

INFLUENCE OF SOCIAL ENTREPRENEURSHIP STRATEGIES ON SUSTAINABLE COMMUNITY DEVELOPMENT PROJECTS IMPLEMENTATION IN KENYA: A CASE OF KILIFI COUNTY

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Abstract: Community development plays an important factor in the realization of poverty eradication at the grass root level. The inability of the government and non-state actors to fully immerse themselves in improving the living standards of the bottom of the pyramid citizens has prompted a new way of tackling underdevelopment through social entrepreneurship. Social entrepreneurship has the ability of attracting various stakeholders to venture into projects implementation in the community, leading to community development and the whole country at large. The necessitation of the social entrepreneurs for economic development informed such studies. Therefore the study was carried out with the aim of examining the influence of social entrepreneurship strategies on sustainable community development projects implementation in Kenya; a case of Kilifi County. The study was guided by four objectives on the basis of which four hypotheses were formulated and tested at the 95% level of significance. The hypothesis were that continuous innovation, continuous training, community involvement, and financial management influence sustainable community development projects implementation in Kenya; a case of Kilifi County. The results indicated that: majority of the respondents (93%) supported the view continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects; majority of the respondents (86%) supported the idea that employee training strategic practice of social enterprise has a significant influence on the performance of community development projects; majority of the respondents (95%) had a strong opinion that community involvement determines the extent to which community development projects are implemented; and majority of the respondents supported the idea that financial management influences the performance of community development projects implementation. The adjusted R² (also called the coefficient of multiple determinations) calculated generally communicates that 59.87% change in the implementation of community development projects could be attributed to the combined effect of the predictor variables. Also, probability value of 0.015 indicated that the regression relationship was highly significant in predicting how continuous innovation, employee training, community involvement, and financial management influenced the implementation of community development projects in the county. The researcher suggested that, a research should be carried out to examine the influence of social entrepreneurship projects implementation on economic development in marginalized Kenya.

Keywords: Continuous Innovation, Employee Training, Community Involvement, Financial management.

1. INTRODUCTION

Global development trends indicates that developed countries- have adopted the concept of social entrepreneurship as one strategy of ensuring that equitable development is achieved (UNDP,2016). Social entrepreneurship has the ability of attracting various stakeholders to venture into projects implementation in the community, leading to community

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development and the whole country at large (UN, 2017). According to Nish (2016), for a country to achieve the sustainable development goals as outlined in a number of strategic documents, they must train their citizens to adopt and integrate the concept of social development in running various development projects.

Social entrepreneurship is a concept that uses the locally available resources to produce more locally desired goods and services; making it very relevant in addressing various challenges facing people in their natural environment or local settings (Antoinette and Retha, 2016). Botha (2014) has a general view that social entrepreneurship strategies should be emphasized more in developing economies so that the local populations can use the locally available resources to empower themselves. In his arguments, Botha, (2014) stresses on the role played by various social entrepreneurs in developed nations which range from identifying the community need areas, designing models using the local experts who understand the community trends to address the needs and later on foster great community development.

The International Center for Intercultural Research, Learning and Dialogue (2018) has established that one country in the World that is remarkably known for adopting the concept of social entrepreneurship in community development projects success is Armenia. According to this study done between 2012 and 2017, it is argued that the people of Armenia have practically comprehended the concept of social entrepreneurship and have put into practice strategies that have helped develop the country through the use of local resources to develop the locals. USAID (2018) adds that the emergence of social entrepreneurs in Armenia in the early 1990's changed the way the local community approached development by addressing various development programs. This report has shown prosperous and developing rural communities are the dream of social entrepreneurs living in the regions of Armenia who have come up with ideas of enterprises. The ideas include continuous innovation and invention in community projects implementation, financial mobilization and management, technology for development use, community involvement in development projects implementation among other ideas.

By and large, Africa, South Africa, Ghana and Libya are said to have made much advances in implementing a number of development projects that are tied to social entrepreneurship concepts (Antoinette and Retha, 2016; Corner and Ho, 2017; Dees, 2017). For example, Antoinette and Retha (2016) argues that in SA the high rates of unemployment have issues on the performance of country but the unemployment rates has been blamed on a number of accasions for poor development. In fact, the disturbing numbers of higher unemployment, the year 2016 marked a major overhaul in the development projects implementation approach for jobs creation and general development (Corner and Ho, 2017).

According to Dees (2017), the adoption of the various strategies that are aimed at ensuring the social entrepreneurship concept is internalized in the youth entrepreneurs and later on translated into community development projects implementation reduced the unemployment rate among the youth by 5% in 2016-2017. Department of Social Development (2016) outlined a number of social entrepreneurship influencing development projects implementation in South Africa. The strategies include: community mobilization and involvement in community projects identification and implementation, continuous innovation and technology use, continuous projects financing and financial resources mobilization, financial management, local models of projects implementation integration, use of various stakeholders to mobilize community resources etc.

Engelbrecht (2017) asserts that after the civil war between the Hutus and Tutsis in Rwanda, President Paul Kagame took power and one agenda in his pocket was to steer the country's development by at least 3.4% p.a. Indeed, Rwanda ranks top as on country whose development index is improving each day due to a number of reasons; one of them being the adoption of the social entrepreneurship strategies in community development (Engelbrecht, 2018). Engelbrecht (2018) asserts that Rwanda is doing better in terms of development due to the adoption of the various strategies of social entrepreneurship. The strategies aimed at community development attainment through the implementation of the various development community projects included: training locals on how to fund social community projects and how to manage the finances for better production, continuous improvements (Gemba Kaizen strategy), continuous innovation and invention etc.

Njuguna (2015) found out that social entrepreneurship strategic practices have been applied by various organization in order to steer economic development through ensuring that community development are effectively implemented. Some of the strategic practices adopted by social entrepreneurship in Nairobi by various bodies running the Iko Toilet Project include: the modern technology use for implementation and management, continuous innovation strategy, use of the locally available recyclable materials, stakeholders involvement in all the stages of the life of the project etc.

