006). Another critique about social entrepreneurship and with most of the academic articles written about the topic is how it is continuously associated with the business discourse and published under business discourse under universities such as Harvard, Stanford and Duke. This limits the concept of social entrepreneurship as largely a western way of thinking. In addition to lack of theory, lack of empirical studies has also been attributed to the confusion in the field of social entrepreneurship (Mair & Marti, 2006; Brock & Steiner, 2008). Therefore, this study aims to focus on knowledge gap and contribute empirical results against the theories and definitions of social entrepreneurship as presented in literature. A discussion on the role

of the two elements social and entrepreneurial and how it contributes to the behaviors in NGOs and the path to sustainability will be the main focus of this study.

#### **1.4 Significance of Study**

A critical understanding of the social entrepreneurial traditions of these three NGOs may give insights to other NGOs and their leaders in the Philippines, and possibly elsewhere, about ways to innovate ideas, incorporate entrepreneurial activities, and possibly move their organization towards self-sustainability. Furthermore, by locating these traditions, funders and grant-making agencies may consider not only providing financial support, but also technical support to their grantee organizations. A combination of both may enhance their partner organization's capacities and agilities to find creative ways of addressing their social mission while marshalling other sources to sustain their work. With enhanced capacities and competencies, an organization can start to shift towards becoming more sustainable and self-sufficient.

#### **1.5 Scope & Limitations**

This research study limits its scope to understanding social entrepreneurship to the Philippines and to the three cases of NGOs. However, this study acknowledges that social entrepreneurship does, can and should occur across the nonprofit, business or government sector (Austin, Stephenson, and Wei-Skillern, 2006; Nicolls, 2006) or occur as a hybrid model of for-profit and nonprofit activities (Dees, 1998). Furthermore, this study recognizes that there are many organizations in other developing countries that are implementing innovative ideas yet have gone unnoticed in literature.

#### **1.6 Organization of the Study**

This paper is divided into five main chapters. Chapter 1 is an introduction to the challenges facing nonprofit organizations and how social entrepreneurship as an approach can enhance the capacities of organizations to thrive into the future. This section contains the Literature Review of Social Entrepreneurship, Statement of Objectives, Significance of the Study, Scope and Limitations, and Organization of Study.

Chapter 2 describes the qualitative research methods and methodologies that were used to collect and analyze data for this study. A series of qualitative interviewing, which

comprise of semi-structured interviews, *sarsarita/pakasartian* (story and history) and focus group were used to gather data the three leaders and corroboration data from selected staff participants—including the staffs, clients and friends of the leaders. Altogether, the fieldwork data collection took place over a one month-period.

The three cases of NGOs in question are presented in Chapter 3. An overview each NGO and the components of their organizational capacity: Mission, Vision, and Strategy; Programs, Internal Operations and Management, and Resource Development will be presented in this chapter.

Chapter 4 will present the analysis and findings of the salient practices as demonstrated by the three cases of NGOs and their leaders. This chapter will describe how these organizations and their leaders exemplify the definition of social entrepreneurship presented by Dees (1998) and further describe three other entrepreneurial behaviors that were observed during the data collection.

Finally, Chapter 5 will discuss the lessons learned from the experiences of these NGOs and their leaders, in addition to providing a summary of the findings, conclusions, and recommendations for future research.

## CHAPTER 2

### METHODOLOGY

#### 2.1 Introduction

The goal of this study was to articulate how the three cases of organizations have harnessed social entrepreneurship by examining their leadership and organizational characteristics. A fieldwork to these organizations was conducted to interview with the leaders and selected staff members of the three NGOs to gather their input on the following: How does social entrepreneurship as an engine to the development of their NGOs look like? What is it about the leadership of their NGOs that has contributed to their successes? What lessons could be learned from the experiences? To arrive at the findings, qualitative research methodologies were used. This chapter describes the data resources, methods of data collection and analysis that were utilized to gather information and explore social entrepreneurship.

#### 2.2 Research Approach

To achieve greater understanding of SE this study uses both literature and empirical approach. The literature research provided a general understanding of SE and theories that has been developed by several researchers, whereas, the empirical approach aimed to contribute to the discussion of SE literature. The three case studies of NGOs that were selected are partner organizations of Consuelo Foundation who has served as witnesses to the growth and sustained successes of these organizations. A comparison of the research findings from literature to the actual practice of these NGOs will provide a greater understanding of SE, as well as ascertain the variables that contribute to the successes of these NGOs.

The qualitative methods of collecting data that were used includes a series of qualitative interviewing which comprise of semi-structured interviews, *sarsarita/pakasaritaan* (and Ilokano indigenous methodology) and focus group. In addition, participant and direct observation was also part of the data gathering process. Field notes and audio recordings were also important tools in preserving the data for later

analysis. The analysis used comparison with literature and empirical data. Figure 2.2.1 illustrates the method of approach used for this study.



Figure 2.2.1 Author's research approach

## 2.3 Qualitative Methods of Inquiry

### 2.3.1 Data Sources

There were two main sources of data from this research—secondary data sources and primary data from interviews and observation.

#### 2.3.1.1 Secondary Data Sources

Prior to the fieldwork, secondary information was collected from the websites of the three case study nonprofit organizations (see Table 4.4.1) to review information about the organization. The gathered information along with literature review helped to identify and focus the study on certain aspects of social entrepreneurship.

Table 2.4.1. Case Studies of Nonprofit organization

Organization	Website
Child & Family Services Philippines (CFSPI)	www.cfspi.org
Tuloy Foundation, Inc	www.tuloyfoundation.org
International Deaf Education Association (IDEA)	www.ideadeaf.org

### **2.3.1.2 Primary Data Sources**

In order to gain an in-depth understanding of social entrepreneurship, three case studies of nonprofit organizations was conducted. Case studies are appropriate in investigating where the focus is on contemporary phenomenon within some real-life situations (Yin, 1994). More specifically, an explanatory strategy towards these case studies will ask the questions of “how” and “why” social entrepreneurship is captured in their organization and why it is important.

Fieldwork to the different organization locations of the Philippines was conducted to collect the primary data. A week was spent with each of the organization, observing and conducting semi-structured interviews, *sarsarita* (talk story) with the three leaders and selected staff members of their organizations.

## **2.3.2 Data Collection**

Qualitative interviewing was the research method used to collect data for this research. Qualitative interviewing refers to a range of interviewing styles; however, this study uses only the following: semi-structured interview, narrative interviews, *Sarita/Pakasaritaan* (Story/History) and focus group. These interviewing styles were chosen depending on the situation. As an insider and outsider researcher to these nonprofit organizations, I needed to be flexible and open to any type of interviewing styles because I wanted the person and people being interviewed to feel comfortable and engaged in the conversation. The initial plan was to conduct a focus group with staff members from each of the case study organizations; however, it was not feasible for all organizations. I was able to conduct a focus group for the first organization but I needed to change plans and interview the staff individually in the other organizations.

### **2.3.2.1 Qualitative Interviewing**

A list of questions and follow up question (see Appendix A and Appendix B) for the leaders and the staff were prepared prior to the interview sessions. However, the structures of the interviews were very

fluid, putting more importance in the engagement between the participants and the researcher. The general topics that guided the discussions were: *Program and Leadership; Sustainability; Social Ventures; Social Entrepreneurship; and Succession Planning*. The objective of this study was to discover the variables that attributed to the successes of these NGOs and what makes these organizations socially entrepreneurial. The literature review indicates that social entrepreneurship is a result of a process that results from the interaction between the social entrepreneur and their context. Therefore, this study focused on the topic of what makes for a good leader that can propel the organization to become exemplary. In addition, this study also looked at how these organizations and their leaders are interacting with the external context (community, grantors, volunteers) and how they contribute to their organization.

The interview with the organization's leader provided an insight on what constitutes to the establishment of a successful organization by providing their perspective on what makes for a good leader, what facilitates sustainability, and what process did their respective organization do to sustain their operations. In addition, the interview with the staffs of these organizations provides as corroboration to the interview with the leader. These interviews serves to further understand, from their own perspective, what makes their organization works in terms of the leadership and organizational functions. The following provides a synopsis of the fieldwork interviews in each of the fieldwork locations:

1. Child Family Services Philippines (CFSPI)--I traveled to CFSPI's main office in Baguio, 250 kilometers north of Manila. During the fieldwork, I had the opportunity to visit several of their programming sites and interact with some of their beneficiaries. As recommended to me by the President, Mr. Danny Urquico, I interviewed three of their Program Directors who manages the three areas of their organization and are also members of their Management Committee (ManCom). These ManCom members

also serve as advisors to their president. The other staff members that were interviewed holds different positions and performed different tasks within the organization. This allowed for a comprehensive understanding of CFSPI's programs and activities. A focus group was also conducted with the staff members of the training center, one person among them is the also a member of the ManCom who also happens to be a high school friend of Danny. Several informal dialogues with other staff members also occurred throughout my stay with the organization, which contributed to the narratives gathered from the organization. Altogether, the discussions with the leader, program directors, management committee members and other staff of the organizations served as important data to understanding their organization.

2. Tuloy Foundation, Inc.--At Tuloy, I interviewed three staff members: one who holds a position in the Human Resources Development, another in Marketing and Project Development, and the third staff who is Fr. Rocky's assistant working in special projects. Father Rocky recommended each of these staff members. From the interviews with these staff members, I was able to learn about the members of ManCom, who are successfully retired individuals from the corporate sectors and are volunteering and advising different departments of Tuloy. I was able to meet and talk with three of these individuals, who also contributed and enhanced my understanding of Tuloy.
3. International Deaf Education Association (IDEA) Philippines- At IDEA, I interviewed members of the staff that was recommended by Dennis Drake. Six of the staff members I interviewed held different positions from Program Officer, Accounting Head, HR/Legal Officer, DWD Staff, bookkeeper who was also a deaf worker and former alumni of Bohol Deaf Academy, the School Administrator of Bohol Deaf Academy, and the current president

of the foundation who is also the wife of Dennis Drake. Because of Philippine NGO policies, Dennis Drake was advised to step down as president, but despite the change in title, Dennis still leads the organization as he did as a President and a founder of IDEA. My fieldwork to this organization led me to travel to the island of Bohol where I stayed in the hotel that the organization operates as one of their income generating projects.

### **2.3.2.2 Sarita/Pakasaritaan (Story/History)**

The need to evolve an indigenous methodological approach to understanding both the formal and informal dynamics of Philippines organizations was an ethical decision I had to make in this research. The fact that I am coming from a Western perspective and using the tools of Western knowledge is both a bane and boon: one, this perspective leads me into understanding that organizations are, in themselves, results of prediction and control, or what is prescribed to be prediction and control, what with the penchant for a structured way of leading, organizing, visioning, and utilizing resources in order to pursue the stated aims of an organization. On the other hand is the need to establish the context in which an organization, in real terms, operates. The need for story-telling, story-making, and story-framing as knowledge frameworks has been put forward in the idea of the dynamic of *sarita/pakasaritaan* as developed in Agcaoili's work his study of the philosophy of life of a group of people of the Philippines (University of the Philippines dissertation 1996). He argued that a story intricately linked with history are the lenses through which we get to understand better the facts of the case in the field. The *sarita/pakasaritaan* dynamic establishes the context of all claims, and this kind of a frame is what guides me in understanding the claims of informants in my interviews, and in my participant observation. Two other works of Agcaoili, such as *Kabambannuagan*(2010) and *Panagtaripato* (2011), pushed the *sarita/pakasaritaan* dynamic by

looking into the stories of young people of Hawaii, and then eventually the adults (2011) as they both remember, narrate, and recall their experiences of living life as immigrants in Hawaii. In 2012, Soria in his dissertation, *Paka(sarita)an: On Ilokano Language, Identity, and Heritage Education*, on the Ilokano heritage learners of Honolulu pushes that same further and used in full this *sarita/pakasaritaan* dynamic to hear, contextualize, codify, and analyze the tropes of stories of informants. In my use of the *sarita/pakasaritaan* dynamic, I have adhered to these formulations in coming up with broader story that grounds the context of the stories behind these organizations in question.

### **2.3.2.3 Participant-Observation**

In addition to the qualitative interviews, participant-observation was also utilized to gather information. Participant-observation is a method of gathering data in the natural environment of the informants. Yin (1994) indicates that by observing and participating in the events, the researcher is not a passive observer, therefore, making the experience and data collection more organic. Furthermore, Yin (1994) indicates that participant-observation offers a unique way of collecting data “from the viewpoint of someone ‘inside’ the case rather than external to it” therefore allowing for an invaluable portrayal of the case study phenomenon (p.88). The subsequent paragraphs provides a report of the participant-observation at the fieldwork setting:

1. At CFSPI, I stayed at their training center and hotel facility, Consuelo Center for Leadership and Social Innovation, for the entire duration of my fieldwork to this organization. Staying at their facility allowed for a convenient way of observing how their organization function. In addition, I was able to visit their program facility, which houses young abused girls and was invited to join them for dinner. Additionally, I was invited to interact with their theatre youth group as they practiced their acting skills. I was also

able to observe one of their outreach events in the *Barangay* (smallest administrative division in the Philippines; village)—where the boys of the CFSPI group engaged the kids of the community in a game of basketball and after the game conducted a workshop on Youth Fighting Crime. Moreover, I was also invited to join some of the staff in their fieldwork to the Barangay to talk with the Barangay Captains and recruit out of school youths to enroll in their vocational and life skills program. These involvements to their events provided me with a comprehensive look and experience of how the organization is functioning.

2. At Tuloy, I was able to walk around the facilities and observe the surrounding; with the children moping with towels to cleaning the tiles of the floor, cutting the grass with shears; students helping each other transport buckets of water with both of them holding the handle—all trying to get the facilities to look clean and ready for their new school year. At one occasion I arrive at the organization while they are holding an assembly to welcome the students back to school, I observe the teachers, and the staff's camaraderie. After an interview, I was invited to join them for lunch where I was able to observe where the teachers go in to take their complementary lunch, one of the perks of working with the organization. A previous trip to the organization several months ago for another purpose also served as a point of observation.
3. At IDEA I also stayed in their hotel, Dao Diamond Hotel, one of their employment and income generating projects (EIGP). The hotel is located in the area where they also have their offices, so I was in interaction with a lot of their staff members. Dao Diamond serves as employment for former clients so I also met some them. I was invited to take a tour of the high school for the Deaf—where the administrator of the academy gave me a tour and I was able to see their fly typing EIGP and the dormitories of the students. I also

met the beneficiaries; saw some of the products that the students have produced---upholstery, knitting, cabinetry, etc. Furthermore, I also had the opportunity to eat at their Garden Café Restaurant, another one of their EIGPs.

## **2.6 Data Analysis**

Data analysis consists of examining, categorizing, tabulating or recombining evidence that will address the initial proposition of the study (Yin, 2004). This research process started with a theoretical proposition; social entrepreneurship is an approach that can shift the traditional nonprofit to a more sustainable organization. Having this proposition led to the selection of the case study, shaping of the objective, designing data collection and guiding the case study analysis.

This study uses literature review of the SE to make sense of the narratives collected from the data collection. Thematic analysis is a qualitative analytic method for identifying, analyzing and reporting themes within data (Bryman, 2008). The following generic steps suggested by Creswell (2003) were used as a guide for analyzing the data gathered in this research: organizing the data, reading through the data, generating descriptions and themes; representing the description and themes; and making an interpretation. In interpreting the data, meanings and understanding can be obtained by comparing the findings with what have been found in the literature and theories (Creswell, 2003). The following reports the steps in which this study was analyzed:

The first step to analyzing the data was to transcribe all the audio interviews. The analysis was conducted into two parts; the first is the interviews with the leaders and the other is with the staff members and observations. The second step was to construct an index of central themes and subthemes, which are presented in a matrix (see Appendix F Matrix of Leaders Interview). The themes and sub-themes that occur from the leader interviews is compared and complemented with the themes that arose from the interviews with the staff and the observations. Furthermore, the themes from the empirical findings were compared to the definition of SE from Dees (1998). As a result, the analysis and findings will present the social entrepreneurial behaviors of these three case study NGOs and their leaders as compared to the literature.

## **2.7 Ethical Considerations**

Prior to the commencement of fieldwork, ethics approval for the research was sought from the Human Research Board of University of Hawai‘i at Mānoa and approval granted on May 20, 2011. The information sheet and consent forms that were submitted for ethical review were provided to the organizations. Informed consent involves two conditions—participants should first understand the nature of the research and secondly, their roles within it. As a courtesy to these organizations, an introductory e-mail was sent to the leaders asking permission to visit their organization, spend a few days in their organization, and interview the leader along with some of their staff. Support from the Consuelo Foundation staff was needed to contact organization by phone to make sure that they know that I will arrive on such day and to arrange for my stay with their organization.

