COMMUNICATION
IN THE SOCIAL ENTERPRISE:

Selected Cases in the Philippines

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FOREWORD

The College of Development Communication (CDC) in UP Los Baños (UPLB) is always searching for new opportunities of growth. After all, communication is the most dynamic of fields and the most fundamental of human processes. From its agricultural communication beginnings in the 1970s, the College has pioneered development communication in the country and in Asia. It also still holds the distinction of the only institution in the world offering the bachelors, masters, and doctorate degrees in development communication.

While the College has expanded its scope of development issues to environment, biotechnology, engineering, and allied disciplines, we have also felt the need to explore the possibilities of communication in social enterprises. We wanted to see how to enhance the organization's communication capacity to serve better or to promote economic opportunities among its development partners. Hence, we sourced funds from the Distinctive Excellence program of UPLB to finance the basic research on *Communication in the Social Enterprise* that was spearheaded by the Department of Development Journalism. We initially focused in Visayas and Mindanao where many social enterprises are found.

As the research was basic and exploratory, there were modifications on the framework and methodology. Our team also consulted faculty and experts in and outside UPLB as we sought to understand, define, and refine what communication in social enterprises is.

We acknowledge the many people and organizations that have made this research output possible: Dr. Mario Perilla and Prof. Faustino Arrienda of the UPLB College of Managment and Dr. Aser Javier for the series of interviews, roundtable discussions, and intellectual inputs; the library personnel of the Ateneo de Manila University, De La Salle University, and the Asian Institute of Management for the reference materials on social enterprises; and practitioners of social entrepreneurship for their actual experiences and insights that helped refine the research methodology.

This monograph contains the analysis and synthesis of the benchmarked practices of some of our most dynamic social enterprises in the country. We hope we can continue pursuing this growth area of development communication. For our end goal is to develop teaching modules on the subject, and eventually, even a course offering on communication for social enterprises.

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EXECUTIVE SUMMARY

In 2009, the College of Development Communication, UP Los Baños embarked on an exploratory study on social enterprises in the Philippines. The study was brought about by the realization that the country has yet to document the best practices of Philippine social enterprises.

Among the 26 organized social enterprises recognized by Ashoka: Innovators for the Public as of 2008, none was from the Philippines. Ashoka has organized the largest network of social enterprises (SEs) with solutions to solve society's most pressing social problems to date.

In 2009, Bloom and Chatterji of the Center for the Advancement of Social Enterprises in Duke University Fuqua School of Business presented a conceptual model of social enterprises (SE). They identified seven drivers in their paper, Scaling Social Entrepreneurial Impact, one of which is communication.

Identifying communication as one of the criteria for measuring the social impact of social enterprises acknowledges its important role in the success of social enterprises. The study focused on the communication driver of the SCALERS model. Bloom and Chatterji (2009) defined communication as the "effectiveness with which the organization is able to persuade key stakeholders that its change strategy is worth adopting and/or supporting".

The research is a preliminary study on how communication is viewed in Philippine social enterprises.

The research aims to determine how selected social enterprises in the Philippines use communication in their operations. More specifically, the study aims to: (1) describe the profile of social enterprises in the Philippines; (2) identify the different roles of communication in the operation of social enterprises in the Philippines; and (3) determine Philippine social enterprises' concept of communication.

The study made use of the case study and cross-case study research designs. For the profiling of the social enterprises, the case study was used. The researchers made use of the cross-case research design in identifying trends across the ten social enterprises and in determining the social entrepreneurs' concept of communication.

Key informant interviews (KIIs) were conducted with the heads or representatives of the selected social enterprises. A three-part interview schedule was used to facilitate data gathering. The three parts included the (1) profile of the social enterprise, (2) application of communication in the three phases of social enterprises, and (3) the social entrepreneurs' concept of communication.

The researchers identified categories/fields based on the transcripts of the KIIs. The cross-case analysis was employed in the second level of analysis to compare and contrast Philippine social enterprises.

The research group gathered data from ten social enterprises from different parts of the country. Four cases of social enterprises from the Visayas Region were studied together with six cases of social enterprises from Mindanao. These included:

1. Baba's Foundation, Incorporated (BFI);
2. Barangay Luz Homeowners Multipurpose Cooperative (BLHMC);
3. Cebu Uniting for Sustainable Water (CUSW);
4. Coastal Conservation and Education Foundation, Incorporated (CCEFI);
5. Claret Samal Foundation, Incorporated (CSFI);
6. HINIMO, Incorporated (HI);
7. Kababayen-an Alang sa Teknolohiya nga Haum sa Kinaiyahan ug Kauswagan (KATAKUS) or Empowering Women Through Appropriate Technology in Harmony with the Environment;
8. Learned Kagan Muslim Foundation, Incorporated (LKMFI);
9. Project Seahorse Philippines (PSP); and
10. Mindanao Land Foundation, Incorporated (MLFI).

Social enterprises in the Philippines reflected the problems in their respective communities. In the process of studying each social enterprise, one gains a deeper understanding of the social concerns in an area. Every social enterprise is uniquely designed as communities face varying problems. Each enterprise encountered a different set of obstacles, hence requiring innovativeness in addressing the shared concern.