Onyango (2017) intimates that in Kenya, most social entrepreneurship projects are initiated by non-governmental organization for example Kickstart international which majors on providing irrigation solutions to resource starved farmers and One Acre Fund delivers inputs, extension services, storage services and inroads to markets to farmers in remote areas. These NGOs have been implementing a number of projects that have a direct impact on the local poor in the rural homesteads. According to One Acre Fund (2017), their projects have been driven by the various social entrepreneurship strategies that cut across community empowerment and involvement, continuous innovation and use of modern technology in developments implementation and management among other strategies. CARE Kenya (2016) has a similar view for development to be equally achieved in various parts of the country, the various development partners should adopt strategies and policies that endeavor to see that all the community members are involved actively in development by being brought on board in all the development projects implementation.

2. STATEMENT OF THE PROBLEM

Reports by the IMF (2018), highlight that borrowing in Kenya has been on the steady incline for the past six years while the inflation rate is on the rise; meaning that the poverty index is expanding. To address this situation, the government from time to time has always been requested to tax its citizens so as to sustain its activities. The larger impact of such decisions has been an increase in the number of Kenyans, who are getting poorer; majority of whom are in the slums, marginalized regions and rural settings (IMF, 2018). The poverty index among the Kenyans and other disadvantaged people in the developing countries in Africa and Asia can only be addressed by having the governments and other development partners' device techniques that are geared towards sustainable development (World Bank, 2017). Some of the sustainable development measures that the community can be tied to are the adoption of the social entrepreneurship practices that have gained popularity in countries like China, India, Singapore etc (World Bank, 2017), and the involvement of the community in development projects implementation (AsDB, 2017).

However, despite the urgent need of sustainable development in Kenya, a number of researchers have argued that the country is doing poorly in adopting the various strategies that are tied to community development through the use of social entrepreneurship practices (CARE Kenya, 2016; Onyango, 2017; One Acre Fund, 2017; Njuguna 2015 etc). For example, Njuguna (2015) did a study in Nairobi and noted that despite the fact that social entrepreneurship is very vital in the provision of basic services through community projects implementation. Many organizations and investors have not understood the concept completely with a few NGOs. This means that there exists a gap in this arena; thus the need for such a study. One Acre Fund (2017) has been running a number farm projects in the Kenyan rural homesteads where it integrates the various concepts of social entrepreneurship but one report published in its website has indicated that over 78% development partners in the country have not understood the role that social entrepreneurship can play in relation to community development; with the rates going up to 88% in the ASALs of Kenya. The overall recommended given by One Acre Fund is to have various development stakeholders adopt the various strategies of social entrepreneurship to develop the country through implementation of various community development projects. From this recommendation, it is evident that there is a need for a study to be carried out that shall focus on the influence of social entrepreneurship on community development through community development projects implementation.

Onyango (2017) while showing the importance of encouraging the various investors and advocators for community development to integrate the various strategies of social entrepreneurship in development projects implementation, he has also blamed the various researchers for failing to throw their weight behind this area. According to him, there very little research documented that is touching on social entrepreneurship and community development through the implementation of various development projects; a need for such a study. In Kilifi county there is no known (if any documented) research that has focused on the influence of the various social entrepreneurship practices on community development projects implementation. Therefore, the study was carried out with the aim of examining the influence of social entrepreneurship strategies on how to sustainably implement community development projects in Kilifi County

3. PURPOSE OF THE STUDY

The purpose of the study was to examine the influence of social entrepreneurship strategies on sustainable community development projects implementation in Kenya; a case of Kilifi County.

3.1 Objective of the Study:

The following objectives guided this research:

1. To examine the extent to which continuous innovation influences sustainable community development projects implementation in Kenya; a case of Kilifi County.

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2. To establish the extent to which continuous training influences sustainable community development projects implementation in Kenya; a case of Kilifi County.
3. To examine the extent to which community involvement influences sustainable community development projects implementation in Kenya; a case of Kilifi County.
4. To examine the influence of financial management on sustainable community development projects implementation in Kenya; a case of Kilifi County.

4. RESEARCH QUESTIONS

The research was guided by the following questions:

1. What is the extent to which continuous innovation influences sustainable community development projects implementation in Kenya; a case of Kilifi County?
2. To what extent does continuous training influence sustainable community development projects implementation in Kenya; a case of Kilifi County?
3. What is the extent to which community involvement influences sustainable community development projects implementation in Kenya; a case of Kilifi County?
4. To what extent does financial management influence sustainable community development projects implementation in Kenya; a case of Kilifi County?

4.1 Research Hypothesis:

At 0.05 confidence level, the study was guided by the following hypotheses:

- i. H_1 : Continuous innovation significantly influences sustainable community development projects implementation in Kenya; a case of Kilifi County.
- H_0 : Continuous innovation does not significantly influence sustainable community development projects implementation in Kenya; a case of Kilifi County.
- ii. H_2 : Continuous training significantly influences sustainable community development projects implementation in Kenya; a case of Kilifi County.
- H_0 : Continuous training does not significantly influence sustainable community development projects implementation in Kenya; a case of Kilifi County.
- iii. H_3 : Community involvement significantly influences sustainable community development projects implementation in Kenya; a case of Kilifi County.
- H_0 : Community involvement does not significantly influence sustainable community development projects implementation in Kenya; a case of Kilifi County.
- iv. H_4 : Financial management has a significant influence on sustainable community development projects implementation in Kenya; a case of Kilifi County.
- H_0 : Financial management does not have a significant influence on sustainable community development projects implementation in Kenya; a case of Kilifi County.

5. SIGNIFICANCE OF THE STUDY

This study is first expected to be of great importance to the future scholars and other researchers who want to throw their weight behind social entrepreneurship and community development. Social entrepreneurship is a new concept that was integrated into the sustainable development goals and therefore any research done on this field will enrich the future researchers and other scholars in this area of study.

The study shall be of great importance to the various bodies that are advocating for sustainable community development. These bodies include the World Bank, NGOs, CBOs, FBOs, other stakeholders advocating for development like the implementers of the vision 2030 and the SDGs. These bodies shall get detailed information of what they need to do in order to achieve a total integration of the social entrepreneurship in development.

Finally, this study shall be of great importance to the ministry in charge of economic stimulus programs and other special programs. These government agencies shall be able to get information in relation to various initiatives and strategies that can be adopted to achieve equitable community development.