The assurance of confidentiality of the research participants and details on how the information gathered will be kept and published/shared were included in the information sheet. The consent form also specified how identities and information would be kept confidential. In the final document, the names of research participants were not used except for the leaders, Mr. Danny Urquico, FR. Rocky Evangelista, and Mr. Dennis Drake who agreed to have their name published and opinions attributed to them. The audio recordings and any interview notes will be destroyed after the completion of the research project. Having clear understanding on consent, confidentiality, and ownership of research results can help mitigate risks such as misuse of data or any other potential harm to individual research participants.

## CHAPTER 3

### THREE NON-GOVERNMENTAL ORGANIZATIONS

*Social change frequently begins with a single entrepreneurial author: one obsessive individual who sees a problem and envisions a new solution, who takes the initiative to act on that vision, who gathers resources and build organizations to protect and market that vision, who provides the energy and sustained focus to overcome the inevitable resistance, and who—decade after decade—keeps improving, strengthening, and broadening that vision until that was once a marginal idea has become a new norm.*

*(Bornstein, 2004, p.3)*

#### 3.1 Introduction

This section provides a brief contextualization of the Philippines' social, political, economic and cultural environment for the purpose of providing a background that may help to understand the three cases of nonprofit organizations. An overview of the Philippines Civil Society Organizations (CSO) role in development work will be covered followed by the emergence of social entrepreneurship. Finally, this section presents the three cases of nonprofit organizations by highlighting their programs, organizational structure and funding sources.

#### 3.2 Philippines Context and Social Entrepreneurship

The Philippines is located in the western Pacific Ocean surrounded by bodies of water that separate it from other Southeast Asian countries. It is made up of more than 7,100 islands with over a hundred different languages spoken throughout the archipelago (see Map of the Philippines). The Philippines experienced colonial rule for more than 400 years from Spain (1521-1898), half a century by the United States of America (1898-1946), and occupation by Japan (1942-1945) during World War II. These colonial experience and occupations has had an immense influence to the countries' social, economic, political and cultural systems. Consequently the poor social, economic, and political context of the Philippines influenced the emergence of citizen activism, establishment of NGOs development work and the emergence of social entrepreneurship movement in the Philippines.

The Philippines has an estimated population of 94.01 million for the year 2010 and is projected to increase by 1.9% annually amounting to an estimated 103 million by 2015 (National Statistical Board, 2012). Of the total population, an estimated 7.2% are unemployed as of January 2010 (Philippines National Statistics Office, 2012), while many are seeking jobs outside the country. In 2010, there were about 2 million overseas Filipino workers (OFWs) compared to 1.75 million in 2007 working abroad, majority are unskilled workers (Philippines National Statistic Office, 2012). The latest poverty statistic indicated an increase in the magnitude of the poor population from 22.17 million in 2006 to 23.14 million in 2009, while poverty incidence among population slightly increased from 26.4 million in 2006 to 26.5 million in 2009 (National Statistical Coordination Board, 2007).

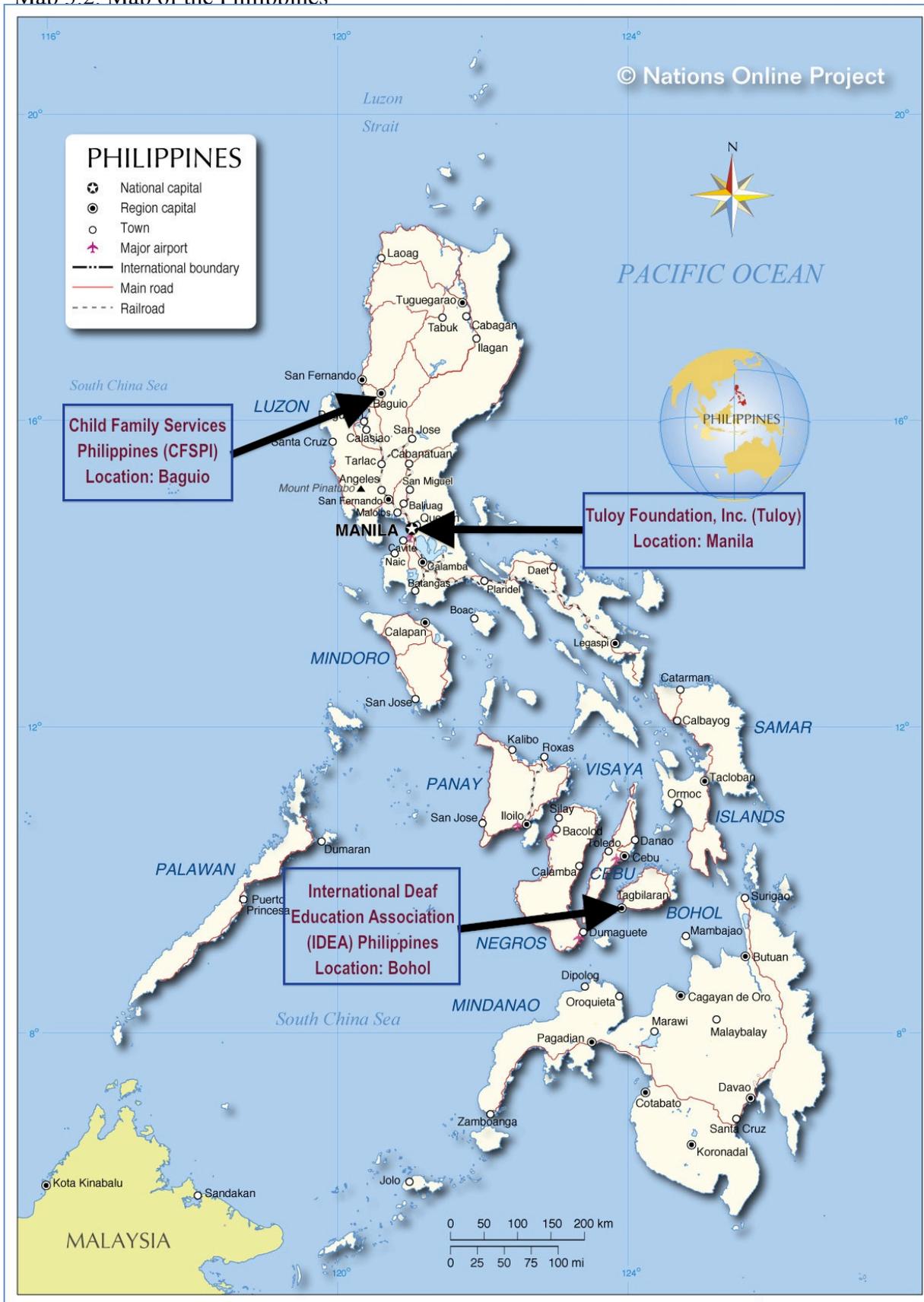
The pervasiveness of poverty, inequality along with other “deteriorating socioeconomic conditions and the failure of the state (and the markets) to address them: frequently, the state has been perceived as contributing to the problems (Silliman & Noble, 1998, p.283)” are the major reasons for the active involvement of Philippine NGOs in development work. The emancipatory agenda or political work of NGOs can be traced back to its complex and dynamic historical evolution (Segovia, 2008). The development NGOs have been linked back to the 1960s during the Spanish colonization when the questioning of dominant paradigms including state and causes of inequalities were pervasive. During that time, organizations emerges such that of the Catholic Church, which took on an important roles in social development work by responding to poverty and oppression with emphasis on social justice (Constantino-David, 1998; Silliman & Noble, 1998). Throughout time, Philippine NGOs emerged out of various social movements taking on important positions in pursuing change, such as during Martial law of the Marcos dictatorship. Accordingly, Silliman and Noble (1998) identified that “the first generation of NGO leaders learned the politics of protest as college students” which became very effective as NGOs sought to transform the economic, political and social conditions of the Philippines. Generally, the ontology of Philippine NGOs is one that encompasses a strong citizen activism where many of the citizen’s organizations are organized to become a check to government actions as well as service providers (ADB NGO and Civil Society Center, 2007).

While many NGOs remain undocumented, as of 2007 there was an estimated 3000 to 5000 development-oriented NGOs throughout the country (ADB NGO and Civil Society Center, 2007). These NGOs are engaged in various aspects of social development work including agrarian reform, community development, human rights and many others. Their role in addressing social issues particularly through community organizing and empowerment has been significant throughout the years (Constantino-David, 1995). Despite the relative success of development NGOs in the country, their operations have been affected by lack of long-term funding (Constantine-David, 1998). The typical sources of funding for Philippine NGOs include foreign donor grants, government agencies, churches, private donations, and internally generated funds such as membership dues. Among these, foreign funding from bilateral aid agencies and international NGOs account for the majority of NGO funds (Asian Development Bank, 1999). As a result of their dependence on foreign donor grants, but cuts on their funding has become problematic for most NGOs. Furthermore, the move towards stringent donor requirements from grant-making bodies are influencing NGOs to spend more time with administrative affairs and reducing time spent attending to their activities. As a result, many NGOs who are working in the community find themselves compromising their flexibility in order to ensure donor funding (Constantino-David, 1995). This prompted many non-profit NGOs to venture into income-earning activities in order to have a stable source of funding that would support their activities (Dacanay, 2006).

In the Philippines, social entrepreneurship has been the strategy that emerged to grant sustainability and autonomy to NGOs (Dacanay, 2006). As a result of the declining support from traditional, philanthropic, and government sources, in addition to competitions for available funds, nonprofits have to emerge structures and competencies to position their organizations with competitive advantages. The emergence or shift towards social enterprise in the Philippines has become a new type of CSO that is viewed as “an alternative means of achieving a more effective and more sustainable development that benefits not only a few but also the greatest number of people, especially those in the marginalized sector” (La Vina, 2009). Social enterprises are “nonprofit-owned revenue-generating venture created for the purpose of contributing to a social cause while operating with the discipline, innovation and determination of a profit business (Alter,

2004).” Furthermore, social enterprises has come to be known to exist at the intersection of business and traditional nonprofit, therefore, they are often referred to as, non-profit hybrids or part for-profit and part nonprofit (Alter, 2004). The increasing popularity of social enterprise as a development strategy in the Philippines can be seen not only through the number of organizations adopting it, in the educational system and curriculums, but also with the local policies that are helping to advance and support it.

Map 3.2. Map of the Philippines



### 3.5 Introducing Nonprofit Organizations Case Studies

The following introduces three cases of nonprofit organizations that are implementing innovative approaches to address poverty among street children, at-risk youths, and families of the Philippines (Table 3.5).

Table 3.5: Case Study Organizations

<b>Organization:</b>	<b>Child Family Services Philippines (CFSPI)</b>	<b>Tuloy Foundation, Inc. (TULOY)</b>	<b>International Deaf Education Association (IDEA) Philippines</b>
<b>Incorporated:</b>	1987	1993	1985
<b>Founder/ Co-Founder</b>	Danny Urquico	Fr. Rocky Evangelista	Dennis Drake
<b>Vision:</b>	Healthy children and women achieving their full potential nurtured by caring families and living in safe and enabling communities.	Redeem from helplessness, Empowered to choose right.	DEA envisions a society in which the Deaf in the Philippines enjoy social and economic equality, exchanging isolation for community, servitude for self-reliance.
<b>Mission:</b>	To promote the full development of children, women and families, uphold their rights, enhance their access to social and economic opportunities, and protect them from abuse and exploitation.	We aim to be a center of excellence in the reintegration of street children into mainstream society through a comprehensive program of caring, healing, and teaching.	To foster self-reliance by providing academic, vocational, physical, spiritual, and economic opportunities for deaf children, adults, and families

#### 3.5.1 Child Family Services Philippines (CFSPI)

Located in the Cordillera Mountain range, 250 kilometers north of Manila (see Map 3.2 for location), CFSPI was established in 1987 as a residential home for street children of Baguio. From the vision of the co-founder, current President

and CEO, Mr. Danny Urquico, CFSPI has expanded their services to provide shelter for abuse girls, community outreach for children and women, and leadership and vocational skills training in masonry and woodworking for young adults. CFSPI also operates a commercial activity—a hotel and training facility as means of subsidizing their social mission.

The following describes (a) CFSPI’s internal operations and management as well as its (b) resource development strategies.

### **(a) CFSPI’s Internal Operations and Management**

The co-founder and current president is Mr. Danny Urquico. Altogether, the organization employs 32 staffs working at different aspects of the organization. CFSPI is arranged into five branches that manage a certain program but works collaboratively with the other programs (see Appendix C for CFSPI’s Organizational Chart). These five branches and their functions are:

- 1. Prevention Program:** This program manages the Healthy Start Program for teenage single mothers and Growing Great Kids Program for children 3-5 years old. Using community-based and a community oriented approach, the staffs of CFPI travels to different communities to conduct outreach services to the families in their own setting.
- 2. Protective and Social Services:** CFSPI provides housing for abuse children through a CFSPI owned and operated, Consuelo Center for Children and Families.
- 3. Restorative Justice Program:** Under this branch is the Vocational and Life Skills Program for the at-risk youths. Children of this program are trained at CFSPI’s owned and operated Consuelo Life Skills Center for Children. At the center the children develop leadership and advocacy skills, they are assisted in further educational services, and they gain skills in woodworking, welding and masonry.

4. **Consuelo Center for Leadership and Social Innovation:** This is another of CFSPI's owned and operated building, which also serve as an office and an income-generating project. As an income-generating project this building offers accommodations and conference facilities for the community. Revenue generated from this project helps to support the administrative and operational of CFSPI programs.
5. **Finance, Administration and Personnel Management:** This division of the organizations handles the logistics of accounting, administration, and personnel management that is necessary to keeping the organization functioning properly.

**(b) CFSPI's Resource Development**

Volunteerism is a large part of CFSPI's resource development. In terms of financial matters, CFSPI's funding sources is a mixture of grants, donors, and revenues from their two social enterprise projects: Consuelo Center for Leadership and Social Innovation, and Consuelo Life Skills Center for Children Wood Workshop. The Consuelo Life Skills Center which functions as a business venture but the primarily function is as a skills incubator to the youths in their restorative justice program.

**3.5.2. Tuloy Foundation**

Founded to meet the urgent need to create an organization dedicated entirely to the caring, healing and teaching of street children of Manila (See Map 3.2 for location), Tuloy Foundation, Inc. was incorporated in 1993. The founder, Fr. Marciano "Rocky" Evangelista began with 12 children and a group of volunteers in a small 40-square meter room. Today, Tuloy manages two facilities, a 4.5-hectare property for the Tuloy of Don Bosco Street Children Village and Tuloy Oasis Nature Therapy Campsite. The Children's village provides an in-house non-formal education classes accredited by the Department of Education to more than 600 children. Many of them are sheltered in Tuloy's dormitories, while the others are from poor families residing near the children's village. In addition to offering shelter and education,

Tuloy also provides inpatient child development services to the children. Unlike the other two NGOs that operates commercial businesses; Tuloy relies entirely on funding from grants and individual or corporate donations.

The following describes (a) Tuloy's internal operations and management and (b) resource development.

### **(a) Tuloy Internal Operations and Management**

The founder and also current President and Project Director of Tuloy is Fr. Rocky Evangelista. Taking into account all the staffs working in different areas of the organization, Tuloy currently employs about 80 staffs (see Appendix D for Tuloy's Organizational Chart). Tuloy manages two facilities-- a 4.5-hectare property for the Tuloy of Don Bosco Street Children Village and the Tuloy Oasis Nature Therapy Campsite which work collaboratively to provide services to more than 600 children who has been recruited directly from the streets, referred by other agencies, or came freely to the organization seeking for help. Tuloy Foundation approaches the welfare of street children from three different aspects; Residential Care and Child Development, Alternative Education and Values and Spiritual Formation.

1. **Residential Care and Child Development-** Tuloy's residential program takes care of children ages 9-18 years old who comes from the streets or abusive family environments and who are physically and mentally trainable for the skills, that Tuloy offers, in order to enable them to obtain skills for future employment. Prior to being admitted, prospective residents are assessed by professional social workers, child psychologist and approved by the Management Committee (ManCom) members. Once admitted, the children lives in Tuloy's 10 dormitories that accommodates up to 30 children; two of the dormitories houses the girls while the rest houses the boys. At the dormitories a "head of house," who is usually a volunteer, takes on the role of the parent overseeing the children needs, health, behaviors, educational needs and more importantly, "giving them dose of love and discipline." While in the program, in-house counseling

and interventions are made available while the psychologists and social workers from their Child Development Department (CDD) would also follow through the development of each child making sure to establish their birth records, history and sometimes search for family members. For those who have family members, CDD would arrange quarterly visitation days, lectures, and Christmas vacations. Eventually some children are reconciled and live with their families whenever the circumstances are right.