The social enterprise finds an opportunity to address problems identified by the community. The main concern shared by the selected social enterprises was developing additional/alternative sources of income so that the community members could take part in the development initiative. The livelihood aspect was constant in all social entrepreneurship interventions. Livelihood played a great role in ensuring the support of the community towards the project. This, in turn, increased the social enteprise's ability to sustain its operations.

In general, face-to-face interpersonal communication was the most commonly used type of communication in the SE operations, especially when dealing with members of the organization. Mediated communication in the form of emails was used when communicating with funding agencies outside the country. Meanwhile, mediated communication through TV/radio programs was used in increasing public awareness on the initiatives of the social enterprise.

Social enterprises in the country viewed communication as a tool and as a process essential to the operations of the social enterprise, or any organization for that matter. In the Philippine context, communication was used to maintain/strengthen relations with various stakeholders and to promote the social enterprise initiatives to the public. It was also viewed as a process composed of stages that need to be undergone to ensure the sustainability of the social enterprise operations.

INTRODUCTION

Bill Drayton, CEO and founder of Ashoka: Innovators for the Public, coined the term "*social enterprises*" in the 1980s. Since its establishment in 1983, Ashoka: Innovators for the Public has organized the largest network of social enterprises (SEs) with solutions to solve society's most pressing social problems to date. According to Brock (2008), there are 22 colleges and universities offering programs in social entrepreneurship and 26 organized social enterprises globally. One of the 22 colleges and universities is located in the Philippines, the Asian Institute of Management (AIM).

Among the 26 organized social enterprises recognized by Ashoka as of 2008, none was from the Philippines.

This, however, does not mean that there are no existing social enterprises in the Philippines. Still, such statistics indicate the weak presence of Philippine social enterprises globally. Hence there is a need for the documentation of the SEs in the country.

RATIONALE AND
BACKGROUND OF THE STUDY

In 2009, Bloom and Chatterji of the Center for the Advancement of Social Enterprises in Duke University Fuqua School of Business presented a conceptual model of social enterprises (SE). They identified seven drivers in their paper, *Scaling Social Entrepreneurial Impact.*

The research aimed to determine why some social enterprises are more successful than others. The "drivers" refer to organizational capabilities that can be used as the basis for measuring the social impact of the social enterprise. These include:

1. *"staffing,*
2. *communication,*
3. *alliance-building,*
4. *lobbying,*
5. *earnings-generation,*
6. *replication, and*
7. *stimulating market forces."*

Bloom and Chatterji (2009) use the acronym SCALERS to refer to these seven drivers. The SCALERS model aims to guide social enterprises in "*identifying the strengths and weaknesses of their organizations.*" Among these and second in the list, is communication.

Identifying communication as one of the criteria for measuring the social impact of social enterprises acknowledges its important role in the success of social enterprises. The study focused on the communication driver of the SCALERS model. Bloom and Chatterji (2009) defined communication as the "*effectiveness with which the organization is able to persuade key stakeholders that its change strategy is worth adopting and/or supporting*".

This research, however, does not aim to evaluate the social impact of social enterprises in the Philippines. Rather, this is an exploratory study on the role of communication in selected social enterprises, specifically among stakeholders. Further, the change strategies developed by these social enterprises are also identified.

The research is a preliminary study on how communication is viewed in Philippine social enterprises. It can later serve as a basis and/baseline for future studies in communication in social enterprises. The research is one of the first academic documentation of social enterprises in the country.

Years after the term "*social enterprise*" was coined in the 1980s, social enterprise has taken on various definitions from organizations that aimed to establish a global network of social enterprises. In 2008, Ridley-Duff, Bull, and Seanor identified four distinct groups of social enterprises, namely:

1. *"charities and voluntary groups that are embracing a 'contracting culture' by tendering for contracts;*

2. *charities and voluntary groups that establish trading operations to generate income for their social missions;*

3. *cooperatives / social firms that tackle social exclusion by adopting 'bottom-up' and pluralist approaches to governance and human resource management; and*

4. *businesses that invest or share their surpluses in a 'public interest' or 'fair trade' enterprise."*

Despite the categorization, they emphasized that the social enterprise has an ideal type, which is *"aspirational, rather than fully realized."* The ideal social enterprise can be described as *"a multi-stakeholder, cooperative, or charitable business with a clear social mission, inclusive system of governance and socialized ownership"* (Pearce, 2003; Nichols, 2006; Ridley-Duff, 2008).

In the same paper they presented in the SERC Conference 2008, Ridley-Duff, Bull, and Seanor elaborated that the social enterprises compose a *"sector with organizations established by people on a voluntary basis to pursue social or community goals."*

For the Youth Social Enterprise Initiative (ysei.org), social enterprises are *"organizations whose mission is to bridge social opportunity into sustainable reality innovatively, effectively and efficiently."*

Despite the growing number of definitions for the term *"social enterprise"*, they all share the concept of harnessing the potentials of the community to come up with a sustainable means of addressing their problems. This is a concern shared with the field of development communication.

STATEMENT OF THE RESEARCH PROBLEM

The study aimed to answer the question, "*How is communication being used in social enterprises in the Philippines?*" The following queries were used as a take off point for the document search and interviews with the respondents of the study:

1. What is the profile of social enterprises in the Philippines?

2. How do social enterprises apply communication in their operations?

3. What is the concept of communication among social enterprises in the Philippines?

RESEARCH OBJECTIVES

The research aimed to determine how selected social enterprises in the Philippines use communication in their operations. More specifically, the study aims to:

1. describe the profile of social enterprises in the Philippines;

2. identify the different roles of communication in the operations of social enterprises in the Philippines; and

3. determine Philippine social enterprises' concept of communication.