6. REVIEW OF LITERATURE

6.1 Social Entrepreneurship and Social Entrepreneurship Project:

Social entrepreneurs are change agents in society. The primary objective social entrepreneurship is to achieve a dual mission of social value creation while making sustainable income at the same (Dees, 2017). Recognizing need that is either cultural, environment or economical and being largely accountable to the target audience. It is imperative that social entrepreneurship applies commercial entrepreneurship strategies to ensure that resources are sustainably used in order to ensure financial sustainability and relentlessly pursuing new opportunities to serve that mission;. A social entrepreneur is someone who is described as an investor who doesn't look at the profits or immediate gains.

Social entrepreneurs have been credited to the concept of developing communities to have all the other stakeholders have run from (Dees, 2017). Social entrepreneurs are said to come up with ideas that have a direct impact to the society by use of the local materials but they don't intend to make much profits from the same. The concept of social entrepreneurship has evolved and has cut across all the spheres of life including the development projects implementation besides the social development concept held before (Dacin, Dacin and Matear, 2010). The projects in the 21st century for example include the construction of projects like the clean energy that provide services to the immediate community.

Social entrepreneurs provide essential elements that cultivate life skills that are needed to ensure lifelong learning such as creativity, critical thinking, and collaboration. Social entrepreneurship leads to increased employability, self-sufficiency, and solution to social problems. Many social entrepreneurs report that the most successful component of their solution lies outside Information Communication Technology (ICT). Participatory and human centered design approaches have proven valuable to the design of community social entrepreneurial initiatives.

6.2 Continuous Innovation and Sustainable Community Development Projects Implementation:

According to Bhide (2014), some of the characteristics that an entrepreneur has over the other individuals in the society are: the ability come up with new relevant ideas that are appealing to the consumers (market), ability to convince people that whatever they intend to produce or implement is going to be better over the existing over, the ability to come up with informed decisions and mobilize local people to take development as part of them by use of local resources and the ability to take risks in order to provide better goods and services. Coming up with new ideas that are better than the ones in the market, amounts to creativity.

Inventiveness leads to better ideas that later on are associated with better models of solving local problems by use of locally available resources (Chakravorti, 2014). An outcome that is associated with new ideas and approaches of looking at the community projects implementation and its continuity in evolution can be said to be continuous innovation (Bridges, O'Neill and Cromie, 2016). The advantages modern projects implementers drive from the concept of entrepreneurship of continuous innovation is the ability to have numerous solutions to obstacle of community development projects implementation. Moreover, the solutions are never static but keep on improving over time and make the process of projects identification, implementation, management and even handover be better than ancient times.

Green (2018) did a study in Denmark and realized that the country's economic performance transformed immediately after the population adopted social entrepreneurship in addressing basic community issues. The remarkable area where social entrepreneurship worked is the implementation of community development projects that touched on the 5 pillars of economic development. The pillars include: education, health, water and sanitation, security and food security. The study findings concluded that Denmark managed to integrate creative ideas in identifying the development projects, implementing these projects, managing these projects and finally monitoring these projects.

According to Okpara (2017), the strategic practice of continuous innovation has a significant influence on the implementation of community development projects. Creativity and innovation are tied together and have been said to be processes that help the projects in communities come up with better projects (projects identification), that consume less resources with maximum output. In this study where over 150 project managers from the various social entrepreneurship

projects run in the highlands of Ethiopia in the agriculture and education sector, a significant relationship was found between the continuous innovation in community projects development identification, continuous innovation in projects design, continuous innovation in project implementation etc.

According to Antoinette and Retha (2016) in South Africa, economic development withered in the better part of the years between 2010-2015 and this forced the government and other development agencies to come up with creative ideas of addressing some of the economic development crisis. The strategy of social entrepreneurship in addressing development in the urban slum of Soweto helped to improve the slum from the number two status rating in Africa after Nairobi's Kibera slum to a peri-urban status due to the innovation ideas adopted to integrate entrepreneurship and community development projects implementation. AfDB (2017) shared similar sentiments by indicating the social entrepreneurs in South Africa played a very significant role in coming up with various innovative ways in addressing community development through identifying competitive community development projects, competitive implementation of these projects and competitive projects management.

Njuguna (2015) found out that there is a significant role played by the social entrepreneur in projects implementation. In this study where 55 persons working on the project were considered for primary data, a regression analysis indicated that financial resources concept, continuous innovation, continuous training and many more influences the performance of community development projects. In conclusion, the study has a view that social entrepreneurs provide essential elements like partnerships. Communal entrepreneurship hints to increased employability, self-sufficiency, and solution to social problems. Therefore, the components of innovation in social entrepreneurship according to him involve: creativity in identifying the challenges (development projects identification), customer focus, creativity, communication, Contemplation etc.

6.3 Influence of Continuous Training on Sustainable Community Development Projects Implementation:

According to Deloitte and Touché (2017), one major component of community development is empowering the local population and allowing it to take various initiatives that are aimed at completing and managing the various community development projects. Social entrepreneurship has been one concept that has been adversely mentioned in the modern society in relation to development and it has significantly been linked to human labor production and availability that later on influences the performance of projects.

Graham and Waema (2014) did a comparative study in two cities where Pretoria and Nairobi featured. In this study various community development projects that targeted the youth and women were considered. In the study, it was noted that if the social entrepreneurs focus their efforts in training the various willing individuals to take up the various community development projects, their development in the two major cities can increase since the implementation of development projects can appreciate by 5.7% per annum that can translate to an overall of 1.2% annual performance of the economies.

According to Morris and Baddache (2017) there are components of social entrepreneurship that influence the performance of development projects in developing countries. These components include: the continuous training and development of human resource for projects implementation, continuous training of the project's personnel on the importance of social entrepreneurship and community development projects implementation and training of the various projects implementers on the emerging issues surrounding projects implementation. Saiyadain (2016) did a study and arrived at similar by showing the identification of human resources for projects implementation, continuous human resource training, continuous communication on the trends of projects implementation and performance is are significant indicators of a successful social entrepreneur.

6.4 Influence of Community Involvement on Sustainable Community Development Projects Implementation:

Modern development is practically based on the ability development agencies being able to come up with strategies and integrated policies that advocate for community involvement in every development project (Alex, 2016). The components of community involvement include: community labour use, community raw resources use, use of the ideas of the local people in making decisions on the type of projects to implement, use of the local people's ideas on the urgency of a given projects or priority areas (Ashoka, 2014).