2. **Alternative Education-** Tuloy Foundation's Aral Program is an in-house non-formal education classes that is accredited by the Department of Education (DepEd). Tuloy developed the Aral Program with Alternative Learning System modules, which is tailored to the needs of the children of the organization. Through this program, students of the residential program and marginalized youth from nearby community outside of Tuloy are given free education equivalent to grade 1 through the variety of vocational-technical courses. Tuloy Foundation offers Vocational-Technology course in the following: Automotive/Motorcycle mechanic, Refrigeration and Aircon Maintenance, Building Wiring/Basic Electronics, Computer Technician, Baking, Basic Metal Arc welding, and Culinary Art. The students who complete the Vocational-Technical course can take a test or licensure exams that are needed for their trade and undergo on-the-job training prior to graduation. According to the Tuloy Website, 840 students were enrolled in their Tuloy Aral Program for the school year 2010-2011 while 232 students were participating in their on-the-job training and apprentice programs. Since its establishment in 1997, the school has graduated 713 children in need from Basic Education and 1,206 from its Technical Vocational Education and Training (TVET) Programs.
3. **Values and Spiritual Formation-** The value and spiritual formation aspect of Tuloy's program is challenging, but is required for the work that they do. Many of the children that Tuloy serves are those who have had

“the streets as their home and school” which means that “restoring values that may have been lost, and teaching values [that] they were never taught” is essential in transformation of the inner self (Tuloy Foundation website, 2012). To do this, some of the tasks that the children are asked to do is to keep themselves and their dorms clean, follow routines, abide by house and school rules. Tuloy’s sports and arts activities also serve as a value formation approach. Through this transformation process, the children discard old habits in exchange for connection with other students and they being to aspire and dream for a brighter future.

**(b) Resource Development:**

Volunteers are welcome to contribute to the Tuloy cause. Furthermore, many of the staffs of Tuloy started as volunteers before assuming a position. In terms of financial resources, Tuloy Foundation, Inc. is wholly dependent on funding from corporate and individual benefactors

**3.5.3. International Deaf Education Association (IDEA) Philippines**

What began as a 2-year contract as a Peace Corp volunteer extended to 3 years to now a life’s passion and mission for the founder, Mr. Dennis Drake. Incorporated in 1985, International Deaf Education Association (IDEA) has played an important role in creating a visible community of the deaf in the island of Bohol (see Map 3.2 for location). . Prior to IDEA, many of the deaf lived in rural mountain areas or coastal villages with no formal language to communicate with family members. Since the establishment of IDEA’s programs and services, the deaf of Bohol are now acquiring an education through IDEA’s partnership with the local public schools and through their IDEA-owned Bohol Deaf Academy, a high school for the deaf and hearing impaired of the Philippines. Furthermore, many of the deaf are now employed through IDEA’s owned and operated Employment and Income Generating Projects (EIGPs) which includes 2 hotels, 3 restaurants, a fly-tying fishing bait export, a construction and a carpentry team. Consequently, many of the deaf are becoming breadwinners of their families, and supporting their hearing siblings through school. Some have even gotten married and started families of their own. The incorporation of businesses is a way to generate revenue for their social mission

and employ their graduated students while pursuing sustainability.

The following indicates the (a) internal operations and management and (b) resource development strategies of IDEA:

**(a) IDEA’s Internal Operations and Management**

Founded by Mr. Dennis Drake in 1985, IDEA has grandly evolved (see Appendix E for Organizational Chart). There are three approaches to IDEA programs, providing special education classes for the deaf children, vocational, community development, and spiritual policy.

1. **Education-** IDEA partners with the Department of Education to establish special education classes for the deaf and blind children located on public school campuses throughout the island of Bohol and Leyte. By supplementing the limited government funding, IDEA provides dormitories, classroom buildings, furniture, books, teacher salaries and training. At the schools, IDEA-trained teachers provide instruction to the deaf children in Kindergarten and all throughout elementary school. After that, students move on to another program accomplishment of IDEA, the Bohol Deaf Academy, which is high school for the deaf and hearing impaired of the Philippines, established in 2005 and accredited by the Philippine Department of Education. During the primary education, majority of the students reside at IDEA’s dormitories where they are cared for by dorm mothers and at school they develop the language(s) and socialization skills. Many of the IDEA’s students come from mountain villages and small offshore island communities and typically family members communicate with the children only through “home sign” or simple gesture-based signs. Therefore, at IDEA, the student learns several languages; the Philippine Sign Language in which they are instructed; English, which they use to write; and Visayan the lingua franca of the region. While developing their language(s), the students also hone their socialization skills. According to IDEA’s website, “before entering school, a deaf child’s social development has been severely delayed” because

“their parents are unable to express to them correct behavior and values.” Hence, at IDEA, the children’s socialization skills are taught in the classroom, on the playgrounds, dormitories and from their older schoolmates, their teachers, and dorm mothers. When the students move on to high school, the students receive extensive vocational training in a variety of skills and introduced to more advanced social activities outside of academics such as drama, dance, exercise classes and sports. At a given year IDEA supports more than 300 deaf and blind students in their residential and educational programs.

2. **Vocational-** At Bohol Deaf Academy (BDA), the students are trained in vocational courses including baking, cooking, Fly-tying business that produces artificial fishing bait for export, mechanical, construction, sewing, food service, business management and many more. These vocation trainings are important because it provides students with intensive hands on training on a specific trade that give them a better chance at employment in the general private business sector. For some of the deaf who comes to IDEA at a later age where it is impractical to put them in elementary school, IDEA provides a “fast track” one-year intensive language and vocational training program for them to gain the skills to become employed. However, because the unemployment rate on the island in Bohol and Leyte are high, 50%, in addition to the unwillingness of many regular private businesses to hire the Deaf, IDEA has developed an impressive array of employment and income-generating projects (EIGPs) to employ deaf graduates. In addition to being an employer to the deaf, the business of IDEA is also revenue source where the generated profit is funneled back for the education and caring of the deaf children. Currently, IDEA’s major businesses include two hotels in different areas of the island; three restaurants that are also at different places of the island, and a Fly-tying business that produces artificial fishing bait for export. They also operate other business such as pottery,

carpentry, sawing and many others depending on the demands of their customers.

3. **Community Development-** The encouragement towards independence and to look for other members for support, the development of a deaf community took many years until the children who were brought into the IDEA-supported schools were old enough to assume roles of leadership that would help to develop such a community. This community is now composed of more than 1000 persons including the spouses and children of the Deaf. IDEA has helped to build the community by offering the following:

- Sign language training for parents of the deaf children
- Academic Education for the deaf children
- Vocational Training for older deaf youth
- Christian Education for all Deaf
- Jobs for deaf adults
- Fellowship for all Deaf
- Training and counseling for married deaf couples

In addition, IDEA has also helped to foster relationship and understanding of the deaf by offering the hearing community the following:

- Free sign language classes for the hearing community
- Involving deaf sports teams in competitions with hearing teams
- Place Deaf in visible jobs within the hearing community
- Acting as an advocate for the Deaf with local governments

4. **Spiritual Policy-** IDEA Philippines is established and based on Christian Values and through their programs Christian values and promoted. Although it is not a requirement, the promotions of spiritual values are important to create transformation of the inner self. Spiritual values and beliefs at IDEA helps the deaf children understand that “they have the Heavenly Father who understands them and loves them [and] that God did not make a mistake when he made them but that they are special.”

Furthermore, bible studies through unique story telling activities and bible class are part of the educational curriculum of IDEA. Additionally, IDEA also helped to establish a Deaf Church, where the pastor is also deaf, for deaf community.

**(b) Resource Development:**

IDEA's funding sources includes individual student sponsorships; bi-monthly donations from funding foundations; grants from various foundations and corporations; and individual designated donations from private persons and churches. In addition, IDEA's income-generating businesses also bring in revenues to support the operation of the programs.

## CHAPTER 4

### THE SALIENT PRACTICES OF SOCIAL ENTREPRENEURSHIP: ANALYSIS

#### 4.1 Introduction

This study looked at social entrepreneurship as a model that draws on the competencies and strategies needed for nonprofit organizations, today, in order to counteract disruptive forces and proactively recognize and act upon opportunities to enhance their capacities towards sustainability. Focusing on the experiences of three cases of NGOs in the Philippines and their leaders, this research aimed to understand the variables that have contributed to their growth and sustained successes since their inception. To analyze the data, I used the definition of social entrepreneurship by Gregory Dees in 1998 (Table 4.1a), one of the first attempt of conceptualizing and also the most cited and critiqued definition throughout literature, this research compared literature's perception on the behaviors of social entrepreneurship to the empirical behaviors of the three case study organizations and their leaders. The analysis of the data found that there are "social" and "entrepreneurial" factors in the capacities of these NGOS and their leaders that are contributing to their successes.

This chapter presents a discussion of the analysis of the data and findings about their organizational characteristics and leadership styles that have positioned them to thrive for many years. Table 4.1a indicates the assessment and description of the located social entrepreneurial variables in the three organizations as evaluated by the definition of social entrepreneurship promoted by Dees. In addition to the five key activities that distinguish social entrepreneurship, this research further observed three other important characteristics of the NGOs and their leaders (Table 4.1b).

Table 4.1a: Assessment of findings using definition of SE by Dees (1998)

<b>Social Entrepreneurial Characteristics defined by Gregory Dees (1998)</b>		<b>Findings</b>
<b>“Social” Characteristics</b>	Adopting a mission to create and sustain social value, not just private value (Dees, 1998)	i) The mission and vision of these organizations are rooted to the founder/co-founder’s mission and vision.
	Exhibiting heightened accountability to constituencies served and for the outcomes created (Dees, 1998)	i) The mission and vision of the organization becomes the pulse that inspires the activities implemented to enhance the quality of their programs and services. ii) Founders/co-founder exhibit tenacious commitment to their beneficiaries.
<b>“Entrepreneurial” Characteristics</b>	Recognizing and relentlessly pursuing new opportunities to serve that mission (Dees, 1998)	i) These organizations are constantly innovating and pioneering new projects to enhance and expand their social mission. This is a result of their leader’s ability to recognize opportunities where others do not. ii) The locations of their organization and their entrepreneurial ventures are strategically established to take advantage of certain opportunities.
	Engaging in the process of continuous innovation, adaptation, and learning (Dees, 1998)	i) These organizations have been able to survive and thrive for many years because of their ability to innovate projects and activities that propelled their organization to adapt and learn from their failures while expanding and enhancing their social services. ii) The leaders are future oriented, often strategizing their projects and activities because of what they anticipate in the future.
	Acting boldly without being limited by resources currently in hand (Dees, 1998)	i) These organizations and their leaders operate with the mindset of “Mission/Vision before money.” Therefore, when these leaders of these organizations recognize an opportunity, they will pursue the project even though they do not have the money at hand. ii) The leaders are future oriented. Therefore, they are calculated risk takers.

Table 4.1b: Additional social entrepreneurial characteristics observed

SE Characteristics Observed	Findings
Developing a network of relationships and contacts	i) These organizations have been able to develop a large social capital through networking, social media and aggressive outreach locally and internationally. These strategies and competencies has made for an aggressive networking and outreach to donors and investors and are important factors in building their networks: <ul style="list-style-type: none"> <li>▪ Branding their causes</li> <li>▪ Creating a website presence with organization site</li> <li>▪ “Salesmen” quality of leadership</li> </ul>
Constantly aiming for and providing only excellence in vision and program delivery.	i) These organizations’ pursuit for excellence in program delivery has attracted many investors and plays a contributory factor into the retention of many of their staff members and volunteers.
Investing to maintain organizational culture	i) These organizations put values in maintaining a positive organizational culture, therefore, incorporating team-building activities into their organizational plans.

## 4.2 Socially Entrepreneurial Organizations

Successful organizations are those that are well-equipped to thrive and adapt to the competitive environment characterized by the prevailing economic uncertainty, increasing number of social ills, and generally changes in the funding environment that demands for impact-generating organizations and competition for funding (Alliance, 2011). These organizations are also led by competent leaders who are committed and passionate to solving a particular social problem in society and therefore will implement the most innovative methods of solving the programs and gather all the necessary resources to make their mission and vision a reality.

This study finds that these organizations and their leaders are incorporating “social” and “entrepreneurial” components and competencies that are contributing to their expanding social impact, diversification of revenue bases for their economic viability, and their sustained

successes for many years. The “social” aspect of their organizational and leadership characteristic is what keeps their organizational pursuits aligned with their social mission and vision. Furthermore, it is what inspires the leaders, staffs, and volunteers to keep envisioning a better reality of their beneficiaries. Respectively, it is what keeps their leaders and staff members persisting in the face of failure, obstacles, and challenges. The “entrepreneurial” aspects of their organizations and their leadership have resulted to the creativities and innovations of their programs and establishments of income-generating activities that are propelling them to the path of sustainability. These entrepreneurial behaviors that the leaders bring into the organizations have contributed to enhancing the services of their social programs and marshalling the social and financial capital to give their organization competitive advantages.

The following provides further discussions of the leadership competencies of their founders/co-founders and the social entrepreneurial traditions that they have incorporated into the behaviors of their organization. The degree in which these social and entrepreneurial characteristics are operational in each of the three organizations varies. Therefore, the best examples were chosen to illustrate how these characteristics are being exemplified as part of their organizational process.

#### **4.2.1 Adopting a mission to create social value:**

Adopting a social mission to create social value is one of the foundational characteristics that make the leaders of these organizations relentless and passionate in their pursuit of their vision. CFSPI, Tuloy, and IDEA has adopted the mission to address the persistent problems of poverty and marginalization among children, families, and the deaf by providing services, resources and mobilizing and capacity-building activities. At CFSPI, their programs addresses social problems of the youths and families by delivering community-based outreach and services, a residential home for the abused children, and leadership and skills training for out of school youths. At Tuloy, street children undergo a comprehensive program that provides residential care, education, skills building, spiritual and value formation activities. Similarly, IDEA also provides residential care, education, skills building service and furthermore employment opportunities.

The social mission that these leaders have adopted into their organization has become the leaders passion. In fact the most common description that the interviewed staffs use to describe their leader is their passion for their beneficiaries. It is this passion

that the leaders in turn express as becoming their “life’s mission.” By adopting the mission as their life, these leaders further describes that they are “willing to endure the sacrifices that are required to make it a success” often times giving up their comfort zones, and time. They are convinced that they can address the dysfunction of the system that has failed to provide adequate programs to assist the deaf, families and children, therefore, they will “stick out their necks and resources” and endure the extensive failures and mistakes, angers and frustrations, countless sleepless nights, boundless prayers with a series of miracle, and irreplaceable times away from love ones.

These leaders are compelled to address a mission and they will not stop until they have revolutionized the system that created and perpetuated the problem. Their commitment to solving a particular need is what drives them to take risks and pioneer creative ways to address the problem. For example, Father Rocky truly exemplifies this description because he choose to make Tuloy his life. His commitment to his decision is evident in the fact that he has made the Children’s Village his home, living among the children to whom he has dedicated his life. Danny and Dennis are no different to Father Rocky because they also see their work as their life’s mission. The staff of CFSPI describes Danny as having a soft heart for the children. In fact, all the innovative projects and activities that he has brought to the organizations and the visions that he has for future are without a doubt created to enhance their services to better serve the children. Like Danny and Fr. Rocky, Dennis’ heart is also towards envisioning a better reality for the deaf. He has made this mission his life and so much so that his wife affirms that he wakes up as early as two in the morning because of his ideas for improving the organizations.

As a result of adopting a social mission as their life’s passion, this study also finds that these leaders exhibit resilience to personal trials and external obstacles that have tried to impede on their visions. All three social entrepreneurs demonstrate an unwavering fortitude in the ways that they overcome personally and externally. Fr. Rocky and Dennis shared that as they were establishing their organization, they encountered negative discernment from the people that they know and even the people that they love and also encountered numerous threats. For Fr. Rocky, the people who knew about his well-accomplished background: Philosophy in Hong Kong, Theology in Rome, Masters

degree in Vocational Training, and a doctorate in Organization Development, would tell him, “Father, *sayang ang experience mo* (what a waste of your experience).” Moreover, even his own family members, including his father whom he looks up to, did not understand why he choose to work with street children. In addition to people judging and questioning them, they also received numerous threats. These were death threats from people who misunderstood their purpose or people who did not want them to succeed. They mentioned having experienced, warning calls, communists threatening their life, flower wreaths being sent to their home and even notes wrapped around rocks being thrown into their window. Despite these provocative experiences, these social entrepreneurs did not let these obstacles sway them from their calling and from their missions. In Fr. Rocky’s words, *“It was a calling, it was a dream I had and it was so irresistible that I shifted gear and I had no time to explain to everybody what I was doing all the time or else I could not move.”*

#### **4.2.2 Accountability to constituencies and outcomes:**

The leaders of these NGOs have styled their organizations so that any projects or activities that the organization decides to pursue are done with the consciousness that it is for the benefit of the children. This is the organization and leader’s bottom line. The staff of these organizations attests to the leader’s heightened accountability of their clients, describing them as, “his heart is for the children” or “when we have to discharge one of deaf employees because they were breaking a rule, he would always ask, could you give him another chance?” This behavior of outcomes oriented and heightened accountability of their beneficiaries is what keeps these leaders continuously innovating and looking for ways to enhance their services and programs. This behavior is also infectious. The sense of accountability for their beneficiaries and the passion for the work does not only reside with the leader of the organization, it has trickled down to the staff, and even the volunteers of the organizations. In fact, many of the staff members that were interviewed shared stories of how they also found passion in the work often giving the extra energy and effort for the children. As a result of their tenacious commitment, the leaders and staff would find creative and innovative ideas of how to build both the capacities and to mobilize the assets of the children to equip them with the education and the skills to survive and thrive when they enter society.