SIGNIFICANCE OF THE STUDY

Through this study, the College of Development Communication at the University of the Philippines Los Baños (UPLB) embarks on an endeavor to gain a deeper understanding of social enterprises. It determines how the College can be of assistance to ensure the sustainability of SE operations in the country.

The study will help articulate the importance of communication in the development and sustenance of a social enterprise. The results would shed light on how communication approaches, individual or group, are being used to address specific problems in the social enterprise.

Also, the research findings can be the basis for designing courses and training programs that will help improve the communication skills of the staff involved in the social enterprises in the Philippines.

SCOPE AND LIMITATIONS OF THE STUDY

The initial phase of the research was limited to social enterprises in Visayas and Mindanao. These two major island groups were chosen because of the various development concerns including solid waste management; safe access to drinking water; environmental degradation, including coastal/marine conservation; conflict; education; and microfinance.

Since there is no official database of social enterprises in the Philippines, snowball sampling was carried out in generating a list of social enterprises. These enterprises were selected according to a set of criteria based on the definitions of Dees (1998) and Martin and Osberg (2007).

REVIEW OF RELATED LITERATURE

COMMUNICATION IN THE SOCIAL ENTERPRISE

Based from the definitions of a social enterprise and the processes involved in its creation and development, the various roles of communication can be gleaned. These include:

1. identification of shared concerns,

2. opportunity creation,

3. management of the social enterprise, and

4. creation and sustenance of social impact.

Identification of shared concerns

The formation of SEs starts with identifying a concern shared by a significant number of community members. Initially, the immediate concerns may vary among individuals. However, a deeper look into these varied concerns lead to a shared root problem. It is in getting people together to realize what the shared root problem is that communication plays an essential role.

In this phase, an individual or a group takes the initiative to act as facilitator of the communication processes, consciously or unconsciously. The founder(s) of these groups emerge as social entrepreneurs and are recognized as change agents. They become representatives of their communities communicating their concerns to their external environment.

Opportunity creation

During this phase, promising ideas about a social venture can emerge from the needs and assets of the community. The social entrepreneur has to involve community members in correctly identifying their needs and assets. Such involvement can be facilitated through participatory development communication.

In participatory development communication, the inputs of all stakeholders are actively solicited and considered in all stages of the development intervention. It starts from the identification of the problems in the community, implementation of projects, and evaluation of the intervention. The approach puts premium on community ownership to ensure the sustainability of the development intervention.

Aside from the needs and assets of the community, the social enterprise can get promising ideas with the changes happening. The mass media, through their reportage of newsworthy events, can be a valuable source of information about these changes.

Management of the enterprise

The success of the social enterprise in part depends on the support of its key stakeholders. Participatory development communication can be used to elicit the needed support from the social enterprise's intended beneficiaries.

Aside from the intended beneficiaries, other key stakeholders of the social enterprise include volunteers, donors, government agencies, and local government units. Because a social enterprise does not use profit as a gauge of value-creation, it taps donors, volunteers, government agencies, and local government units to provide most of its resource needs. Reaching out to these key stakeholders and getting their support and commitment entail networking and social mobilization. But before this, the social entrepreneur might need to engage in social marketing to facilitate the process of donors and volunteers "buying" the idea of the social enterprise.

In planning the activities of the social enterprise, small group communication in the form of meetings will be frequent. When it comes to the implementation of the day-to-day activities of the social enterprise, a wide array of communication tools and techniques can be used. Although participatory development communication is particularly useful during the opportunity creation phase, it can be valuable as well in implementing the different activities of the social enterprise. Aside from participatory communication, the social entrepreneur will engage in interpersonal communication most of the time, particularly face-to-face interactions and dialogues.

Some activities of the social enterprise might impose risks on the part of the staff or its intended beneficiaries. The social entrepreneur must be well versed in managing these risks. Corollary to this, the social entrepreneur will be communicating risks either to the staff and/or intended beneficiaries.

Creation and sustenance of social impact

To establish continuous support from different sources, the social entrepreneur needs to tap the traditional media (radio, television, and print) and the new media to promote the goals of the social enterprise.

On the other hand, it is essential for the social entrepreneur to work with policymakers to institutionalize the impact brought about by the social enterprise. In doing so, the social entrepreneur needs to be knowledgeable in policy development and government processes.

Lastly, social enterprises should have a mechanism by which they can evaluate their progress. The tools of participatory development communication can be used to facilitate evaluation. Participatory development communication ensures that the social enterprise is truly responsive to the needs of the community it wants to have an impact on.

ORIGINS OF SOCIAL ENTREPRENEURSHIP

Social entrepreneurship started gaining recognition during the 1980s and 1990s. Ashoka: Innovators for the Public, a global association of the world's leading social entrepreneurs, and its CEO Bill Drayton have been credited for their work in promoting social entrepreneurship worldwide.

Despite its recent use, social entrepreneurship has been in existence throughout history. According to Dees (2001, p.1), the "*language of social entrepreneurship may be new, but the phenomenon is not.*" The 19th century witnessed social entrepreneurship in anti-slavery leagues. Modern social entrepreneur in Florence Nightingale, a nurse, devoted her life to service (Drayton, 2006).