According to Austin, Stevenson and Wei-Skillern (2016), social and commercial entrepreneurship is gaining popularity in community development in Alaska significantly. In this report where over 456 homestead were involved, it was discovered that majority of the significant projects that were being implemented borrowed much of the social entrepreneurship strategies. One major strategy adopted by various investors included the adoption of the stakeholders and community involvement strategy. In this strategy, the local community is purely brought on board by being involved in decisions making in relation to the projects to be implemented, making decisions on the duration the projects should take to be implemented and which projects should be implemented first.

According to Department of Social Development (2016), in Soweto South Africa, community development is greatly influenced by the ability of the local people to engage in social entrepreneurship. Social entrepreneurship in the country involves women, youth and some other individuals who have either benefited from the government directly or indirectly. These women and youth are trained on social entrepreneurship whereby they are required to identify social gaps in the community and the government funds them to invest in these areas with a cost shared production or serving rate. According to AfDB (2017) social entrepreneurship has led to increased income among the locals; leading to a change in the living standards of the people.

According to Midgley and Conley (2015) community participation practice is a very significant determinant of projects implementation. Projects are meant to serve to the community and once a community is involved in the process of projects implementation, their success is very specific and assured. Department of Social Development (2016) adds that community strategy integrated in the implementation of social entrepreneurship projects influences their performance. The community in this case includes use of the local labour, use of local resources, use of community ideas in projects development and implementation. USAID (2018) concludes that community participation influences community development projects implementation and it significantly determines the sustainability of community development projects. Onyango (2017) has a similar opinion that community involvement in development projects implementation is a key determinant of their sustainability. Community involvement includes asking the community to participate in making decisions on the nature of projects that are relevant to them and the urgency of these projects.

6.5 Influence of Financial Management on Sustainable Community Development Projects:

Financial resources are critical in implementation of development projects across the globe. The importance of financial resources should not only include the availability of the money but it extends to the effectiveness in the management of these financial resources (World Bank, 2017). According to AsDB (2017), financial resources in projects include physical money allocated for the project's success, finances from borrowings from various development agencies, liquid cash or money value in terms of assets. Without proper financial resources allocation, financial resources management and the flow of these finances, the implementation of development projects shall be a challenge in the modern changing business environment (Machuki, 2014).

According to World Bank (2017) development projects in India are tied to a number of factors. The factors include: availability of financial resources, the periods of projects financing, the availability of labour and the skills in the labour, the availability of other resources like time and other natural resources. This study adds that for projects to be sustainable there is a need of various stakeholders to be taught on how to manage these finances.

Onyango (2016) notes that projects with clear financial reports, financial statements, accountable revenue and spending records etc are more likely to attract more funding than those that are seen as opaque in the use and management of their financial resources. According to Mbugua (2016), finance has a role early in the implementation projects and the continuous monitoring and check on the financial status of an organization is a must. Checks here can be equated to financial management since the whole exercise is supposed to check the organizations' financial base, the possible deficit areas, possible areas to source from, a strong evidence that the available finances have been utilized effectively and objectively (accountability) etc.

According to Andrews (2016), financial management influences the performance of various projects in developing countries. Financial performance is defined from the social entrepreneurship organisations in this study. According to the study, Andrews (2016) argues that financial management is the process of planning, organizing, controlling and monitoring the financial resources of an organization to achieve its objectives. The financial management components in this finding are considered to include: Allocation of finances; Controlling resources; and Financing decisions.

In a study that was carried out in Tanzania, ZHRC/HTI (2016) indicated four components of financial management for strategic social entrepreneurs running the various community health projects in Geita. The components are: Managing scarce resources; Managing risk; Managing strategically; and Managing by objectives. The resources that need to be managed are the monies available or perceived for the projects implementation, the risks involve all the uncertainty that are associated to finances and monies either available for the projects or anticipated. Strategic management means that the whole process should position its ability to handle monies in a way that all the current needs are met while the future is put into consideration and finally the objectives refer to all the set down achievables that must be given priority.

Nzalu (2015) described the importance of financial management for social entrepreneurs. The study indicated that good financial management: Helps managers make effective and efficient use of resources to achieve objectives and fulfill commitments to stakeholders; Helps the organization achieve long-term financial sustainability; and Helps the organization be more accountable to stakeholders and development partners. Therefore, the component of financial management should be integrated at all levels of social entrepreneurship.

According to World Bank (2017) there are universally agreed methods used to achieve financial management elements and they include: Management methods (including contracting out service delivery); Accounting methods (including record keeping and financial reporting); Budget methods and processes like Medium Term Expenditure Framework (MTEF); Financial analysis such as examining resource utilizations; Management Information Systems; and Auditing. The interaction of these influences the performance of social entrepreneurship projects significantly.

USAID (2017) in a report on the components of financial management for CBOs in rural homes in Kenya has shown that there are five main areas of financial management components that influence the activities of the CBOs. This study that was carried out in Kenya's south Nyanza region, it was discovered that issues like: budgeting; accounting and records; cost principles; reporting; and audits.

6.6 Theoretical Framework:

6.6.1 Positive Theory of Social Entrepreneurship:

The Positive theory of social entrepreneurship proposes that the maximum realization for a communal entrepreneur is to wrestle the zone of optimistic externality in such a way that the externality is adopted for the advantage of society and the work of the social entrepreneur is no longer necessary. The theory advocates for a critical analysis of the society and identify the enabling development indicators.

Social entrepreneurs may get passionately attached to their organizations and risk focusing on behind the organization more than solving the problems of society (Elkington and Hartigan, 2008). Yet, true social entrepreneurs should request antagonism, not defend from it, since replication of the innovative solutions will increase the value created to society. The society has a lot of opportunities to satisfy everyone but it needs the efforts of the community members to identify these opportunities through creative thinking.

Social entrepreneurship is an entrepreneurial activity with an embedded social purpose (Austin, Stevenson and Wei-Skillern, 2006). Some of the most striking social entrepreneurship innovations originate from developing countries and involve the deployment of new business models that address basic human needs (Seelos and Mair, 2005). Despite the increasing academic interest in social entrepreneurship, the management field still lacks a good conceptual understanding of the economic role and logic of action of social entrepreneurship. As a consequence, the concept of social entrepreneurship is poorly defined and its boundaries with other fields of study remain fuzzy (Mair and Marti, 2006).