### 4.2.3 Recognizing and relentlessly pursuing new opportunities:

The leaders of these organizations have the ability to recognize opportunities where others do not. These leaders will mobilize and marshal the resources that are required to make an opportunity become a reality. This leadership characteristic resonates in all three leaders, perhaps because of their life's commitment to the mission or in the fact that they find "psychological fulfillment" in "innovation, creativity, and in the ability to create new things, innovate new programs that can contribute to the community [and] help change lives" or perhaps both. This relentless recognition of opportunities is what keeps these social entrepreneurs possessed by their ideas. This is also what contributes to creating both innovative solutions and funding sources that keeps their organization thriving.

These organizations and their leaders are pursuing opportunities by strategically locating their organizational offices/programs and commercial business in places of prime tourist destinations, business centers, or wealthy neighborhoods. The following describes how each organization exemplifies this characteristic:

- ❖ CFSPI is taking advantage of its location and weather. The conference and hotel facilities of their organization was established to take advantage of the people from neighboring cities, tourists, and business people who want to get away from the heat of the lowlands and flock to Baguio's cool weather.
- ❖ Fr. Rocky's role as a priest, the location of Tuloy Foundation, and its establishment of a church within the Children's Village are advantageous opportunities for the Foundation's sustainability. Located in an upscale and developing neighborhood of Alabang where there are many wealthy individuals and families residing near the Village, Tuloy Foundation is taking advantage of its location. Furthermore, with Fr. Rocky being a priest, establishing a church located in the compounds of the Village, was a strategic move in attracting wealthy churchgoers to witness the expansive and excellence of services that their organization provide. By doing so, Tuloy has attracted many of these residents to contribute to the organization. The combination of Fr. Rocky's role, the location and attracting well-to-do investors is most likely the main reason of how Tuloy has been able to keep up with its monthly budget of three million pesos (\$70,000).

- ❖ IDEA's office and business locations are opportunistic. Bohol, where IDEA is located, is being promoted as one of the must see Philippine tourist destinations. Their hotels and restaurants are located both in the capital city near the airport and the beach areas and as well as near tourist attractions. Overall, the businesses of IDEA are fulfilling the demand for accommodations and fancier and unique dining experiences from visitors to the island.

#### **4.2.4 Continuous innovation, adaptation, and learning:**

This entrepreneurial behavior is especially important because it is what kept the programs and services of these organizations thriving and expanding through all the years of their existence. It is the social entrepreneur's commitment to the children that keeps them innovating and rising up and learning from previous failures. As a result, these leaders have been able to establish organizations with innovative programs and services that are creating changes in the people that they serve and in the consciousness of people in the community.

Dennis, the founder of IDEA, best exemplifies this entrepreneurial characteristic. Evidence of Dennis' continuous engagement in a process of innovation, adaptation and learning is the fact that he barely gets enough sleep because as he describes, "there's so many things spinning in my head about the stuff that needs to be done that if I just lay there it will drive me crazy." The transformation of Garden Café, one of their businesses, serves as a parallel description of how Dennis is always in pursuit of new ideas. IDEA's Garden café has gone through numerous transformations, from a bakery to *calenderia* (small eatery), dim sum restaurant, doughnut shop and even a pizza restaurant in order to adapt to the changing demands of their customers. Furthermore, Dennis' relentless recognition and pursuit of ideas have also resulted into several employment and income generating projects all of which are employing the deaf.

Another good example is Danny's forward thinking which allows him to continuously come up with innovative projects to enhance their services. The mission of CFSPI is ambitious because it's addressing not only children, but also entire families. Therefore, CFSPI have evolved a variety of programs that deals with different needs for their different beneficiaries. Regardless of the variety of programs and contrasting needs of their beneficiaries, Danny has managed to orchestrate the organization so that it is not

fragmented, but works as whole. His staffs even mention that even though they are working in different programs located in different buildings, they are well aware of what the other programs are doing and that anytime that one program needs help, another staff from another program will be able to jump in to help out. Another example of the way Danny has been cleverly coordinating CFSPI to be continuously adapting and innovating is his urgency to make climate change as one of the focus of their programs. Danny identifies that climate change is an environmental problem cannot be ignored because it will change the needs of people. Therefore, he already has plans about how to coordinate some of their programs and plans to add or change some of their curriculums. He mentioned how the Life Skills curriculum that is taught at one of their programs for at-risk youths will soon include a disaster management component. Additionally, he referred to their Mobile Clinic, their newest addition to their organization, as a way to provide health services, and also a response to the needs that will be needed for families who are living far from urban clinics. The addition of this project is important because it gives the organization the capacity to expand their services to remote areas of the mountainous region. CFSPI is located in the mountainous area of Baguio and many of the families that are in need of their services lived in *barangay* (villages) far from the offices of CFSPI. Travelling to the central city is long and difficult and accessing services is virtually impossible. Therefore, the Mobile Clinic Project is an essential project that CFSPI needed to expand their services and impact more children and families throughout the Cordillera Region.

Their continuous engagement of innovation has yielded creative approaches to their program deliveries and resource developments. For example, the social mission of CFSPI and IDEA has made it necessary for them to include social enterprises or income-generating projects into their operations. At CFSPI, their Consuelo Center for Leadership and Social Innovation is an income-generating project that offers accommodations and conference facilities. The revenue generating from this projects is used to subsidize the operations and services of the organization. More advances in their income-generating projects, IDEA owns and operates two hotels, three restaurants, a fly-tying export business that produces artificial fishing bait and a carpentry business. These businesses serve to generate revenue for the operations of the organization, while also functioning as

employers of the deaf. The broader community is not meeting the demands of employment from the hearing community, yet alone, a space of employment for the deaf, therefore IDEA took it upon itself to address the demand for employment. Seeing that many of the deaf will need employment after their education at IDEA's high school, the next logical step was for IDEA to establish several businesses to employ their graduates.

#### **4.2.5 Acting boldly without being limited by resources:**

Increasing social needs, grant making organizations honing their focus to the few, proven, and impact generating organizations; individual donors searching for meaning; and generally tighter funding environment with growth competition for donors and grants are creating a competitive environment in the social sector. The organizations that will adopt competitive advantages will be those that will thrive in the new landscape. One way that these leaders have positioned their organizations to thrive is by acting boldly without being limited by resources. This behavior is what gives them the creativity to explore innovative financial strategies to ensure the sustainability of their initiatives and attract investors from all stakeholder arenas. This behavior is evident in how all three NGO leaders operate with the mindset of *mission/vision before money*. This mindset is what drives social entrepreneurs to initiate a project even before ensuring that they are fully funded. Although it may seem risky, their risk-taking abilities are calculated. Even though they do not have a written business plan, in their minds they have already calculated the outcomes and how that specific opportunity will benefit their programs and services to the children. When this happens their sense of urgency takes over. As a result, they will start a project even though their resources at hand are limited. This bold mentality and attitude coupled with their emanating passion for their work is what attracts investors, donors and even inspires their staff and volunteers. Consequently, these leaders have built a strong credibility among their networks. Now it has come to a point where it is about *people funding people*. Funders donate to their organizations because they trust that these leaders can, and will produce excellent outcomes.

Fr. Rocky of Tuloy Foundation best demonstrates this boldness with the recent Aquaponics project. Aquaponics, a closed system that combines growing fish and growing plants without soil, was introduced to Tuloy in early February 2011 through a workshop hosted by the Consuelo Foundation. Fr. Rocky saw this technology as an

excellent opportunity to provide organic and healthy vegetables and fish to more than 600 children in their in-house shelter and schools as well as their 89 staff members and volunteers. It was also an opportunity to alleviate some of their organizational expenses on food, which typically amounts to three million pesos a month (about \$70,000). Furthermore, because Tuloy would be one of the pioneers of this new technology in the Philippines, the project had to be grand. By making the project grand, it was a way to attract people from the surrounding community and elsewhere to visit and learn about the technology while also learning about the cause of Tuloy. The primary importance of this new technology was how it would serve as an educational opportunity for the children. By having this system in their village, the children are able to learn this new technology and acquire the skills required to build and implement it so that they themselves can learn to innovate and ascertain how this technology can provide for them. When Fr. Rocky recognized these advantageous opportunities he immediately invited the presenters, Glenn Martinez and Natalie Cash (owner of Oloma Gardens and assistant; they are avid advocates, installers, and builders of Aquaponics systems throughout Hawai'i), to stay a few days after the workshop to help him build the systems. In less than a month after the workshop, an operating five-500-gallon tank and five elongated flatbeds that are growing organic and healthy fish and vegetables have been set up for Tuloy.

Another good example is of Fr. Rocky prior to the establishment of Tuloy Foundation's Street Children Village. Fr. Rocky dreamt of creating a village was ambitious; he had certain specifications for the land; the land must not be too small it has to be the right size and it must not be too far from the city. According to Fr. Rocky, *"social entrepreneurship is not a beautiful work done in the jungle where no one knows about it"* therefore he did not settle on a land until he felt that it was right. His pursuit for a village was a calculated risk; he did not have the money to buy the land, yet, they looked at all the available lands despite the price. Fr. Rocky was determined that this was his calling, so he and a couple of volunteers took countless trips throughout Manila and its surrounding areas looking for the perfect land to build the Street Children Village. It took many long trips, numerous rejections because of its distance, locations, price and many other reasons. Until one day a volunteer wanted to bring her sister who worked with the Department of Social Welfare and Development to visit Tuloy. The sister of the

volunteer was captivated at the work of Tuloy and she suggested for Father Rocky take over one of their programs. At the site visit to the facility, Fr. Rocky accepted the project and land of the project's location, but he also saw the potential of the surrounding land. Although he was warned that the land was full of snakes and local iguanas, dead bodies of fugitives and criminals, caves and construction debris, Fr. Rocky had already imagined the dormitories, gardens and facilities that would be built in that land. Hence, it would be in that location that Fr. Rocky decides to establish Tuloy Foundation's Street Children Village.

The boldness of these leaders coupled with their purposeful experimentation have propelled their organizations to attain large-scale growth, attracting the attention of people and organizations throughout the country and outside of the country who are wanting to imitate and replicate their models. Although their organizations are already large, it is evident that their growth will not stagnate; instead they will continue to pioneer more projects and services to serve their beneficiaries and will continue to look for ways to advance their sustainability initiatives.

#### **4.2.6 Developing a network of relationships and contacts:**

These leaders and their organizations have become well recognized in their local communities, nationally, and internationally for their best-practice approach in delivering programs and services to children, families, and the deaf community. The organizations and leader's priority in *putting people first* has allowed them to establish trust in their relationship among their staff, volunteers, donors and investors. This relationship and trust is what motivates their respective staff to continue working for them for many years. This also attracts volunteers to the organization as well as motivates their donors and investors advocate for and ask their respective networks to support the cause of their organizations. In addition to relationships, investors also look for people that can convince them that their money will be managed properly. The leaders of these NGOs have the ability to *market themselves* as being both capable and credible, which is marked by their successful experiences and built reputations. It is their ability to market their credibility and convince people that it can be done that has allowed these leaders and their organizations to develop networks of relationship and contacts. This social ability of the leaders is what attracts volunteers, supporters, and investors to their organization,

therefore, allowing them to expand and strengthen their networks locally, nationally, and internationally. The network of relationships and contacts that these leaders and their NGOs have developed are important factors in gathering resources for their programs. For instance, these leaders have been able to leverage multiple investors from their pool of contacts, who share the same values and visions, to contribute resources to accomplish projects. This collective investments approach has brought partnerships with individuals, corporations, foundations, governments and other stakeholder bodies who have played an important role to the sustained successes of these organizations and their initiatives. Consequently, these partnerships become the social capital that contributes to these three NGOs and their leaders increased competencies as well as financial, emotional and physical support (Leadbeater, 1997). This study finds that these organizations highly value their social capital and therefore created spaces in their organizations so that anyone who wants to become directly involved with their organization can do so. All three organizations welcome the support of volunteers, but Tuloy stands out in particular because of its Management Committee (ManCom) advisers. Tuloy's ManCom is composed of volunteers, all of whom are retired professionals from the corporate sector; "three were top executives of banks, one was chief finance officer of a multinational beverage company, while the rest were ranking executives of multinational companies" (Evangelista, 2010). Since Tuloy's operations are solely dependent on grants and philanthropic donations, the ManCom have been key players in bringing in financial support for the organization and important mentorship to the leader and the staffs of the organization. Generally, the professional experiences that they share with Fr. Rocky and the staff have been influential in the many successes of the organization.

The following describes the ways in which their organization has built credibility and reputation through their aggressive outreach using the following tools and leadership competencies:

❖ *Branding their causes instead of their organization—*

New types of donors are emerging and they are more selective about the type of organizations to invest in. They are challenging old assumptions about charitable giving and looking for organizations with models that are generating impacts (Johnson, 2000). One way that these three NGOs have

been able to attract these selective donors and organizations is through their cause-branding strategy. The businesses of these organizations and even their projects and initiatives are carefully marketed with their causes. They do this by communicating the core values or the essence of their organizations; therefore, creating a market appeal that is backed by social value. By branding their causes, these leaders have made their organization stand out, attracting investors and donors who are also concerned about social issues, and as a result, making them more competitive when obtaining resources and eventually more sustainable. For example, it has become well known that the services at IDEA's hotel and restaurant businesses are delivered by the deaf and the revenues generated by the hotel and restaurant goes back into the operational budget of the organization. Another example is Tuloy's 4.5-hectare Village, which has become known as a place where street children are given the best services and where transformation happens. Furthermore, customers of CFSPI's hotel and conference accommodations are also aware that the fees of these accommodations goes back to fund the programs of CFSPI. Having these cause-branded physical structures, functions as a marketing tool that attracts volunteers, staff, and investors. The customers to CFSPI's hotel and facilities and the customers of IDEA's hotel and restaurants are conscious of where their money is going making it more attractive for people to donate to the organization or become frequent customers to their cause-oriented businesses. Tuloy's Street Children Village is a marketing tool in itself because of its sheer size and its obvious representation that Tuloy's approach to street children is working. Many of the "bigger" investors of Tuloy are those who have entered its gates to be mesmerized by the atmosphere of well-kept dormitory buildings, almost spotless sidewalks, beautifully groomed vegetation, and courteous greetings of well-behaved children. CFSPI's and IDEA's cause-oriented businesses together with Tuloy's Village for Children are models of well-branded causes that are creating systemic changes by challenging people and institution's mediocre approaches of dealing with the issues of street children and the deaf.

❖ *Creating a website presence—*

CSFPI, Tuloy and IDEA have embraced the use of social media to reach out to their constituents outside of their communities. Social media as a marketing platform for nonprofit organization has many advantages, among them are: providing easier distribution of organizational information through their website, faster communication to supporters, potential volunteers or investors; enable supporters to share about the organization through their Web presence; and acquire new contacts and supporters. Each of these NGOs has a website ([www.cfspi.org](http://www.cfspi.org), [www.tuloyfoundation.org](http://www.tuloyfoundation.org), and [ideadeaf.org](http://ideadeaf.org)) that contains information to let people know about their organizations and their founders. Of the three organizations, IDEA's website is probably the most comprehensive. IDEA regularly updates their website with recent photos, short video clips and short stories about events, activities, or about their new endeavors. Many of the postings are re-caps of the experiences of volunteers and guests and their contributions to the organization. The advantage of a regularly updated websites with stories is that it gives the website a personal touch, which increases the attraction to its visitors to the website to learn more about the organization and possibly contribute to the organization. Another aspect about IDEA's website is it also accommodates for website visitors to easily donate to the organization, sponsor a child, or book an accommodation to their hotel with just a click of a button. Furthermore, the layout of their website is easy to navigate and contains comprehensive information about the organization. Overall, IDEA is making use of their website to the fullest and has benefitted their organization tremendously. Having an organizational website has allowed these NGOs to create outreach outside of their communities. This is especially important because it contributes to their credibility while attracting grantors and investors located nationally, and even internationally.