Social entrepreneurship traces its roots to entrepreneurship in the business sector. Indeed, a common notion about an entrepreneur is someone who is engaged in business, but Dees (2001) stated that this is a limited application of a term that has a much more significant meaning.

To understand social entrepreneurship as scholars construe it, one has to go back to the history of the word entrepreneur. Dees (2001) discussed the history of the word entrepreneur. According to him, the term entrepreneur came from French economics of the 17th and 18th centuries. He identified the French economist Jean Baptiste Say as the most commonly credited person who gave the term a particular meaning. Say described the entrepreneur as someone who "*shifts economic resources out of an area of lower [productivity] and into an area of higher productivity and greater yield*". Moving on to the 20th century, Joseph Schumpeter was the influential author on entrepreneurship. Schumpeter described entrepreneurs as the "*innovators who drive the 'creative-destructive' process of capitalism (Dees, 2001)."* Dees opined that Say's and Schumpeter's definitions, despite being closely tied to business, serve as the foundation of current theories of entrepreneurship.

Contemporary theories of entrepreneurship are mostly from Peter Drucker and Howard Stevenson. According to Dees (2001,p.2), Drucker's definition of entrepreneurs does not require entrepreneurs to be change agents, but instead described the entrepreneur as "*exploiting the opportunities that change creates.*" Further, for Drucker, not every new small business or every new organization is entrepreneurial, and profit is not a requirement in entrepreneurship (Dees, 2001).

Meanwhile, another leading theorist of entrepreneurship, Howard Stevenson of the Harvard Business School, highlighted resourcefulness in his definition of entrepreneur. Stevenson described the "*heart of entrepreneurial management as ' the pursuit of opportunity without regard to resources*'" (Dees, 2001,p.2).

Truly, the conceptions of Say, Schumpeter, Drucker, and Stevenson about entrepreneurship have influenced current thinking on social entrepreneurship.

DEFINITION OF SOCIAL ENTREPRENEURSHIP

Dees (2001) and Martin and Osberg (2007) noted that the concept of social entrepreneurship is gaining popularity. However, definitions have become confusing and less certain. Martin and Osberg (2007, p.29) opined that there is now "*less certainty about what exactly a social entrepreneur does*".

Martin and Osberg (2007) pointed out that a wide range of activities have been labeled as social entrepreneurship. Hence, they now call for a "*more rigorous definition*" of social entrepreneurship.

Dees (2001,p.4) provided the following definition:
"*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. *engaging in a process of continuous innovation, adaptation, and learning,*

4. *acting boldly without being limited by resources currently in hand, and*

5. *exhibiting heightened accountability to the constituencies served and for the outcomes created.*"

According to Dees (2001,p.4), the above definition is the ideal, such that "*the closer a person gets to satisfying all these conditions, the more that person fits the model of a social entrepreneur*".

Dees (2001) explained that social entrepreneurs are change agents in the social sector. They do this by:

1. "attacking the underlying causes of problems, rather than simply treating symptoms;

2. reducing the needs rather than just meeting them; and

3. seeking to create systemic changes and sustainable improvements."

Dees further said that for a social entrepreneur, social mission is a central component although profit may be a part. Profit is only a means to an end. Value creation is gauged not by profit but by a long-term social impact.

Further, Dees explained that social entrepreneurs are innovative, resourceful, and open-minded, have a high tolerance for ambiguity, and know how to manage risks for themselves and for others. To achieve these qualities, they must be skilled in dealing with different people across sectors. The importance of developing expertise in the concept and practice of communication becomes vital.

According to Dees (2001), social entrepreneurs need to have a correct assessment and understanding of the community they serve. They must also have a mechanism by which to evaluate their progress.

On the other hand, writing almost a decade after Dees, Martin and Osberg (2007, p.35), defined social entrepreneurship in terms of the following three components:

1. "identifying a stable but inherently unjust equilibrium that causes the exclusion, marginalization, or suffering of a segment of humanity that lacks the financial means or political clout to achieve any transformative benefit on its own;

2. identifying an opportunity in this unjust equilibrium, developing a social value proposition, and bringing to bear inspiration, creativity, direct action, courage, and fortitude, thereby challenging the stable state's hegemony; and

3. forging a new, stable equilibrium that releases trapped potential or alleviates the suffering of the targeted group, and through imitation and the creation of a stable ecosystem around the new equilibrium ensuring a better future for the targeted group and even society at large."

For Martin and Osberg, a social entrepreneur identifies an opportunity for change in an unjust equilibrium that marginalizes, excludes, and causes suffering and comes up with an innovative undertaking to address this unjust equilibrium. The impact of these undertakings is such that they will eventually replace the system of the existing unjust equilibrium.