Motivation of social entrepreneurs is important factor in defining theory of social entrepreneurship. In social entrepreneurship, a critical analysis of the current situation of the community, its resources and future projects and many more are established to define the direction the social entrepreneur should take. Basically, the theory advocates for crucial analysis of situations and thinking for the community, to the community and in the community.

6.6.2 Community Empowerment Theory:

This theory was put forwards by a number of advocates of community development in the early 1990s but gained its popularity in 1995-one year after the end of apartheid in South Africa. Baum in 1995 published a number of literature work that integrated the concept of community empowerment in community development as opposed to the former concept of aid and grant to the unfortunate in the community-especially Africa and Asia as noted by Baum (1995). The concept today has gained popularity and has given birth to communal social entrepreneurship.

In a number of studies, it has been observed that empowerment is both a process and an outcome. It is defined as an international ongoing process, centered in the local community, involving mutual understanding, critical reflection, caring and group participation in a context of tradition, political and economical environment (Camilletti, 1996).

For economic development to take place in any society, the society members must be empowered. According to CDH (2014), there are four (4) ways of empowerment in society. They are power over information, relationships, decision making and resources. Alternatively, Ife (1995) argues that for genuine empowerment to occur, the people’s sufferings and aspirations, as said by them, must be linked to an analysis of the broader social, economical and political structures, which have caused the people’s oppression and disadvantage. This theory is suited in this study since the concept of social entrepreneurship arose from the revolution that changed people’s minds from dependence to independence in Africa and Asia.

6.7 Conceptual Framework

The conceptual framework outlines the dependent, independent and intervening variables.

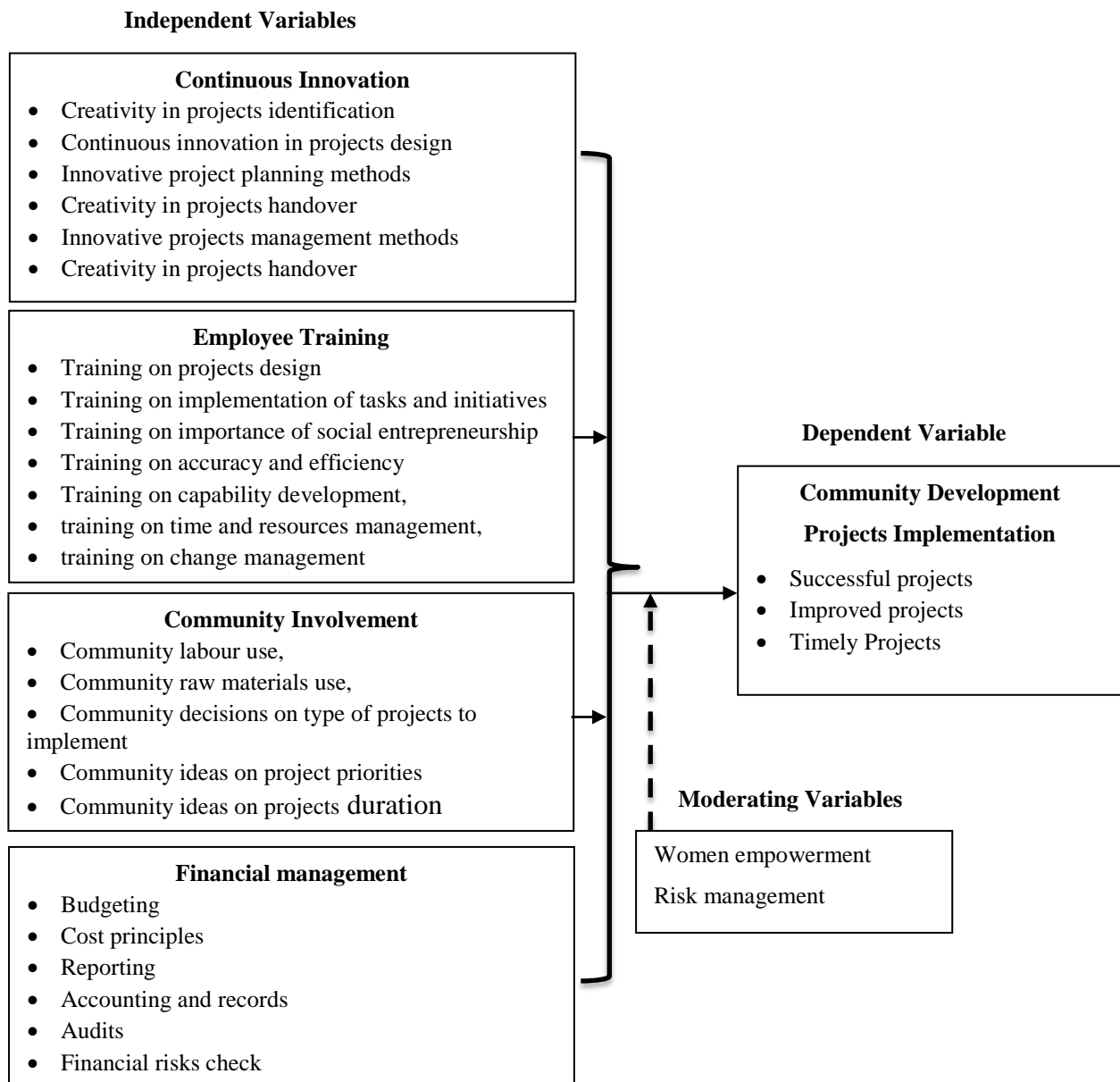


Figure 1: Conceptual Framework

The conceptual framework has outlined the various variables that make the study. On the left-hand side are the independent variables that don't change but interact and change the dependent variable of the right side. The independent variables include: Continuous Innovation; Employee Training; Community Involvement; and Financial management. The dependent variable in the study is community development projects implementation. There is the component of an intervening variable in the study. The intervening variable risk management and women empowerment are also strategies that can be applied to ensure sustainable implementation of community development projects, but their literature has not been done.