❖ *“Salesman” qualities of leadership—*

The salesman quality of the leaders is marked by their abilities to persuade and influence others. The staff describe this ability as “getting you to fall in

love with the organization” while the leaders identify it as “being a good salesman.” However both agree that this quality is a big predictor of their project successes. Since these leaders often times act on opportunities before securing funding, they must be good salesman to communicate the importance of their causes and convince people and investors that their proposed projects will work and will create a positive impact on the children. From the discussions with the staffs and observation of the organization, it seems that the social competence of the leaders is vital to their organization’s resource development, both in bringing people support and financial support.

a) *People Resource*—As great communicators, social entrepreneurs build important alliances to establish a wide network of support. In order to do this, they do not let the constraints of ideologies and disciplines tie them down (Elkington & Hartigan, 2008). Their motivation to address the social need is what motivates the social entrepreneurs to gather the support of different constituencies from various sectors and in various situations. For example, every time these social entrepreneurs meet someone, they see them as a potential contributor to their organization; therefore, these leaders will welcome them into their organizations and treat them with hospitality. Hospitality may be attributed as a Philippine value, but this quality also grows out of their motivation. In addition, these social entrepreneurs build alliances by their willingness to share credit. These social entrepreneurs know that in order to make things happen, sharing the credit is necessary because the more credit they share, the more people will want to help them (Bornstein, 2004, p.235). In addition, these social entrepreneurs have also built many partnerships that have assisted them in numerous projects and have helped to build many of the physical structures of their organizations. One example is IDEA’s partnership with the Department of Education, which has given them the capacity to expand their services throughout Bohol.

b) *Financial Support*—It's people funding people. People fund Danny because of his stern confidence that his ideas will work. He has presence of authority and intimidation and unless you have a conversation with him or hear him speak, you will miss the gentleness of his eyes, the eloquence of how he articulates his ideas and the indomitable confidence that permeates as he talks about what could be. For Fr. Rocky, he has the advantage of his title as being a priest, but he is also has a very strong social competence. His social skills as a marketing strategy is so effective that by the time a guest to Tuloy finishes talking to him, they would have already committed themselves to helping Fr. Rocky finance a project, or by the end his speech the emotionally moved audience would have wanted to offer their support into financing his vision. According to Fr. Rocky, he describes his marketing strategy as “not a lot of words but a lot of background realities.” Dennis' social competence is also effective. He is soft spoken, but when he speaks he has the eloquence of articulating his ideas, much like Danny, and when he speaks about his visions, it is as inspiring as Father Rocky. It is these ways of social marketing by the leaders that tug at the heart of their staffs, volunteers, and potential investors. It is what inspires volunteers to want to be part of the organization. It is what motivates their staff to continue to do the work for the organization. And it is what encourages investors and donors to want to support the leaders to making their visions become a reality.

#### **4.2.7 Aiming for and providing only excellence:**

The leaders of these NGOs will not settle for anything less than excellence. The excellence in approach of providing services to the children rather than just bare necessities is one that the leaders describe as, making sure that what the children are provided with are the things that a child will need, not a poor child, but a child that deserves the best. This approach is a contributory factor to these NGO's holistic view and approach social problem. These organizations are providing the immediate needs of their beneficiaries in terms of food and shelter, but they are also aiming to creating more lasting impact by providing them with education and vocational trainings and at IDEA

employment possibilities. The skills that their beneficiaries obtain will serve to help them re-integrate back to the mainstream society. The holistic approach of these NGOs also addresses value formation through the spiritual component of their approach. Spirituality is incorporated into the learning of the students because it build beliefs and mindsets that are necessary for internal transformation of their beneficiaries.

According to Dennis, a spiritual component is important in promoting understanding to the children that they are not a “mistake,” rather they were created with a purpose in mind. In addition to excellence in service through their holistic approach, these organizations are also incorporating deliberate advocacy. These entrepreneurial leaders and their organizations are part of a broader social system and their aim is to create a wide-scale and long-term change in the system. To do this, advocacy, is a way for them to “prick the consciousness” of others, challenge cultural norms and expectations, and establish new spaces in the community for their beneficiaries. For example, one of CFSPI’s major accomplishments through their Juvenile Justice Network and collaboration with other programs, is the passage of the Juvenile Justice and Welfare act, a national act that banned the mixing of young adult offenders with adult criminals in the jail system. Moreover, Tuloy’s insistence in providing the best quality of services and the needs for street children are transforming the conventional attitudes of the community and other institutions about the ways of addressing the needs of street children. Furthermore, IDEA’s work has assisted in creating a visible community of the deaf, whereas in the past, majority of the deaf were living in solitude with no formal language training, little or no chances in education and employment.

The excellence in approach is not only limited to program deliveries, the leaders also make sure that the staff and volunteers of their organizations are working in a nice and comfortable environment where they are provided with all the necessary tools needed to carry out their tasks. By providing excellent program delivery, these organizations have been able to attract investors and have created excellent working environments. As a result, each has gained long-term commitment from their staff and volunteers and an environment where healthy relationships can be built.

#### **4.2.8 Investing to maintain organizational culture:**

Every organization has its own personality and culture. For these three NGOs, a family-oriented relationship is what creates their strong teamwork and collaborative environment. There is an obvious hierarchy within the formal structure of their organization evidenced in the ways that they address each other, “sir or ma’am.” This is perhaps due to Philippine values. However, this behavior also generates respect among co-workers. Although there is a formal identity of hierarchy, the informal structures are also adhered to. This study also finds that the management of these three organizations recognizes the importance of cultivating the informal structure of their organization. The informal structures are the relationships, values and culture that make up the dynamics of organizations, which most evaluations often miss as an indicator of success because findings are more geared toward quantitative evidences. These informal structures of the organization are what create energy and collective experiences; realities that help hold the organization together. It is the relationships among the staff members and even with their leaders that promote trust and friendships that are enhancing the positive working environment and goes beyond being co-workers. Many of the staff indicates that they feel no restriction in approaching their president and similarly, they are willing to step out of their work tasks to help another department who needs their support. An example of how these organizations have been able to promote the informal structure as part of their organizations is through staff retreats. Staff retreats are different from strategic planning, because the objective is to have fun and enjoy the time with their co-workers. These retreats are especially important because it helps the staff rejuvenate their spirits and renew their energy towards the work that they do. These retreats also serve as relationship building opportunities among staff members. As a result, these organizations are composed of strong staff relationships that go beyond the structures of their organizations. Staff and workers of these organizations would often refer to their co-workers as their “second family.” These relationships are important because it creates a sense of belonging, sense of collective self-worth, and organizational efficacy, which in turn is the reason for why several of the staff and volunteers of the organization decide to stay for many years.

By investing and incorporating certain activities as part of the organization, these leaders have been able to contribute in creating a positive and supportive organizational culture. Additionally, by incorporating activities they are also promoting continuous learning of their staff members. Continuous learning is important especially for organizations that are operating at a large scale. As the organization continues to innovate, advance their performance, and expand their project initiative, the staff will need to have capacities to adapt to these changes while creatively dealing with the volatile and conflicted context of their development (Alvord et al., 2004). Therefore, continuous learning by staff members is necessary. The case study organizations contribute to this continuous learning by encouraging staff development activities. One way that they do this is by encouraging their staff members to attend trainings that can enhance their professional skills and competencies. Furthermore, the organization's strategic planning functions as a forum for all staff members to contribute their ideas of how the organization can innovate certain aspects of their programs and also a forum for them to be informed about new activities and projects. Another important investment is that these organizations have established a permanent activity composed of staff-retreats and team bonding activities. The staff retreats and other team-bonding activities is what develop friendships, personal bonds and trust among staff members, which they take back with them into the organizational setting.

### **4.3 Concluding Thoughts on Assessment of NGOs and Leadership Style**

#### **4.3.1 On Non-Governmental Organizational Systems**

Organizations are made of both the formal and informal dynamics. In order to assess the formalities of the organizations, the organizational chart served as a good mechanism. The organizational chart is instructive in terms of how we accept the organization, but there are also other realities. The organizational chart exemplifies how formal relationships are engaged, but it is also important to understand that at the backdrop of the formalities are the informal dynamics of an organization, which accounts for the relationships, values and culture that comes to play and shapes the organizational climate. Therefore, the use of observations and *sarsarita/pakasaritaan* was important in drawing out the broader story that grounds the context of the stories behind these organizations. This study finds that the informal dynamics of these formal

organizations are vibrant. The acknowledgement of informal dynamics influenced by Philippine values such as hospitality, respect for authority, *bayanihan* (teamwork) and *pakisamasama* (good interpersonal relations) considerably explains why the management of these organization works so successfully.

#### **4.3.2 On Leadership**

The three leaders of these organizations are essential in bringing in the innovations and competencies of their organizations. Even the staff of their organizations acknowledges that without these leaders the organization will still function, however, it may not be as innovative and progressive as it was with them as the leader. When the question of what would they look for in the leader that would take over their organization, all the staff of their organization indicate that they should be similar if not like the leaders that they have currently. This poses a difficult issue on the viability of the organization when the entrepreneurial leader is no longer with the organization. The centralization of innovation to the leader of the organization is an issue not only to these three organizations, but also among other entrepreneurial organizations. The issue of succession planning and the ability to endure beyond the life of the founder is a big challenge. The three leaders of these case study NGOs are the founders and co-founders of their organizations, meaning that they are enormously invested into their organization. The challenge that they are facing now, which the leaders acknowledge, is the transfer of skills, knowledge and power to the next generation of leadership. From the discussions with the leader and the staff of the organization, it seems that there are still no clear-cut leadership patterns that will transfer the authority and power to the next person.

#### **4.4 Transformative Experience of Social Entrepreneurs**

Another interesting finding about the three leaders is how they came about becoming passionate about their mission. Several authors who have conducted interviews with social entrepreneurs from different sectors and from different parts of the world, indicates that social entrepreneurs go through a traumatic or a deeply transformative experience that develop their beliefs, leads them to clearer priorities and discovery of their calling (Barendsen & Gardner, 2004; Bornstein, 2004; Elkington & Hartigan, 2008). They describe these events as some form of “conversion experiences” that triggers them to make the decision that “it is up to them to solve a

particular problem” (Bornstein, p. 240) and from that point on they commit themselves to focus on their ideas and decisions based on solving that problem. While these authors believe that the traumatic experiences of social entrepreneurs are the trigger that shifts their priorities, perhaps, in addition to their personal experience the prevalent political and economic events of the time also play a significant role in the social entrepreneurs’ decision to reframe and act on those experiences.

This study found that these social entrepreneurs did experience some personal situations that would develop their commitment to their mission. Additionally, this study also found a similarity in historical event and the time that these social entrepreneurs were establishing their organizations that may have influenced their decisions.

#### ***4.4.1. Personal Experience***

The social entrepreneurs who are profiled in this study have not always felt the need to do something about society’s problems until they experienced a situation that altered their path in life. Danny, the co-founder and current President of Child Family Services Philippines (CFSPI) described his younger days hanging out with “unsavory characters” being rebellious. Father Rocky, founder and President of Tuloy Foundation Inc., commented that in the beginning he was not especially fond of street children. The founder of International Deaf Education Association (IDEA), Dennis’s shared that his previous job was in graphic design. But, much like the social entrepreneurs interviewed by Bornstein (2004) and Elkington & Hartigan (2008), these three entrepreneurs also went through a type of life-transforming experience where they develop their passion and which launched them to their mission. For Danny, it was through a series of events, one being the death of a friend who he hung out with as a “rebellious” youngster; another was the death of his mother, and his marriage to his wife. These events taken together made this social entrepreneur reassess his life’s goals and move him towards his passion with working with youths who are at risk. Later on, he would be introduced to Patty Lyon of Child Family Services from Hawaii who was looking to extend their programs to the Philippines, and from there they founded CFSPI. Another good example is the founder of IDEA. Dennis’s life transforming experience came also from a series of events. After his divorce, Dennis was diagnosed with a disease that his sister had died from. Through this traumatic news, Dennis decided that he wanted to do something with his life aside from

his nine-to-five job. To make something important of his life, he decided to join the Peacecorp. As a result of his experiences in an American Sign Language course during college and performing with a group, Theatre of Silence, he was assigned to assist another volunteer to work with the deaf of Bohol. What was supposed to be a two-year contract extended to three years and even after he went back to the United States he felt that his job was not over. He looked for ways that would bring him back to Bohol to continue the work and several months after, he was back working for the deaf.

#### ***4.4.2. Historical Experience***

This study finds that these organizations were being established during the times when the Philippine society was also undergoing significant events that were promoting a strong narrative of liberation and ideology that change is possible. This strong societal narrative of the time may have influenced the timing of when the social entrepreneurs decide to establish their non-governmental organizations.

Child Family Services Philippines and International Deaf Education Philippines were incorporated in 1987 and 1985 respectively, while Tuloy Foundation Inc. was incorporated in 1993. CFSPI and IDEA were being established around the peak of People Power's Revolution I. The People Power Revolution of 1986 was a series of popular nonviolent demonstrations by civilians and groups (aboveground and underground) to oust President Marcos from his 20-year reign of authoritarian repressive regime. This event was a significant marker of change—it was the power of the people, who assembled in EDSA, which restored the democratic Philippines. Similarly, Tuloy was also established around a significant event in Philippine society, the kicking out of U.S. military bases. This event was also marked by a mass protest of civilians and groups who wanted liberation from United States colonization and control of the Philippines, which finally ensued to the kicking out of the US Military bases starting in 1991.

## CHAPTER 5

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The central aim of this research has been to analyze the factors that contributed to the sustained and successes of the three cases of NGOs in the Philippines and their leaders—Mr. Danny Urquico of Child Family Services Philippines (CFSPI), Fr. Rocky Evangelista of Tuloy Foundation, Inc. (Tuloy), and Mr. Dennis Drake of International Deaf Education Association (IDEA) Philippines. Using social entrepreneurship as the theoretical framework, this study looked to understand the organizational behaviors and leadership styles that has made it possible for these organizations to expand their services and programs while marshalling in the resources that they need. In the literature, social entrepreneurship is seen as a process involving the innovative use and the combination of resources to catalyze social change and to address social need. It is also being promoted as a way to increase effectiveness and foster long-term sustainability of programs. The change agent behind social entrepreneurship are referred to as social entrepreneurs. Their leadership style is one of alertness to opportunities, and creating innovative approaches that brings new processes, ideas, and solutions to bear on the prevailing social problem. With their innovative ideas and determination to create change, social entrepreneurs aim to situate their organizations to better capture opportunities, enhance their responsiveness to pressing social needs, and increase the efficacy of their of service and the success of their program outcomes. This thesis examined social entrepreneurship in its empirical state via the three case studies of leaders and their NGOs in the Philippines. Doing so, we find that it takes both the drive to make a difference and an entrepreneurial spirit for the organizations and their leaders to work successfully in expanding and sustaining their programs and services. This chapter outlines the conclusion and recommendations.

#### 5.2 SUMMARY OF FINDINGS

An assessment of the fieldwork data indicates that the three cases of organizations has been implementing strategies that has been strengthening their organizational capacities in the areas of internal operations and management resource development and strategic relationships.

In the internal operations and management of these organizations, we find that their approach to the provision of social welfare issues are innovative. All of the organizations are mobilizing and building the capacities of their clients. At CFSPI Baguio, they are providing a range of programs and activities that are supporting a range of beneficiaries, from newborn children, abused children, youths in conflict with the law, teen mothers and entire families. At one of their program sites, youths are undergoing vocational skills trainings for carpentry, welding and masonry while building their leadership and advocacy skills through the provided educational and technical assistances. At Tuloy, they are providing the most comprehensive approach to the rehabilitation of street children. Via their residential care, child development, alternative education, and value and spiritual formation programs, Tuloy are building the assets and capacities of these children before they reintegrated back to society. IDEA is also bringing in innovation in the way of addressing the social welfare of the deaf of the Philippines. IDEA has been providing an integrated continuum of support from providing educational vocational skills to opportunities of employment to any of their businesses. Furthermore, innovation is also captured in the ways that these organizations have integrated continuous learning in both the staffs and organizational level. The staffs of the organization are encouraged to enhance their professional skills through a series of staff development activities in and outside of their organizations. At the organizational level, continuous learning has led to their constant engagement of new projects. This behavior of continuous adaptation and learning of new projects is what influenced the growth of these organizations. In addition, it is also what gives the organization competitive edge in funding applications and in attracting potential investors. In addition to the innovation in their services and learning capabilities, this research also reports that these organizations approach the social problem holistically. At varying degrees, this study finds that these organizations are addressing social issues in all aspects of the continuum; from prevention of issues, provision of services, advocacy, and even employment. This type of approach is what is creating lasting successes in their clients.

This study also finds innovation in the resource development component of their organizational capacities. All three organizations have built structures into their organizations that are positioning them to better capture both financial and people resources. At IDEA and CFSPI, the integration of income-generating business is helping their organizations to generate financial resources for their programs and services. At IDEA, these businesses are also providing

employment to their deaf beneficiaries. Moreover, the use of branding-causes and social media are contributing to their organization's competitive edge by attracting the new types of donors who are drawn to impact generating activities. In addition this cause-branding approach and social media has also benefitted the organization in attracting investors to their organizations. Another evident innovation to these organizations is their purposeful experimentation behavior. This behavior of these organizations is also the reason for continuous growth and expansion of their organizations through new projects, services and initiatives.

In the component of strategic relationships, these organizations has also built important relations that are helping them to positively position their organizations. The innovations found in this area of their organization is their ability to attract investors and their ways of gathering the support of their alliances either financially or human capacity support. This has been very effective in Tuloy, where the advising team of the president, Management Committee, are all volunteers from the corporate sector who are bringing in business knowledge to the organization.