Further, they also identified boundaries of social entrepreneurship. These boundaries pertain to two primary forms of socially valuable activity, which should be distinguished from social entrepreneurship. According to them, there are two classes of social ventures that are not social entrepreneurship, namely; social service venture and social activism (Figure 1).
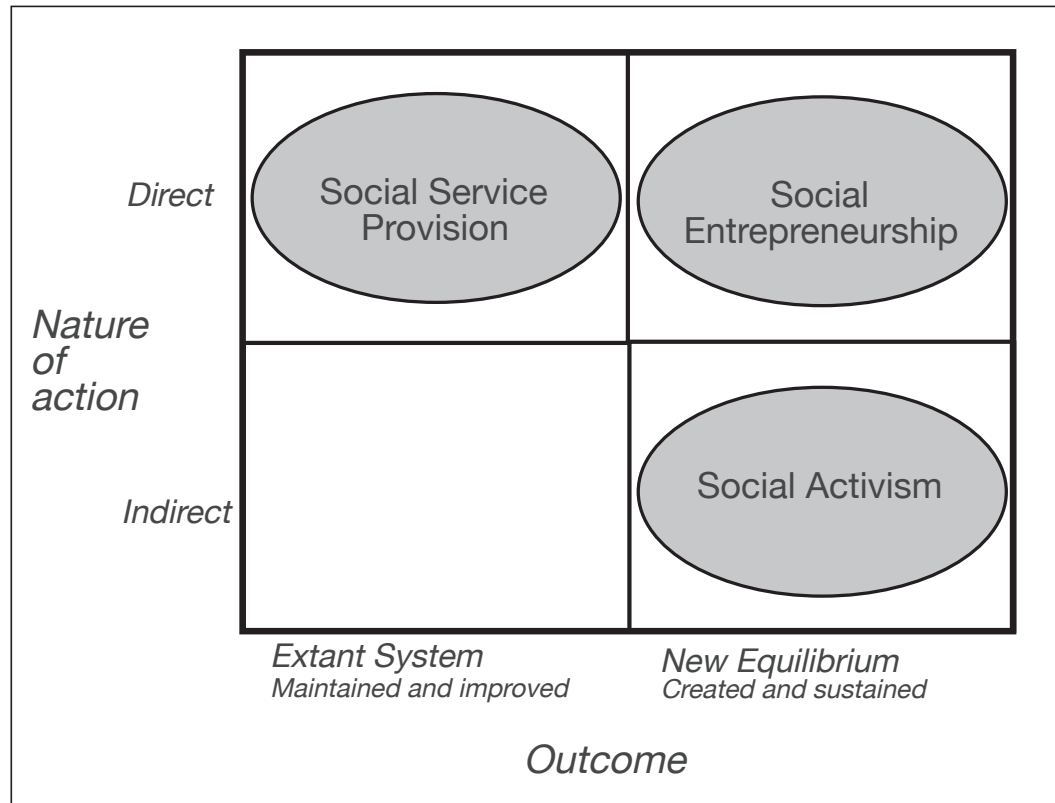
Figure 1. Pure forms of social engagement (Martin and Osberg, 2007)

The difference between social entrepreneurship and social service lies in their outcomes and not in the context or characteristics of the founders. Martin and Osberg explained: *"Their impact remains constrained, their service area stays confined to a local population, and their scope is determined by whatever resources they are able to attract. These ventures are inherently vulnerable, which may mean disruption or loss of service to the populations they serve"* (p.36-37).

The second type of social venture that should be distinguished from social entrepreneurship is social activism. The personal characteristics of the social activist and their motivator for starting their cause may be the same with that of the social entrepreneur, but they differ in terms of the orientation of their action.

Martin and Osberg (2007) explained:

> "Instead of taking direct action, as the social entrepreneur would, the social activist attempts to create change through indirect action, by influencing others – governments, NGOs, consumers, workers,etc. – to take action… Successful activism can yield substantial improvements to existing systems and even result in a new equilibrium, but the strategic nature of the action is distinct in its emphasis on influence rather than on direct action" (p.37-38).

In spite of the distinction, they recognized that shades of gray exist between these pure forms such that hybrid models are created. In fact, they stated that in practice, there might be more hybrid models than pure forms.

SOCIAL ENTERPRISES

Social entrepreneurs manage what is known in the literature as social enterprises. Social enterprises are "*organizations whose mission is to bridge social opportunity into sustainable reality innovatively, effectively and efficiently. They shift the future for the better by innovating social solutions to solve human development problems whether in poverty, hunger, environment, human rights, education, political freedom and other important issues*" (Shrestha and Appanah, 2007).

Shrestha and Appanah (2007) came up with a social enterprise spectrum that depicted kinds of social enterprises based on motives, methods, and goals, and key stakeholders (Figure 2).

The social enterprise spectrum		
Purely philantropic ⟷		Purely commercial
Motives, Methods, and Goals Appeal to goodwill Mission driven Social value	Mixed motives Mission driven and market driven Social and economic value	Appeal to self-interest Market driven Economic Value
Key Stakeholders *Beneficiaries* Pay nothing	Subsidized rates or mix of full payers and those who pay nothing	Market rate prices
Capital Donations and grants	Below market capital, or mix of donations and market rate capital	Market rate capital
Workforces Volunteers	Below market wages or mix of volunteers and fully paid staff	Market rate compensation
Suppliers Make in-kind donations	Special discounts, or mix of in-kind and full price donations	Maket rate prices

Figure 2. The social enterprise spectrum (www.ysei.org)

Likewise, Dees (2001) stated that social enterprises can be innovative not-for-profit social ventures, business ventures for social purpose, or hybrid organization (not-for-profit and for-profit). Shrestha and Appanah (2007) classified social enterprises based on whether they are product-oriented, service-oriented, or a combination of both (hybrid).