7. RESEARCH METHODOLOGY

7.1 Research Design:

This study adopted a case study descriptive design where the researcher examined the influence of social entrepreneurship strategies on the implementation of community development projects. According to Gill and Johnson, (1997) case study is an analysis of a situation as a basis for drawing conclusions in a similar situation. This study described how the independent variables influenced sustainability of social entrepreneurship projects.

7.2 Target Population:

In this study, the target population was drawn from all the sectors in county that have been running the various community development projects tied to social entrepreneurship. According to the report posted by the Kenya NGO council (2018), there were 36 known social entrepreneurship run projects by various NGOs, CBOs, FBOs, foundations and community social workers in various sectors as shown in the table below. In each category, a number of employees were indicated, and they formed the target population. The target population in the study therefore consisted of 470 employees drawn from the various projects run under the social entrepreneurship concept.

Table 7.1: Target Population

Sector	Number of projects	Target population
Education	10	120
Water and sanitation	4	35
Environment, energy and natural resources management	8	110
Children, women, old persons and youth protection	12	150
Green production	2	55
Total	36	470

Kenya NGO Council (2018)

7.3 Sample Size and Sampling Procedure:

This section presented the number of individuals who were sampled from the total population for the study and the procedure used to sample these individuals. The formula for sampling has been clearly indicated as discussed below.

7.3.1 Sample Size:

This study used the Yamane (1967) and D. Israel (2009) formula as shown below to calculate the sample size at a 0.05 confidence level:

$$n = \frac{N}{1 + N(e^2)}$$

Where; n is the sample size,

N is the population size (470)

e is the level of precision (0.05)

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Hence applying the above formula, the sample size was computed as;

$N=470$;

$n= \frac{470}{1+470(0.05^2)}$

$= 216$ respondents.

7.3.2 Sampling Procedure:

The researcher applied simple random sampling during the data collection to pick the 216 respondents since all the employees or people spearheading the projects run under the social entrepreneurship concept understand clearly had the idea of social entrepreneurship strategic practice in community development projects implementation.

7.4 Data Collection Instrument:

In this study, a questionnaire was used to collect the primary data while the secondary data was obtained from the various documented materials that included the journals, master's theses etc. the questionnaire consisted of closed ended questions on a Likert scale in order to get precise information that could be coded and entered into the SPSS software for easy analysis. The questionnaire was suited in the study since it was able to collect information from a large sample population over a short period of time and sometimes it was very economical as compared to other methods like organizing and interview session with the respondents.

7.5 Data Collection Procedure:

A questionnaire was used to collect data from the respondents. The questionnaire contained closed ended questions only and it had two sections i.e section A which had basic information of the respondents while section B contained the questions as per the objectives. The researcher obtained a letter of transmittal from the University of Nairobi Malindi campus and then proceeded to the county offices of Kilifi County to inform them of the intended study in the area. Later on the researcher visited the respondents and sought their consent on the intended research. The researcher then trained 4 research assistants for 3 days and used them to access some respondents in far places. Both the researcher and the research assistants distributed the questionnaires for five days and picked some immediately while some were picked later for the respondents who could be busy. For some respondents who could not be reached, an email was made to request them to answer the questionnaire while some online survey monkey was made to target some respondents who had functional website pages.

7.6 Data Analysis:

The researcher verified the collected questionnaire and examined whether they were dully filled. Researcher performed data editing, coding, data entry and data cleaning activity in order to check the consistency of the data collected from the respondents by various tools. Quantitative analysis was applied for the data collected through questionnaires. The data was analyzed by using Statistical Package for Social Science (SPSS 24); computer software. The researcher used simple descriptive statistics and inferential statistics analysis to interpret the result. This included; frequency distribution, mean, standard deviation and percentages. To predict how the independent variable affects the dependent variable, the researcher used regression model. Implementation of community development projects was the dependent variable which was explained by the following independent variables: continuous innovation; employee training; community involvement; and financial management.

The model was; $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$.

Where: Y = community development projects implementation, β_0 = Constant

Term; $\beta_0, \beta_1, \beta_2, \beta_3, \beta_4$ = Beta

Coefficient; X_1 = continuous innovation,

X_2 = employee training,

X_3 = community involvement,

X_4 = financial management

ϵ = Error Term

8. RESEARCH FINDINGS AND DATA ANALYSIS

8.1: Continuous Innovation and Community Development Projects Implementation:

In a question that sought to establish whether continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects in the county, responses were as indicated in tables 8.1 and 8.2 below:

Table 8.1: Continuous Innovation Role on community Projects Implementation

Valid (N)	Yes	130	93%
	No	10	7%
	Total	140	100%

In a question that sought the views of the respondents in relation to continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects, majority of the respondents (93%) supported the view. Therefore, it is argued that continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects in the county

On a scale, the respondents were asked to indicate the extent to which they supported the following statements in relation to continuous innovation and performance of community development projects. The means (M) and standard deviations (STDV) were computed as indicated below:

Table 8.2: Likert Scale Rating of Continuous Innovation Practices

Statement	M	STDV
Creativity in projects identification influences the implementation of community development projects	4.52	.965
Continuous innovation in projects design influences the implementation of community development projects	3.94	.852
Innovative project planning methods influences the implementation of community development projects	4.21	.989
Innovative projects management methods influences the implementation of community development projects	4.34	.845
Creativity in projects handover influences the implementation of community development projects	4.68	1.223

Majority of the respondents were for the ideas that: Creativity in projects identification (M=4.52); Continuous innovation in projects design (M=3.94); Innovative project planning methods (M=4.21); Innovative projects management methods (M=4.34); and Creativity in projects handover (M=4.68) influence the implementation of community development projects.

8.2 Employee Training Strategic Practice’s Influence on the Performance of Community Development Projects:

A number of questions required the respondents to give their opinions in relation to employee training strategic practice of social enterprise and the performance of community development projects and the results displayed as indicated in tables 8.3 and 8.4 below:

Table 8.3: Employee Training Strategic Practice Percentage Support

Valid(N)	Yes	120	86%
	No	20	14%
	Total	140	100%

The respondents were asked whether they supported the idea that employee training strategic practice of social enterprise has an influence on the performance of community development projects. The responses indicated that majority of the

respondents (86%) supported the idea that employee training strategic practice of social enterprise has a significant influence on the performance of community development projects.