Social entrepreneurship as an engine to these NGOs has created innovations that builds their capacities, agility, and competencies. These innovations have been advantageous in positioning their organizations to create broader impact, meaningful support for their beneficiaries, and better value proposition for their investors, effective management performance, and dynamic organizational culture and relationships.

### **5.3 CONCLUSIONS**

This study finds that it takes both the drive to make a difference and an entrepreneurial spirit for an organization and their leaders to create a sustained and scalable social impact. In the case of the three NGOs and their leaders, the combination of both the "social" and "entrepreneurial" characteristics are factors that have kept their programs thriving even with the challenges of their Philippines' socio-economic and political context. .

The social aspect of the organization and their leaders is necessary. This starts with adopting a social mission and developing a passion for the work. The passion that the leaders bring into their organizations is what keeps their organizational pursuits aligned with their social mission and vision. It is what keeps the leaders and their staffs persisting in the face of failure, obstacles and challenges. Furthermore, investing in promoting a collective organizational culture is important in creating a community of inspired and passionate staffs and volunteers who becomes important contributors to the entrepreneurial spirit of the organization.

The entrepreneurial aspect of their leaders and organization is just as important as the social aspect. The entrepreneurial behaviors that the leaders bring into their organization such as recognizing and relentlessly pursuing new opportunities, continuous innovation and learning, and acting boldly without being limited by resources are important factors that have sustained their organization for many years. These behaviors have resulted to innovations in their social programs, attracted financial and human resources (i.e. Fr. Rocky's marketing charm) and establishment of income-generating activities that directly contributes to their social mission (i.e. employing IDEA deaf graduates into their owned businesses) or indirectly contributes by subsidizing their social mission (i.e. CFSPI's conference facilities and hotel accommodations). Other entrepreneurial behaviors that have contributed to their sustained success are their marketing strategies and salesman quality of their leaders. Their marketing approach of branding their causes and outreach through website presence have resulted to being recognized as trusted and credible organizations throughout their community, nationally and even internationally. The salesmen quality of their leaders also plays an important role in bringing in financial and social capital that are sustaining their programs and enhancing their capacities. Finally, the value of excellence for all aspect of their NGO is an important characteristic of their organization. The pursuit and provision of excellence is what attracts impact-seeking investors and donors as well as long-term committed volunteers and staffs.

These three cases of NGOs have been attributed to operating models of programs that are creating successful social impact and incorporating activities that are propelling them towards organizational sustainability. As a result, the social and entrepreneurial traditions of these three NGOs serves as two equally important factors that have positioned them at a competitive advantage.

#### **5.4 RECOMMENDATIONS**

This research study has identified that social and entrepreneurial behaviors are important variables for creating NGOs with competitive advantages, innovative programs, and effective resource development that can propel them towards sustainability. Therefore, this study finds resonance in Dees (2007: 28) suggestion that "if we want to capitalize on this current wave of interest and test the potential of social entrepreneurship, we need to create an environment conducive to successes." As a result, this study recommends the need to establish support for and the cultivation of social entrepreneurs like Danny, Fr. Rocky, and Dennis. Furthermore, a change

in the culture of grantors from the mindset of “donations” to “investing to achieve social change” as well as in organizations from “dependency ” to “innovation and entrepreneurship” are recommended.

This study recommends the needs to establish support for and the cultivation of social entrepreneurs. The support must be both financial and technical. In order to shift the social entrepreneur’s focus from risk-taking to the innovating aspect of their initiatives, we need more donors, funders and grant-making agencies that are also risk-takers and willing to financially invest in the bold and risk-taking tendencies of leaders and organizations. The funders must also be flexible with their funding use by creating less restrictions so that social entrepreneurs can creatively design their initiatives according to what they see fit and not according to the guidelines of their funding. The provision of technical support alongside the financial one is necessary to ensure that the grantees will be able to sustain their programs even after the financial funding ends. Technical trainings in the social entrepreneurship traditions, such as the findings that were highlighted in this study, may start to promote an entrepreneurial environment. The issue of succession maybe address by creating an organization where the entrepreneurial behaviors are not the sole responsibility of the leaders, but becomes a collective organizational effort.

In addition to providing support, there is also a need to cultivate more social entrepreneurs. Therefore, this study recommends that social entrepreneurship education should be incorporated in all areas of study and not only in business schools. Instilling social entrepreneurial behaviors during the early stages of childhood, and integrating it to grade school, high school and college curriculums would be an ideal process. For the Consuelo Foundation, this study recommends the establishment of a system that provides financial and technical support of social entrepreneurs and fosters training and practice of social entrepreneurship. The three case study leaders and their NGOs are excellent mentors and models that have rich experiences in failures and successes, which could serve as a comparison and contrast to other programs and their leaders. Therefore, establishing a network system that can facilitate communication and sharing of information among all Consuelo Foundation grantees would help in the process of increasing their partner’s capacities now, and in the future.

Support at the policy level is also crucial. Social entrepreneurship can play a vital role for societal and economic progress, hence entrepreneurs who are working towards creating social

enterprises should be seen by policy makers as positive force, as change agents providing leading-edge innovation to unmet social needs. Some ways that social entrepreneurs should be fostered is by providing specific education and tax-incentive programs and easier access to funding. Further research focusing on how best to support the social entrepreneurship movement from a policy perspective could also serve as a fruitful area of research in the future. Another area of future research is the role of gender in the pursuit of social entrepreneurship. The social entrepreneurs in this study are all males, however, women occupies the higher management roles of all their programs. A look into how gender may influence the social entrepreneurial pursuits within an organization may also serve as a beneficial approach to the field.

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**APPENDIX**  
**RESEARCH TOOLS &**  
**MATERIALS**

## Appendix A. Interview Questions with Leaders

**Creating Sustainable Organizations**

## Interview Questions for Leaders of Social Organization

Purpose of study: To document knowledge and wisdom of identified successful practitioners/leaders. To understand the qualities of social entrepreneurs and the process in which they are functioning to create sustainable social programs. Information from this research study will be used to create tools and mechanisms that could be used in transferring knowledge and wisdom of the successful practitioners to enhance the capacity of current and future Consuelo Foundation partners.

Interview Number: \_\_\_\_\_

TOPIC	MAIN QUESTION	SUB-QUESTIONS	FOLLOW-UP QUESTIONS
<b>Program and Leadership</b>	<b>How did you decide to pursue this mission and what inspired you to start your organization?</b>	Was there anything in your personal life that motivated, influenced or contributed to your decision to embark on this mission?	Were there any influential persons in your life that influenced your decision?
		Did you have prior experience in this area that spurred your interest to create your own organization?	If you didn't have experience in the same field, what other experiences and knowledge or practices did you gain from other fields that were useful for this organization?
		What did you do to realize your vision?	How did you learn about the idea and from whom?
		What is your motivation to continue the work that you do?	
		Were there any personal sacrifices in order for you to do this work?	How many hours a week do you work on building your organization?

	<b>What was your approach in building your organization?</b>	How did you learn to build your organization?	Did you have prior mentoring or education on the type of work that you are doing? <ul style="list-style-type: none"> <li>If you had prior education on the type of work, where did you obtain your education and what level did you achieve?</li> </ul>
		What steps did you take in planning your organization?	History-timeline? Networking?
		What type of support did you leverage to build your organization?	What type of human support did you get? How did you acquire them?  What type of financial support did you receive? How did you get them?  What other leveraging did you have?
		What was your strategy in building your support staff?	What type of skills did you look for when hiring your staff?
		In what ways is your organization different from other groups with similar missions?	How do you make sure that your organization is different?
	<b>What contributed to the successes of your organization?</b>	How do you assess that it is working?  Can you give an example of when your organization was successful on implementing a project and the process it took to make it work?	What did you learn from these successes and how have implemented them in future projects?

<b>Sustainability</b>	<b>What setbacks or failures has your organization encountered?</b>	How did you know that it was not working?  Can you give an example of when your organization encountered a set back/failure and the realization of why it wasn't working?	How did you overcome those hurdles and what did you learn from them?
<b>Enhancing social impacts through social ventures</b>	<b>Why did you decide to pursue a social venture?</b>	How did you know where to start?	Did you have prior experience in these areas?  Did you have other people helping you?
		How did you decide the type of social venture that you wanted to pursue?	Did you ask your staff? Your clients? Other organizations?
		Was there a process that you went through to analyze the feasibility of these ventures?	Who conducted the feasibility? How was this important in the success of your initiative?
<b>Succession Planning</b>	<b>How are you making sure that your organization will continue to be successful?</b>	Have you identified the individual that will be taking over? How did you go about picking that individual? Have you been mentoring that individual?	What skills does that individual have that made you believe that he/she is a good fit in succeeding your organization?
		What type of characteristics does one need to have to be a social entrepreneur?	How are these characteristics different/similar with your definition?  <ul style="list-style-type: none"> <li>• Adopt a mission to create and sustain social values (not just private value)</li> <li>• Recognize and relentlessly pursuing new opportunities to serve that</li> </ul>

<b>Social Entrepreneurship</b>	<b>What is your definition of social entrepreneurship?</b>	What type of characteristics does one need to have to be a social entrepreneur?	<p>mission</p> <ul style="list-style-type: none"> <li>Engages in a process of continuous innovation, adaptation and learning</li> <li>Acting boldly without being limited by resources currently in hand</li> <li>Exhibiting heightened accountability to the constituencies served and for the outcomes created.</li> </ul>
		Do you consider yourself as a social entrepreneur?	If no, what do you consider yourself as?
<b>Creating Sustainable Programs</b>	<b>How do you perceive the current viability of your organization and initiatives? How do you know that your organization is sustainable/viable?</b>	How are you making sure that your projects/organization will carry on regardless of economic conditions?	<p>How are you financially supporting your organization?</p> <ul style="list-style-type: none"> <li>Private ____%</li> <li>Public ____%</li> <li>Government ____%</li> <li>Friends/Family ____%</li> <li>Foreign donations ____%</li> <li>Other ____%</li> </ul>
	<b>How do you measure the effectiveness of your organization's services/goal delivery?</b>	What type of indicators do you use to assess the effectiveness of your initiatives?	Do you measure with the number of individuals served? Assessment on the improvement of the people served? Number of goals/objectives accomplished? Etc.

## Appendix B. Interview Questions with Staff Members

### Creating Sustainable Organizations

#### Interview Questions for Staff Members

**Purpose of focus group:** To gather input from the staff of the organization on the leadership of the organization and the sustainability of the organization. To understand and document what they think the skill sets of the leader have that makes their organization successful and what process have the leader of the organization done to create a successful program.

The main questions will be posed to the focus groups. The sub-questions are noted as probes if participants have not covered those issues when the main question was posed.

Program:

1. What interested you in applying for a position in this organization?
  - a. In what ways is this organization different from other groups with similar mission?

Leadership:

1. How would you describe the leader of this organization?
  - a. What skill sets does the leader of this organization have that makes this organization effective?
  - b. What do you like about the leader of this organization?
2. How would you describe leadership of this organization?
  - a. What factors are contributing to the effectiveness of the organization?
  - b. How should the leadership of this organization be improved to make it more effective?
  - c. What do you like about how this organization is being run?
  - d. What would you want to change/improve about this organization?

Social Entrepreneurship:

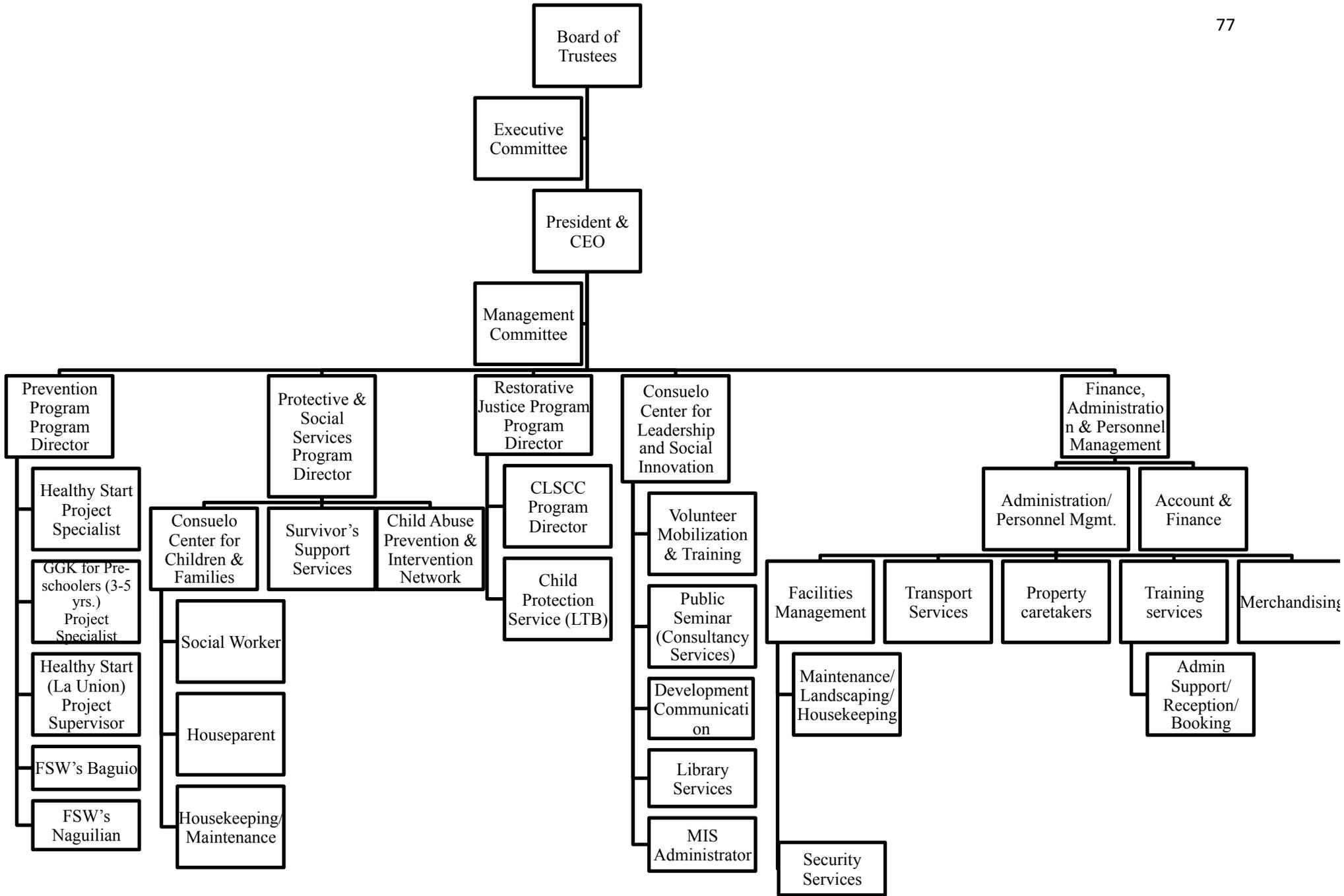
1. Can you tell me about the following and how the leader of this organization embodies these characteristics?
  - a. Adopt a mission to create and sustain social values (not just private value)
  - b. Recognize and relentlessly pursue new opportunities to serve that mission
  - c. Engages in a process of continuous innovation, adaptation and learning
  - d. Acting boldly without being limited by resources currently in hand
  - e. Exhibits heightened accountability to the constituencies served and for the outcomes created.