According to Shrestha and Appanah (2007), whatever the type of social enterprises, a social enterprise should have a clear understanding about its expansion path. "*Social Enterprises walk a tight rope in trying to balance the generation of both social/environmental and economic returns to remain effective and sustainable at the same time*" (Figure 3).
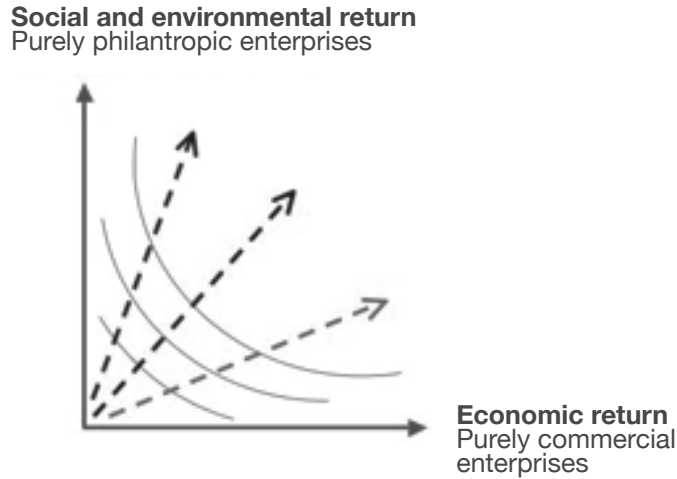
Social and environmental return
Purely philantropic enterprises

Economic return
Purely commercial enterprises

Figure 3. Social enterprise's expansion paths (www.ysei.org)

DEVELOPMENT OF THE SOCIAL ENTERPRISE

Guclu et al. (2002) provided a framework that serves as a guide for social entrepreneurs as they create and develop opportunities into ventures that have social impact (Figure 4). In their framework the opportunity creation is divided into two major steps:

1. generating promising ideas, and
2. developing promising ideas into attractive opportunities.

Guclu et al. stated that "*dissatisfaction with the status quo*" often motivates a social entrepreneur to think of new approaches to solve problems encountered in his/her personal life. Aside from personal experience, a social entrepreneur gets ideas for possible social ventures from an understanding of social needs. However, for these ideas to prosper, "*the entrepreneur's values and commitment to addressing a particular social need must be shared by enough key stakeholders to give the proposed venture some initial viability*" (Guclu et al., 2002, p.4).

Further, although needs emanating from personal experience and the community may become promising ideas. better ideas may emerge from an understanding of social assets. By looking at social assets, the community is seen in a new perspective, explained Guclu et al.

Changes brought about by new needs, assets, or both are other source of promising ideas. Personal experience, social needs, social assets, and change can be the source of promising ideas. However, Guclu et al. (2002, p.5) emphasized that it is only when a social entrepreneur "*adopts an opportunity-oriented mindset, actively looking for new possibilities*" that "*significant positive social impact*" is achieved.

The second part of the model created by Guclu et al. is about the process of developing the promising ideas into worthwhile opportunity. They noted that it is fundamental to any new social venture to have a social impact theory or how the venture will achieve its intended social impact.

Change

Social Needs

Social Assets

Personal Experience

Promising Ideas

Operating Environment

Social Impact Theory

Operating Model

Resource Strategy

Business Model

Opportunity

Social Impact

Step 1. *Generating promising ideas*

Step 2. *Developing Promising Ideas Into Attractive Opportunities*
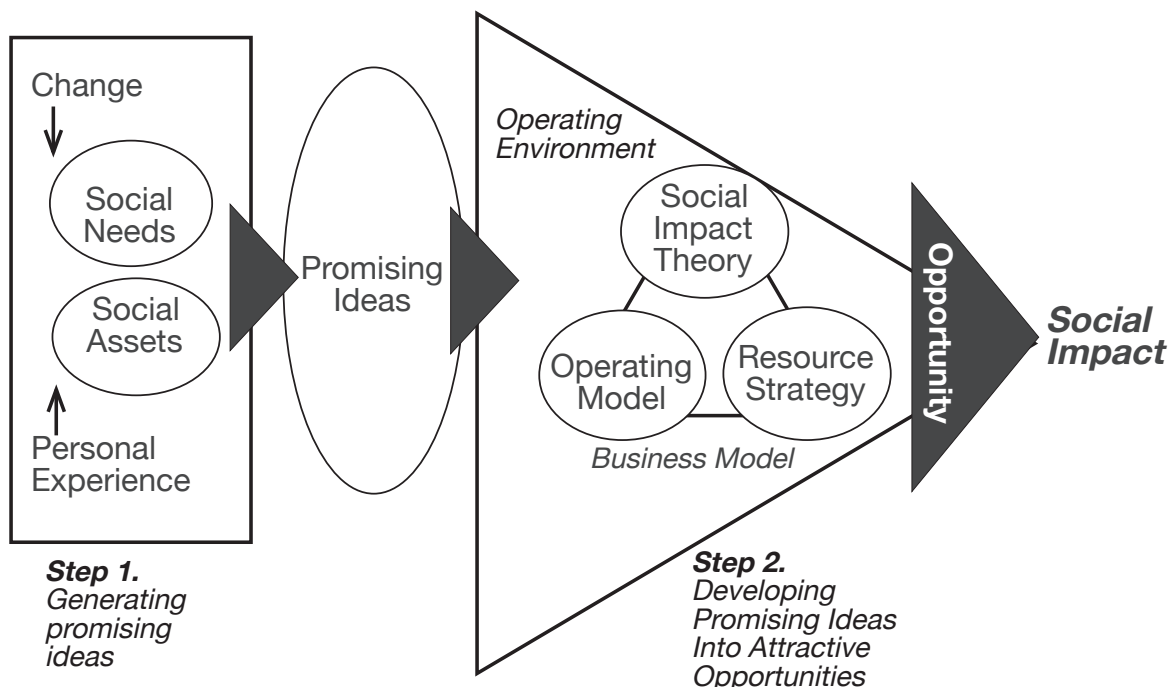
Figure 4. The opportunity creation process (Guclu et.al, 2002)