Table 8.4: Employee Training Strategic Practice Mean and Standard Deviation Scores

Statement	M	STDV
Training on projects design influences the implementation of community development projects in this county	3.879	.595
Training on implementation of tasks and initiatives influences the implementation of community development projects in this county	3.994	.666
Training importance of social entrepreneurship influences the implementation of community development projects in this county	4.143	.549
Training on accuracy and efficiency influences the implementation of community development projects in this county	3.561	.6541
Training on capability development influences the implementation of community development projects in this county	3.934	.786
Training on time and resources management influences the implementation of community development projects in this county	4.378	.7854
Training on change management influences the implementation of community development projects in this county	3.566	.9732

Results indicated that majority of the respondents were in agreement that all the indicators of training influence the implementation of community development projects. For example, majority of the respondents supported the ideas that: Training on projects design (M=3.879; STDV=0.595); Training on implementation of tasks and initiatives (M=3.994, STDV=0.666); Training importance of social entrepreneurship (M=4.143); Training on accuracy and efficiency (M=3.561); Training on capability development (M=4.378); Training on change management (M=3.566) influences the implementation of community development projects in this county.

8.3 Community Involvement Role in Community Development Projects Implementation:

A series of questions in this section sought to determine the influence of community involvement on the implementation of development projects

Table 8.5: Community Involvement Practice

In this section, the researcher asked respondents whether they thought that community involvement determines the extent to which community development projects are implemented

Valid(N)	Yes	133	95%
	No	7	10%
Total		140	100%

Majority of the respondents (95%) had a strong opinion that community involvement determines the extent to which community development projects are implemented

Table 8.6: Community Involvement Practice Mean and Standard deviation Scores

Variable	M	STDV
Community labour use influences community development projects implementation in this region	3.79	.761
Community raw materials use influences community development projects implementation in this region	4.12	.776
Community decisions on type of projects to implement influences community development projects implementation in this region	3.69	1.243
Community ideas on project priorities influences community development projects implementation in this region	4.18	.605
Community ideas on projects duration influences community development projects implementation	3.559	.591

in this region		
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In the rated results, majority of the respondents supported the idea that: Community labour use (M=3.79); Community raw materials use (M=4.12); Community decisions on type of projects to implement (M=3.69); Community ideas on project priorities (M=3.559); and Community ideas on projects duration (M=3.559) influences community development projects implementation in this region.

8.4 Financial Management Strategic Practices:

In this section, respondents were subjected to an argument that the following financial management strategic practices of social entrepreneurship influences community development projects implementation significantly. Their support was computed by use of means and standard deviations and the results were as depicted in table 8.7 below:

Table 8.7: Mean and STD deviation Scores of Financial Management Strategic Practices

Statement	M	STDV
Financial management component of budgeting for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	4.111	.609
Financial management component of cost principles for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	3.69	1.213
Financial management component of reporting for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	4.25	1.115
Financial management component of accounting and records for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	4.39	1.012
Financial management component of audits for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	3.95	.872
Financial management component of financial risk check for social entrepreneurs significantly influences the performance of community development projects in Kilifi county	3.529	.592

On a rated scale using the means and standard deviations, results indicated that: majority of the respondents support the influence of the various indicators of financial management and performance of community development projects. For example, majority of the respondents supported the idea that: Financial management component of budgeting for social entrepreneurs (M=4.111); Financial management component of cost principles for social entrepreneurs (M=3.69); Financial management component of reporting for social entrepreneurs (M=4.25); Financial management component of accounting and records for social entrepreneurs (M=4.39); Financial management component of audits for social entrepreneurs (M=3.95); and Financial management component of financial risk check for social entrepreneurs (M=3.529) significantly influences the performance of community development projects in Kilifi county.

8.5 Sustainable Implementation of Community development projects:

Respondents were asked to indicate the extent to which they supported the idea that the social entrepreneurship strategic practices influence the implementation of community development projects and the results were as shown in table 8.8 below:

Table 8.8: Rating of Sustainable Implementation of Community Development Projects

Statement	M	STDV
The various social entrepreneurship strategic practices have an influence on successful community projects implantation	4.331	1.101
Social entrepreneurship strategic practices are associated with failed community development projects	2.35	.329
The various social entrepreneurship strategic practices are associated with an improvement in community development projects implementation	4.47	.959
The various social entrepreneurship strategic practices have an influence on timely completion of community development projects	4.15	.619

Majority of the respondents supported the idea that: The various social entrepreneurship strategic practices have an influence on successful community projects implantation (M=4.33); the various social entrepreneurship strategic practices are associated with an improvement in community development projects implementation (M=4.47); and the various social entrepreneurship strategic practices have an influence on timely completion of community development projects (M=4.15). However, majority of the respondents did not support the idea that social entrepreneurship strategic practices are associated with failed community development projects as indicated by a mean of 2.35 and STDV of 0.959.

8.6 Regression Model:

In the study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS version 24.0) to code, enter and compute the measurements of the multiple regressions

Table 8.9: Model Summary

Model	R	R Squared	Adjusted R squared	Std. Error of Estimate
1	0.8662	0.7503	0.5987	0.6325

R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. Generally, the model communicates that 59.87% change in the implementation of community development projects could be attributed to the combined effect of the predictor variables.

Table 8.10: Summary of One-Way ANOVA results

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	9.223	4	2.301	3.336	0.015
	Residual	42.876	4			
	Total	52.099	4			

The probability value of 0.015 indicates that the regression relationship was highly significant in predicting how continuous innovation, employee training, community involvement, and financial management influenced the implementation of community development projects in the county. The F calculated at 5% level of significance was 3.336 since F calculated is greater than the F critical (value = 2.5252), this shows that the overall model was significant.