### Sustainability:

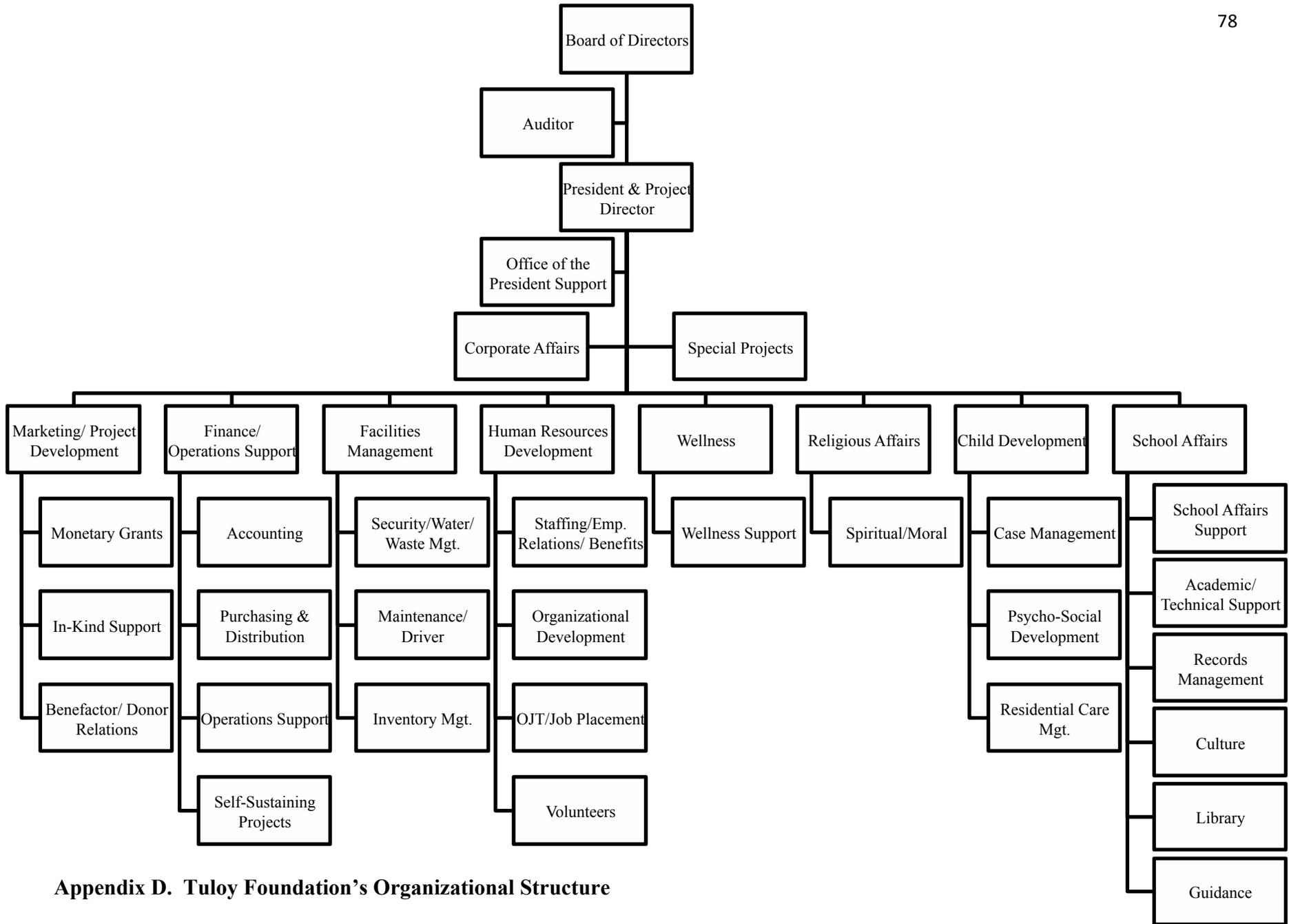
1. What do you think is contributing to the success of this organization?
  - a. How did the organization know that is working?
  - b. Can you give an example of when the organization was successful at a project/initiative and the process that the organization did to make sure that it becomes successful?
2. What setbacks/failures have the organization encountered?
  - a. How did the organization know that it as not working?
  - b. Can you give an example of when the organization encountered a set back/failure and how did the organization know that it was not working?
3. What advise would you want to tell the leader of this organization that may contribute to the sustainability of the organization?

### Succession Planning:

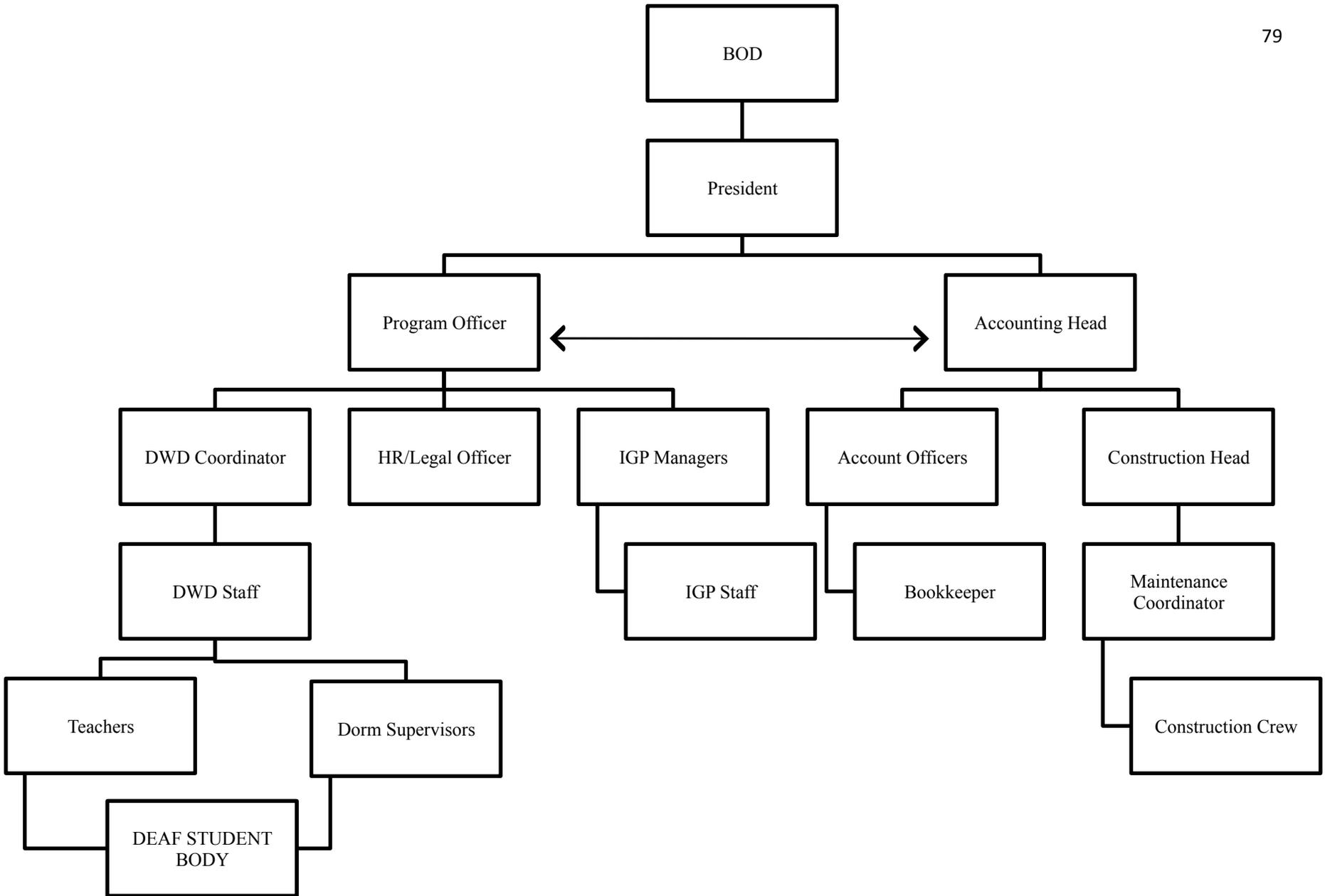
1. If and when the director/president of the organization retire, what type of leadership would want take over?



**Appendix C. Child Family Services Philippines Organizational Structure**



**Appendix D. Tulay Foundation’s Organizational Structure**



**Appendix E. International Deaf Education Association (IDEA) Philippines Organizational Structure**

## Appendix F. Fieldwork Compiled Interviews with Social Entrepreneurs

<b>Organization</b>	<b>Child Family Services Philippines (CFSPI)</b>	<b>Tuloy Foundation, Inc.</b>	<b>International Deaf Education Association (IDEA)</b>	<i>NOTES on THEMES</i>
<b>Incorporated:</b>	1987	1993	1985	
<b>Founder:</b>	Danny Urquico	Father Rocky Evangelista	Dennis Drake	
<b>Vision:</b>	Healthy children and women achieving their full potential nurtured by caring families and living in safe and enabling communities.	Redeem from helplessness, Empowered to choose right.	IDEA envisions a society in which the Deaf in the Philippines enjoy social and economic equality, exchanging isolation for community, servitude for self-reliance.	<i>Mission and vision is the core of their organizational pursuits. Leaders indicate that whatever they do must be aligned with their mission and vision.</i>
<b>Mission:</b>	To promote the full development of children, women and families, uphold their rights, enhance their access to social and economic opportunities, and protect them from abuse and exploitation.	We aim to be a center of excellence in the reintegration of street children into mainstream society through a comprehensive program of caring, healing, and teaching.	To foster self-reliance by providing academic, vocational, physical, spiritual, and economic opportunities for deaf children, adults, and families	
<b>Social Enterprises</b>	Organization recognize these as IGPs: *Training Center *Life Skills Center--wood workshop *jewelry sales	Foundation does not recognize their activities as income-generating rather as training grounds for students	Organization recognize these as IGPs: *Restaurants (2); *Hotel (2) Fly tying fishing bait export	<i>SE as one means to financially support their org</i>  <i>SE to create social value as focus</i>

<b>Family Background</b>	Family in business	FR's father was a farmer and construction worker, mother didn't finish grade 3; helped father being a roaming vegetable vendor securing a stall in the market; poor	Dennis father is an architect and carpenter	
<b>Professional Background</b>	Degree in Psychology; businessman--land development, leasing, hotel business; owned an Inn	Seminary at Don Bosco to become a Salesian; Philosophy in Hong Kong; Theology in Rome; Master's degree in Vocational Training at the University of St. Thomas; Doctorate in Organizational Development from South East Asia in Interdisciplinary Development Institute (SAIDI Philippines); founded a College of Engineering while simultaneously getting PhD; challenging assignments from Don Bosco incl. school administrator, college president, parish priest, Principal, Rector, Administrator for dormitory, etc.	Bachelor of Science degree in Film and Television Production, Cinematographer; took a semester course of American Sign Language for "easy" class Theater of Silence at MSU--toured deaf schools across the western half of the U.S. presenting entertaining programs for hearing and deaf Worked in print media as graphic artist fro 9 years Joined Peace Corp at 30--placed in the Philippines to work with another PC volunteer, John Fisher who was working we/deaf in Bohol	<p><i>Professional background contributes to how these leaders are running their organizations:</i></p> <p><i>Danny's business background in hotel and inn--&gt;Leadership and Training Center.</i></p> <p><i>FR backgrounds in OD and running a college has allowed him to established numerous projects programs/vocational for the school.</i></p> <p><i>Dennis' film and print media background is evident at how he has designed the Garden Cafe, including the menu.</i></p> <p><i>Their websites integrates a lot of the videos and pictures that he takes during projects.</i></p>
<b>Prior to starting</b>	He was teaching Taekwondo before shifting to helping the children	He didn't intend to work with street children---but a "calling"	He was tired of his 9-5 job and wanted do something with his life	<i>All of them came from different backgrounds.</i>

<p><b>Genesis of Organization</b></p>	<p>After EDSA Revolution (1986) he was called by mentor to start programs in Baguio. He shifted his focus on being a businessmen to start CFSPI in 1987-- residential center for street children in Baguio</p>	<p>Don Bosco congregation frustrated about their current focus of administering schools and parishes for well to do...wanted to shift back to it's founding mission of helping the poor, orphaned, abandoned children of the streets. He volunteered to head this ministry even though he was not qualified, no past experience and no inclination to do the type of work (pg.71 of book)</p>	<p>Pre-cursor to IDEA was the Bohol Foundation that he works with for Peacecorp. After Peacecorp for 3 years he thought that he was done with working with the deaf in the Phil but after 4/5 months of being back in the US he said that "it was too much fun" and he didn't want to go back to his advertising so he established IDEA USA in California. IDEA USA was established in 1985 with financial backing from family and friends. IDEA USA financially supported Philippine projects. Very rocky start.</p>	<p><i>It seems that these leaders were assigned the works first before they "fell in love" and found passion in what they do.</i></p>
<p><b>Success: definition</b></p>	<p>Having a clear vision and mission from the start--CFSPI knew what it wanted to do, but didn't have a clear goal or manual. Danny's philosophy and also where CFSPI's vision and vision derived</p>	<p>Success is being able to live up to the mission that you have about to do and you are ready to stick out your neck for that mission. Anything that a human pursues with passion will succeed. Success is succeeding to stick it out whatever happens because the mission is very</p>	<p>Life of the deaf is the most significant</p>	<p><i>The mission and vision dictate success, which at the core is the life of the people that they serve.</i></p>

	<p>from: Tharde Sheridan on development and freedom--the philosophy of development is giving the opportunity to every individual to reach his/her highest potential, anything that doesn't contribute to that or gets in the way of freedom and basic rights is an anathema to development</p>	<p>clear, relevant, challenging, and we are willing to stick out our necks.</p>		
<p><b>Assessment of success</b></p>	<p>“Listening to our clients; talk to them what is it that they want or need to fulfill their potential;          Values: speaks about participation of youths and clients; we plan and assess together; we use caring-healing-teaching framework; safety of our clients; Clear on objectives and goals--if we know what we want to measure, we are not measuring 20 years</p>	<p>Parameters of success will depend on how other's look at it--the kind of success that other people expect--proofs, kids who graduate who are now back to society/valuable citizen--are for public consumption For us... success is who are we and what are we trying to do and how committed are we to that mission. The numbers are not the main indicators</p>	<p>"It's about what is significant to the life of the deaf---It could be educational level to see the children as they progress in school- they learn to read and write, learn how to deal socially with each other, relate to their families, going from being introverted, dependent, awkward, scared, to going home to the bus by themselves, going to the market, getting along and having</p>	<p><i>Leaders indicate that their successes are determined by the people that they serve. Measurement comes in the form of how the people that they serve have progressed and how committed and how well the organizations are in upholding to their mission.</i></p>

	<p>from now...we know that if we do ABC...DEF will come. If we want to measure short-term goals--we look at how they're doing through focus groups; You can detect changes if you are clear about your goals, intuitively you can also feel how the child reacts, and at the end you can ask the person"</p>		<p>friends. Life of the deaf is the most significant-- When it comes to high school level--learning vocational skills, finding the home in them that they can say "yeah, I can learn this tool and I can have a job someday.</p>	
<p><b>On advocacy</b></p>	<p>CFSPI started Child Abuse Prevention Intervention Networks Ex. Bunso</p>	<p>Tuloy is changing society's mentality of "that will do, don't worry, it's better than nothing" when it comes to helping the poor children. The foundation aims to provide for the need of the child--not a poor child. They don't organize on the level of mediocrity--they aim to be the center of excellence. Deliberate direction of pricking consciousness, establishing awareness, pricking consciousness of the public, offering them alternative that is something that can be done well</p>	<p>Context of the Philippines have changed--it wasn't even a consideration, marriage, family job, it wasn't even in their parent's mind to think such things for their kids"</p>	<p><i>Advocacy is an important component in the works that they do. These leaders have changed the attitude and mentality of society towards the people that they serve. They are very clear when they say that their work is not only within their organizational walls, but also beyond.</i></p>

<p><b>Passion for the work</b></p>	<p>It is in the value of innovation and creativity--the ability to be able to create new things, innovate new programsHe finds psychological fulfillmentHe likes being able to contribute to the community; change lives, while building organizations and programs that are best practices, cutting edge that looks at the need of the centuryM. Yanus speaks of starting not knowing how to do it, but knowing what the problem is, but as we went along we learned the ropes, we looked at experiences and read, met etc and that's how the knowledge came on how to create</p>	<p>"With any person, it will depend on the set of values that a person lives by. Values that are given by nature, family, education at the human and spiritual levelThe value that drive me is life and it's potential to grow; to rebuild value systems"It's not work, it has become your life--the difficulties and the fatigue that comes with it doesn't wear you out, it revives you because you are not working here, you take this as your life--because life generates itself as it gives itself out. Life grows and blossoms as you share with others"</p>	<p>It's about the kids. The fact that I do it because it gives me warm fuzzies, it makes be feel have a sense of self worth, accomplishment--those outweigh any sacrifices.</p>	<p><i>All of them agree that it's about psychological fulfillment. It's no longer "work" it has and is their life.</i></p>
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<p><b>Donors &amp; Leaders</b></p>	<p>Staff are pretty ready to take over, the problem is donors may not be as excited if I am not there-- weakness of the organization; Why? because most donors look more on the relationship to the leaders of the organization than faceless entityIt's about people to people, relationships, contact, they trust me</p>	<p>"You are fulfilled when you help others--life is fuller when its connected with other lives"</p>	<p>The major supporters and long-term donors of the organization are from his personal relationships with people. Ex. One of their major supporters was a classmate from high school. The key is long-term relationships, establishing credibility, keeping them informed, making sure that they are in the same page as far as vision and mission of what it is the foundation can and could do. "Everybody has an innate sense that they need to give back some and so by providing them the opportunity to contribute and give back to IDEA is providing them a benefit"It's people funding people-- funders sees the tenancy and passion of the person and that is what they fund; they believe that you will get the job done</p>	<p><i>On donors--the leaders believe that everybody has an innate sense of giving back and their organization is a venue that provides the opportunity for donors to feel "sense of worth/ accomplishment. On donors &amp; leaders--"PEOPLE FUNDING PEOPLE" Donors are attracted to leaders who can excite them on vision and convince them that it will be done. Leaders establish long-term relationships. Danny's networks of relationships have helped to co-fund a lot of his projects. FR--the different departments of Tuloy are headed by his big-time professional donorsDennis-- family &amp; friends helped to establish IDEA; his mentor became one of his BOD</i></p>
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<p><b>Leader &amp; roles</b></p>	<p>A leader has several roles: 1. create a vision and set parameters for the future--in other words create a future that is exciting that viable that everyone will buy into 2. develop connection with the community &amp; external donors 3. make sure to developed people so that they can take on different functions 4. to be a social architect-- "they say that administrators steer the ship, but social architects and visionaries build the ship, the shape and the rudder. You need both for balance.</p>	<p>"The test of true leadership is to have that conviction that the validity of what you started, value of what you started is in direct proportion to how you are able to handle it, so that when you leave, when you go, people don't have to start from scratch, but the organization will be better when you are gone on a lot of conditions."</p>	<p>1) passion to what they wants to do 2) being a good salesmen You need a combination of both-- one cannot exist without the other, it doesn't work.</p>	<p><i>They talk about a leader as someone who establishes a system with a solid structure: clear vision and mission, so that even after the leader is gone the work continues because the mission and vision is still there. They agree that for a leader to lead an org towards success, they must be 1) passionate about what they want to do--passion indicates their drive of what extent they will pursue the mission and vision (perseverance); 2) being a good salesmen--a leader needs to be able to sell their vision for the organization, convince people to be part of there process in achieving their mission whether it be as a volunteer, donor, leader, or staff member.</i></p>
<p><b>Hours spent building organization</b></p>	<p>In the last year, 20% devoted to CFS--he is also involved with other organizations In the past 50-60% He answered 20% of his time go towards CFS, but I think in terms of thinking of CFSPI and</p>	<p>"It's not work, it has become your life" FR lives with the kids--so literally it is his life.</p>	<p>It's never gone--it's 30 years of 24 hour. The thing that drives me out of bed is because there's so many things spinning in my head about stuff that needs to be done that if I lay there, it'll drive me crazy so I get</p>	<p><i>Building the organization has become and is their life.</i></p>