Aside from a social impact theory, a worthwhile opportunity should have a business model. A business model is made up of the venture's operating model and resource strategy. An operating model "*describes how the social impact theory will be implemented in practice. It is a combination of specific activities, structures, and support systems that are designed to work together to bring about the intended impact*". On the other hand, a resource strategy is about how to best mobilize the resources needed in the venture. Social entrepreneurs can acquire their resource needs by paying for them, building alliances, and attracting donations and volunteers (Guclu et al., 2002).

In essence, a new social venture does not exist in a vacuum; it needs to closely examine the environment where it operates.

This study determined how communication is used by social enterprises in developing activities, structures, and support systems as identified by Guclu et al. (2002).

Crucial assumptions include the following:

- *Markets refer not only to the intended users or clients, but also to third-party payers, donors, volunteers, and workers, anyone who must voluntarily participate in the venture in order for it to be successful. Social entrepreneurs must have a plausible value proposition for each market or stakeholder group.*

- *The industry structure includes alternative providers as well as potential collaborators or partners, crucial complementary services, potential substitutes, and key suppliers.*

- *The political environment refers to specific regulatory requirements and the various potential sources of public support or resistance.*

- *The culture is defined not only by the dominant values of the people in the intended operating environment but also by behavioral norms and relevant sub-group cultures.*

Once ideas have been developed into worthwhile opportunities, Guclu et al. (2002, p.14) pointed out the importance of personal fit. *"The requirements of the venture must fit the commitment, qualifications, and life stage of the entrepreneur considering it."*

THE SOCIAL ENTERPRISE IN THE GLOBAL SETTING

Since the 1980s many social enterprises have been started. This part presents a selection of well-known social enterprises. Information about the following enterprises was lifted from their official websites.

KickStart
Founders: Martin Fisher and Nick Moon
www.kickstart.org

Martin Fisher, a doctorate degree holder in engineering from Stanford University, and Nick Moon, a craftsman and a businessman, founded ApproTEC in 1991.

Their journey together started at ActionAid where they both worked building schoolhouses, complex water systems of dams, canals and wells, among others. They also trained craftsmen and set up enterprises. The projects they got involved in seemed successful. But when they returned for a visit, they found out that the schools were not being used, the water systems have been destroyed, the craftsmen were unemployed, and the enterprises were failures. This motivated them to start their own development venture.

Determined not to repeat the failures of other development projects, they run their social enterprise using a five-step process. The process involved *"developing, launching and promoting simple tools that poor entrepreneurs could use to create their own profitable businesses."* They now develop and market simple, cheap, yet effective tools that poor entrepreneurs can use in their small businesses.

This non-profit organization based in Africa believes that *"self-motivated private entrepreneurs managing small-scale enterprises can play a dynamic role in the economies of developing countries."* ApproTEC became KickStart in 2005.

Institute for OneWorld Health
Founder: Victoria Hale
www.oneworldhealth.org

In 1998 when Dr. Victoria Hale, the founder of OneWorld Health, wrote the strategic plan for a nonprofit pharmaceutical company. As a pharmaceutical scientist, she observed that promising drug and vaccine leads were not being pursued because they were deemed not profitable enough. Two years after, she founded the Institute for OneWorld Health in the U.S.

The business plan was simple: *"find promising potential candidate medicines in areas of great unmet medical need; partner with the right experts and institutions to take these medicines through development, clinical trials, and regulatory approval; and finally, deliver safe, effective, and affordable medicines to the patients who need them."*

Eight years after, the Institute for OneWorld Health, now known as a US-based non-profit pharmaceutical company that develops drugs for people with neglected infectious diseases in the developing world, was selected as among the 2008 Social Enterprises of the Year by the Fast Company Magazine.

Crayons to Computers or C2C, a free store for teachers, started out as a class project. It was established to provide solutions to the following needs:

- *"More than half of the students in Cincinnati cannot afford lunch, much less basic school supplies.*

- *Studies indicate that the average teacher spends between $500 and $1,000 of his or her own money to buy supplies for their students' needs each year.*

- *Statewide, school supply budgets have been slashed.*

- *Businesses and individuals need a positive outlet for surplus materials."*

Funded solely through donations, C2C distributes donated surplus materials to needy Tri-State classrooms. Its mission is "to serve the educational and imaginative needs of children in the greater Cincinnati area by providing a unique means to transfer donated, value purchased, and created product from businesses and individuals free to teachers for use in their classrooms and schools."