Table 8.11: Regression coefficients of the relationship between community development projects implementation and the four predictor variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	sig
1	(Constant)	1.053	0.217		2.889	1.09E
	Continuous Innovation	0.682	0.149	0.613	5.309	4.326E
	Employee Training	0.701	0.181	0.149	3.21	3.123E
	Financial Management	0.599	0.196	0.234	4.255	2.89E
	Community Involvement	0.763	0.091	0.138	3.989	1.78E

As per the SPSS generated table above, the equation $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$ becomes:

$$Y = 1.053 + 0.682X_1 + 0.701X_2 + 0.599X_3 + 0.763X_4 + \epsilon.$$

The regression equation above has established that taking all factors into account (Continuous Innovation, Employee Training, Financial Management, and Community Involvement) constant at zero community development projects implementation will be 1.053. The findings presented also show that taking all other independent variables at zero, a unit increase in the Continuous Innovation would lead to a 0.682 increase in the scores of community development projects implementation and a unit increase in the scores of Employee Training would lead to a 0.701 increase in the scores of

community development projects implementation. Further, the findings shows that a unit increases in the scores of Leadership Commitment would lead to a 0.599 increase in the scores of community development projects implementation. The study also found that a unit increase in the scores of Community Involvement would lead to a 0.763 increase in the scores of community development projects implementation. Overall, all the variables were significant ($p < 0.05$).

9. DISCUSSION OF KEY FINDINGS

In a question that sought the views of the respondents in relation to continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects, majority of the respondents (93%) supported the view. Therefore, it was argued that continuous innovation strategic practice of social entrepreneurship influences the implementation of community development projects in the county. Supporting such findings is Okpara (2017) who argues that the strategic practice of continuous innovation has a significant influence on the implementation of community development projects. Creativity and innovation are tied together and have been said to be processes that help the projects in communities come up with better projects (projects identification), that consume less resources with maximum output. The components of innovation in social entrepreneurship according to him involve: creativity in identifying the challenges (development projects identification), customer focus, creativity, communication, Contemplation etc.

In the second objective that touched on employees training strategic practice, majority of the respondents (86%) supported the idea that employee training strategic practice of social enterprise has a significant influence on the performance of community development projects. On a rating scale, Results indicated that majority of the respondents agreed that all the indicators of training influence the implementation of community development projects. For example, majority of the respondents supported the ideas that: Training on projects design ($M=3.879$; $STDV=0.595$); Training on implementation of tasks and initiatives ($M=3.994$, $STDV=0.666$); Training importance of social entrepreneurship ($M=4.143$); Training on accuracy and efficiency ($M=3.561$) as highlighted in the literature review. In agreement to the above results is Morris and Baddache (2017) who have asserted that, there are components of social entrepreneurship that influence the performance of development projects in developing countries. These components include: the continuous training and development of human resource for projects implementation, continuous training of the project's personnel on the importance of social entrepreneurship and community development projects implementation and training of the various projects implementers on the emerging issues surrounding projects implementation.

In relation to the objective that focused on community involvement practice, majority of the respondents (95%) had a strong opinion that community involvement determines the extent to which community development projects are implemented. In assertion to the above findings is Midgley and Conley (2015) who found out that community participation practice is a very significant determinant of projects implementation. Projects are meant to serve to the community and once a community is involved in the process of projects implementation, their success is very specific and assured. In the rated results, majority of the respondents supported the idea that: Community labour use ($M=3.79$); Community raw materials use ($M=4.12$); Community decisions on type of projects to implement ($M=3.69$); Community ideas on project priorities ($M=3.559$); and Community ideas on projects duration ($M=3.559$) influences community development projects implementation in this region. In agreement to such findings is Department of Social Development (2016) in its report that community strategy integrated in the implementation of social entrepreneurship projects influences their performance. The community in this case includes use of the local labour, use of local resources, use of community ideas in projects development and implementation. USAID (2018) concludes that community participation influences community development projects implementation and it significantly determines the sustainability of community development projects.

Also, majority of the respondents support the influence of the various indicators of financial management and performance of community development projects. For example, majority of the respondents supported the idea that: Financial management component of budgeting for social entrepreneurs ($M=4.111$); Financial management component of cost principles for social entrepreneurs ($M=3.69$); Financial management component of reporting for social entrepreneurs ($M=4.25$) etc significantly influences the performance of community development projects in Kilifi county. From the literature, Onyango (2016) notes that projects with clear financial reports, financial statements, accountable revenue and

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spending records etc are more likely to attract more funding that those that are seen as opaque in the use and management of their financial resources. Mbugua (2016) also adds that finance has a role early in the implementation projects and the continuous monitoring and check on the financial status of an organization is a must. Checks here can be equated to financial management since the whole exercise is supposed to check the organizations' financial base, the possible deficit areas, possible areas to source from, a strong evidence that the available finances have been utilized effectively and objectively (accountability) etc.

10. CONCLUSION AND RECOMMENDATION

10.1 Conclusion:

Based on the research findings and the literature reviewed, the researcher concludes that:

- i. Continuous innovation strategic practice of social entrepreneurship influences the implementation of the various community development projects in Kilifi County.
- ii. Continuous Training strategic practice by the social entrepreneurs influences the implementation of the various community development projects implementation. This is indicated by various indicators like: Training on projects design; Training on implementation of tasks and initiatives; Training importance of social entrepreneurship; Training on accuracy and efficiency etc.
- iii. The involvement of the various stakeholders and the community members at all the levels of the project cycle has a significant influence on the implementation of the community development projects. Community can be involved in various ways. For example, the community labour can be used to run the various projects, the community raw materials like land and agricultural produce etc
- iv. Financial management is the most crucial strategic practice that influences the performance of various social and community development projects in the 21st century. The concepts of Budgeting, Cost principles, Reporting, Accounting and records, Audits, Financial risks checks, etc influence the implementation of community development projects.

10.2 Recommendations:

Based on the research findings, the study recommends that:

Social entrepreneurship concept should be strengthened and given priority as opposed to NGOs' concept of providence and other exploitative profit-oriented businesses in Kilifi County for equitable development. Creativity, critical thinking and innovation should be encouraged among the social entrepreneurs for better implementation of various community development projects in Kenya and the marginalized counties like Kilifi for better economic development. The employees and other parties handling the community development projects should be exposed to continuous training that cuts across the entire departments and should focus on skills and other components emerging in projects management like technology use and projects management tools use. The local community, local leaders, the youth, the politicians, all the religious leaders and other stakeholders should first be consulted and be brought on board through various ways before the community development projects are implemented and the concept should be continuous. Financial management and control should be given priority in all the levels of projects management in the county for better results and attraction of various donors and funding agencies.

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