	<p><i>how it can improve, new ideas, etc...it's a 24/7 process. He is always on his phone, talking to staff members, even during our interview he is instructing his staff...he gives a lot of examples of the projects that have evolved because of an observation, in talking with other people, etc. On travelling with Danny in Feb--also confirms that his mind is always processing ideas and possible applications either through CFSPI or other projects that he handles.</i></p>		<p>up and do something about it.<i>On side conversations with Dennis he tells me that he gets up at 2 in the morning.</i></p>	
<p><b>Organizational Structure &amp; success</b></p>	<p>Clear mission and visionStaff's contribute to the development of the organization--During their strategic planning--everyone including housekeeping are required to attended.</p>	<p>Vision should be non-debatable--if is clear that we want excellent result we will set up excellent process which starts from programs"The organization should be transparent and organized that anyone of goodwill should be attracted and anyone of bad will be</p>	<p>Vision and mission is clear from the beginning--When it comes to dealing with the deaf, there's a premise that the deaf needed to be trained in various jobs and participate in the foundation and</p>	<p><i>Having a clear vision and mission from the beginning is important. Relationships among donors is important--often times they become contributors to the foundation. Staff involvement is also important--when interviewing the staff members you can tell that</i></p>

	<p>Some project ideas--giving out cooking lessons, selling of jewelries from Palawan are from the staffs. The organization will function even when Danny is not there.</p>	<p>ashamed"Each department of Tuloy (i.e.. Marketing, Finance, Human resource, etc) are lead by individuals who are professionals in that field and who are major donors to the Foundation. For example, one of the people that I interviewed is a prominent CEO of one of big banks of the Philippines--she is one of the Foundation's major donors and now leads their Finance Dept.</p>	<p>organizationA premise that we wanted to have a business to try and earn income A premise on education and government--we made heroes out of government and gave them credit so that they can adopt it as their own.</p>	<p><i>they are also passionate towards the organization's mission/vision, some even choose to work for that organization because of the type of work that they do. Ability for staffs and clients to give input I.e. one of the deaf staffs of IDEA wanted a better menu stand so he designed and created one, showed it to Dennis who thought it was a nice design, approved it--the next morning about 15 of those (one for each table) where already made and put on the table to hold the menu. A few days after that, Dennis re-vamp the look of their menu. Developing/ building the org. is everyone's intention.</i></p>
<p><b>On Mistakes</b></p>	<p>It's about making mistakes--if you don't make a mistake you are not allowing your people to make a mistake and grow--personal growth</p>	<p>"When you look back, those that you think are mistakes becomes contrast and enforcement to your new experiences"</p>	<p>You learn to build an organization by doing, trial and error. It's a slow process, on the job training, making mistakes and tying up with organizations and people. A person don't need a background or degree in building an orgorganization.</p>	<p><i>All of them believe that mistakes are essential and contributory to the growth of the organization.</i></p>

<p><b>On Money</b></p>	<p>Money is not a problem.</p> <p>Major stumbling block to development organization/business is to say we don't have money. The moment you do that, that's it, it stops</p>	<p>"I don't have the money, I have the attitude, I have the drive, I have the determination"</p>	<p><i>Money is important in the sustaining the employment of staffs and running their IGPs...but the primary to that is the skills developed of the deaf clients so that they can provide for their themselves</i></p>	<p><i>Money is important to sustaining the organization and it's projects, but it doesn't become sole reason for initiating projects, in fact these leaders will initiate projects knowing with confidence that they will get them funded one way or the other. They have the attitude--therefore money doesn't become a hindrance to their visions.</i></p>
<p><b>On Excellence</b></p>	<p>You need to have a vision, there has to be excellence, a desire to achieve and even go beyond standards--that's really what makes great companies and great NGOs compared to good and mediocre organizationsHe uses FR and his Aquaponics project--He describes FR as the "visionary that needs to be chained down"</p>	<p>"Our vision is to be a symbol of excellence—who wouldn't understand that to choose right you have to teach the children? Who wouldn't want to associate themselves to the organization/excellence? So that you produce excellent results. Your processes/organization needs to be as good as you can...aim high at your excellence so you pass onto your words to the children that you take care off, a sense of pride, excellence and striving for what's always better"</p>	<p>I like stuff to not to be third class, but as close to first class as possible if not first class. I also look for staff members who are willing to wear more than one hat and is willing to get their hands dirty</p>	<p><i>All of them has the standard of being excellent, of setting the highest standards and not settling for less because for them excellence requires excellent systems and processes.</i></p>

<p><b>On Experiences</b></p>	<p>The experience from the past is what gives me the larger perspective on how I can put one and two together, link things together. It is what will tell you what to do  Example--story of Mancaya Project: Renovation to Media Center, how the school went from having little the best computer system in the whole Cordillera. You have to develop the experience first before you write the manual. There's so many different perspectives from each region, for each project, for different systems--but the basic principles are the same  Don't manualize it until it goes together  Administrators often want the manual to come first, but it doesn't work that way. If you require a</p>	<p>"Everything that one has done, experienced, known, both the pleasant and the unpleasant are all raw materials for what one intends to do in any point in life. They will become the filter or converge as contributory either by contrast or re-enforcement to what you are going to do.</p>	<p>The kind of experience that need to be learned are not the things that you learn in school. Suggests that if one wants to get in a type of organization that one may want to become an assistant so that they can see, hear and learn what works for the organization from the inside out.</p>	<p><i>They all agree that a degrees is not necessary, rather it's the experience of the past, the trials and errors and being in the process is more important. Experiences serves as "contrast or re-enforcement" to what you are going to do. Danny's business background-Training Center FR's experience in founding a College of Engineer-managing a school for poor children/ village of children  Dennis' "easy course" in sign language and degree in film-working with the deaf and establishment of IGPs</i></p>
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	<p>manual Muhammad Yanus would never have build Grameen Bank.</p>			
<b>On Innovation</b>	<p>On developing organization---Learn from different success stories--find out that is working and adopt it to your program"It's about the "aha" moments--the ability of people to link ideas, situations, programs--building synergies from all experiences to put it together in a new innovative settings--that's what creativity and innovation is all about"</p>	<p>"There are a lot of program available you just tailor fit them into own particular need and then put it, inject it in some novelty that you think is credible for this kind of children who are under your care...it's not simply lifting up from one and applying, you need to see if this is what your children needs at this particular time, place and age"</p>	<p>Where do you gather your ideas?--"I steal a lot of my ideas, every restaurant, everything I see, everywhere I go, I always think of what would work in this culture, in this type of environment, looking for good ideas going down the road" "Everything I see, everywhere I go has an influence of what might be or could be"</p>	<p><i>They all agree that innovation is being able to appropriate an already successful idea to their context.</i></p>
<b>Innovation &amp; Forward thinking</b>	<p>CFSPI programs are purposeful. Danny designed the programs to prepare for the future-- to address climate changeEx. The mobile Clinic is not only about reproductive health its about preparing for the future; They will be</p>	<p>Initiatives of production is not for income or support the foundation but rather training the kids for the future; to open their eyes to opportunities aroundHe uses the Aquaponics project as an example. He says that the project is not so much to produce so many vegetables and fish to sell but to educate</p>	<p>"My desire is that if everything falls apart we could have the sponsorship and the IGPS, I think we would be okay...that's my dream...and I think it's probably 3 years away</p>	<p><i>All of them have a clear vision of where they want their organization to be years from now and the projects that they are implementing are all geared towards that vision. They take into context what the future will look like-- climate change, change in donor support--therefore they are already establishing</i></p>

	<p>incorporating emergency management skills to their Life Skills Program Leaders must find what is the issue there, not just here. He has been attending a lot of seminars on adaptation, food systems...he also mentioned that this is why Aquaponics is important</p>	<p>the children so that one day they may build their own mini Aquaponics system, learn other skills, and in the process develop an attitude of ---when I group up I dare do this.</p>		<p><i>systems that are addressing that changes that they know will happen.</i></p>
<p><b>On Sustainability/ self-sufficiency</b></p>	<p>CFSPI is not sustainable at this point. Sustainability is with people--if the people within the system stops dreaming, creating, caring, innovating they you loss that sustainable org. Vision and passion creates sustainability Leadership of organization includes: 2 levels (BOD and leadership staff)--if there is a balance of both then sustainability is assured</p>	<p>The foundation is not self-sufficiency without the support of others..Self-sufficiency because we produced something from little that we have and we can do something</p>	<p><i>Dennis talks about how he is shifting the organization's reliance from donor supports to their IGPs and sponsorships...this is what he thinks is required to keep the organization running</i></p>	<p><i>They all agree that at this point, their organizations are not self-sufficient that donor support is important. It seems that Danny &amp; Dennis who established their organization earlier has set up systems--income generating projects--that not only functions as skills training for their clients, but also realize the importance of these IGPs in generating income to sustain their programs. FR's organization is relatively new and it seems that the focus right now is more towards the skills development of the children. Perhaps, time/age of</i></p>

				<i>the organization determines the level how critical self-sufficiency is perceived.</i>
<b>Relevance &amp; Sustainability</b>	<p>The danger for not remaining sustainable is not about sustainability it's relevance--relevance of the organization to the community. You remain sustainable if you're relevant to the community. How do you find relevance?---being able to read the signs of the future--what is going to be needed by community, clients, young people. Then use the tools from the past, present and future. Go back to history and learn the past.</p>	<p>1) the mission and vision of the organization does not depend on the leader/it's not his creation- you just identify the things to be done that are understandable to anyone who are willing to do something worthwhile and is relevant and challenging much than the walls of your life or capability so in our case we talk about poor children---there will always be poor children..."</p>	<p>By shifting the organizations focus to the deaf, Dennis is shifting how the relevance of the organization from the leader, himself, to the deaf people.</p>	<p><i>Danny talks being sustainable by maintaining relevance to the community. FR and Dennis further adds that relevance is not the monopoly of one person, but rather it's the people that they serve.</i></p>

<p><b>On Marketing</b></p>	<p>SE are good at marketing their ideas to raise money. It's about creating products, looking for niches, to be able to compete. Even for NGOs--compete for good volunteers</p>	<p>My marketing strategy is not a lot of words, but a lot of background realities such as transparency--people who come here must feel that if they give you something it will be used well without expectation, accountability--account for every single cent given to you. TAPS: Transparency, Accountability, Performance, Service</p>	<p>Being a good salesmen and selling the idea is important to setting up an organization. Considers this quality as the hardest-- he says that if he wanted to follow-up after him it should be somebody that has those two (passion &amp; good salesmanship)--&gt; both has to exist or else it won't succeed.</p>	<p><i>A leader that can lead an organization to success must have the skills of good salesmen in addition to having a passion, as confirmed by all three leaders. transparency, accountability, performance of service that these leaders do and project is what attracts people to their organization--to become contributors as donors, leaders, staffs and volunteers.</i></p>
<p><b>On Social Entrepreneurship</b></p>	<p>SE is the individual that is able to initiate, identify, manage and create change for the future to address social &amp; business need. Creator change for the greater good. Whether it is in a business or NGO. If you are not addressing greater change, greater need you are not an entrepreneur. SE are moved by visions not moved by systems. Form follows function--they create the organization</p>	<p>SE is when mission and vision is clear in terms of producing a better society--by producing better members of society. Impact goes beyond the walls of your own organization. SE is not a beautiful work done in the jungle where no one knows about it. It has to be visible, accessible so that we can bring in people to show that it can be done so that later on--like a factory--we can set another factory. SE has to be based on the advocacy that ensures that people come and see the process--the values that we hold onto in order to</p>	<p>He says that the organization started before SE as a term ever became popular--but he considers himself as an SE given it's definition--"setting up business opportunities for the deaf community and individuals that's going to benefit them as individual, society, as a culture"</p>	<p><i>SE to them is not only about producing social impact within the walls of the organization---but also in society (advocacy)SE are moved by visions not moved by systemsForm follows function--they create the organization around the function that they want to be at a certain point in timeSE creates best practices</i></p>

	around the function that they want to be at a certain point in time. SE create chaos, they create change, continuously create change w/in an organization while maintaining stability.	carry this work.		
<b>Do consider yourself a social entrepreneur?</b>	I'm probably a SE, but I'm not a good manager	“at least in intention”	He talks about how his dad and his buddies used to call him a "Christian entrepreneur" but he says that the term didn't seem fit...SE by definition he says is more fitting	<i>These leaders functions in the context of what a defined "SE" is, but they don't seem to eager to be labeled as a SE, perhaps, they don't find importance in being labeled as one or the term is relatively new.</i>
<b>SE and organizations</b>	There must be entrepreneurship in any organization if you want to be a great organization-->social entrepreneurship is simply the manifestation of entrepreneurship in a social organization	Important--without SE, there is no impact on producing better people, not only children, but those who are involved--caretakers, givers, command resources, etc.	"It's critical to survive in today's world"  "I also think it's nice, it helps organization have a little bit of pride"	<i>All agree that being entrepreneurial is very important to thrive in a changing economic-environment. SE leads to great organizations because it entails passion to improving the lives of people.</i>
<b>Can you teach someone to be a social entrepreneur?</b>	I think you can, but there must be some basic characteristics of a person that needs to be already there---personal mission to	The replica is not so much on the structure but as an the attitude...who am I--who are the people that brought me, there are people who believe that this children can be	Advise to someone who wants to establish an organization towards success: "1. double check yourself and make sure that it's your	<i>All agree that there are skills of SE that could be taught, but at the end in order to create exceptional organizations requires exceptional people--people who has the attitude:</i>

	<p>serve the community; since of community; risk taker; ha a quick since of history an experience; openness to change and learning; integrity; transparency; accountability; since of urgency--that there are things in the world that needs to change--in each arena of work there's a sense of urgency</p>	<p>saved and they must be given the best service to produce these kind of results. That someone must be willing to give up their comfort zone; must have a heart; --must be able to say, yes, we are willing to stick out our necks, our comfort zones, our own resources because they are guided by a certain set of values</p>	<p>passion because if you have passion you are willing to endure the sacrifices that are required to make it a success 2. Find others who have the passion or journey...doing it yourself is going to be difficult if not impossible. 3. Seek advise from others who have gone the way before youPrior to setting up IDEA he went to a business men that he respected and asked him to be his mentor--he eventually became a chairman of the board. He also met other people--asked questions continuously and learned from others. 4. Setting up an organization needs a certain amount of tenacity</p>	<p><i>the passion, willingness and urgency to devote one's pursuing a cause. Another is being a good salesmen--one that can attract long-term relationships, contributors; one who can change the mentality/attitude of people about their cause</i></p>
<p><b>On Spirituality</b></p>	<p><i>In the Philippine context religion is a huge aspect of their life. I noticed that all three encourages the practice of their own belief. The significance for stressing spirituality, I believe has to do with value-creation for the people that they serve. Especially because the people that they serve--abused children, poor children, deaf children--and their experience may have diminish their perception of how valuable their life is---&gt; having a symbol of "higher being" that sees ones life as precious is important re-affirming the value of life.</i></p>			

<b>MISC</b>	<p><i>He describes FR as the "visionary that needs to be chained down"</i></p> <p><i>"I love Danny's arrogance. Danny has a way about him says--"I'm going to get it, hey this is great, this is going to happen." Danny's way of dealing with things and the way he presents himself because he is so cavalier in his way of getting things done and the problems that he approaches that people just say--Danny is going to do it, it's not a matter of if--he is going to do it"--&gt;That's one of the things that people buy---they buy Danny</i></p>
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