The first C2C store was opened in 1997 and it has already come a long way. At present, C2C has distributed over USD 45 million worth of free supplies, educational materials, and incentives. This was accomplished with only eight skeletal staff but with plenty of volunteers.

Founder: Muhammad Yunus
www.grameen-info.org

A discussion about well-known and successful social enterprises is incomplete without Muhammad Yunus and his Grameen Bank in Bangladesh.

The Grameen Bank (Grameen means rural or village in Bangla language) is a product of Professor Muhammad Yunus' action research project at the University of Chittagong, which was launched in 1976. The action research project aimed "*to examine the possibility of designing a credit delivery system to provide banking services targeted at the rural poor*".

Put into operation, the Grameen Bank Project had the following objectives:

1. *"Extend banking facilities to poor men and women;*

2. *Eliminate the exploitation of the poor by money lenders;*

3. *Create opportunities for self-employment for the vast multitude of unemployed people in rural Bangladesh;*

4. *Bring the disadvantaged, mostly the women from the poorest households, within the fold of an organizational format, which they can understand and manage by themselves; and*

5. *Reverse the age-old vicious circle of 'low income, low saving and low investment', into virtuous circle of 'low income, injection of credit, investment, more income, more savings, more investment, more income' ".*

With support from the central bank and nationalized commercial bank, the project was a success. It was soon scaled to other areas in Bangladesh.

The Grameen Bank Project became an independent bank by government legislation in October 1983. At present, the government owns 10% of the shares while the rural poor own 90% of the shares. The Grameen Bank has already received eight international awards. The most recent was the 2006 Nobel Peace Prize.

ANALYTICAL FRAMEWORK

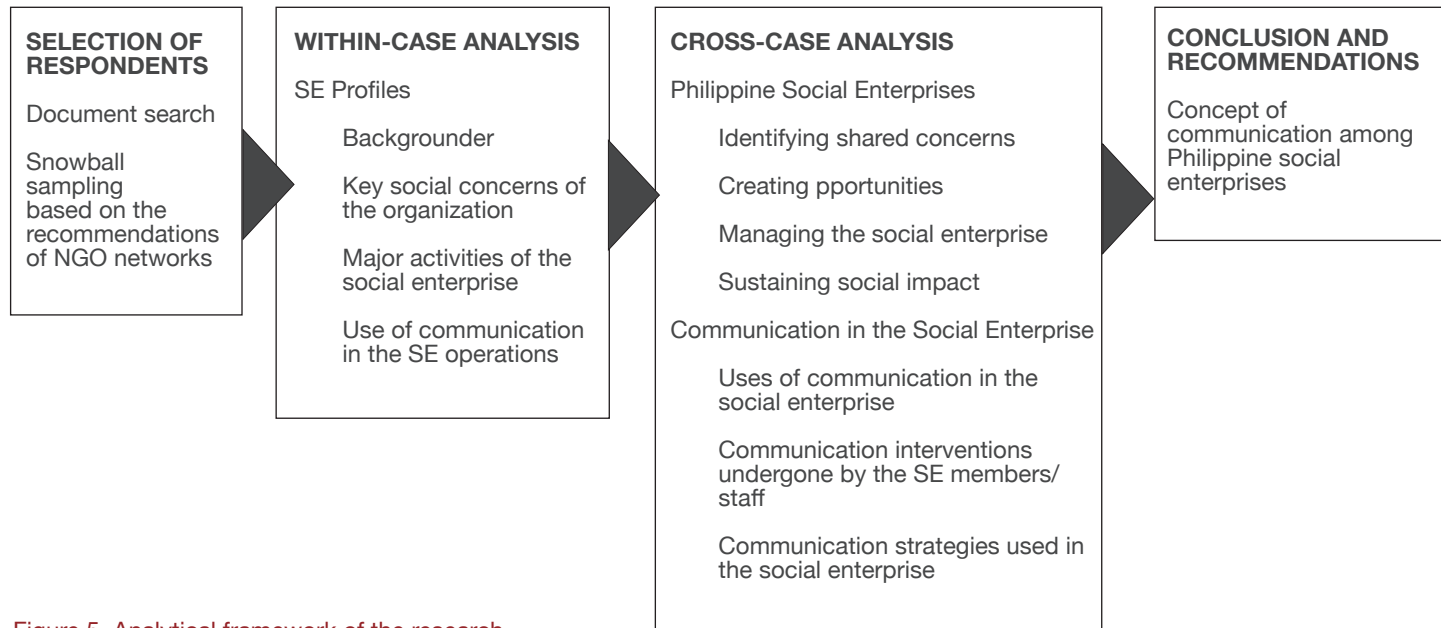| **SELECTION OF RESPONDENTS**	**WITHIN-CASE ANALYSIS**	**CROSS-CASE ANALYSIS**	**CONCLUSION AND RECOMMENDATIONS**
Document search	SE Profiles	Philippine Social Enterprises	Concept of communication among Philippine social enterprises
Snowball sampling based on the recommendations of NGO networks	Backgrounder	Identifying shared concerns	
	Key social concerns of the organization	Creating pportunities	
	Major activities of the social enterprise	Managing the social enterprise	
	Use of communication in the SE operations	Sustaining social impact	
		Communication in the Social Enterprise	
		Uses of communication in the social enterprise	
		Communication interventions undergone by the SE members/ staff	
		Communication strategies used in the social enterprise	

Figure 5. Analytical framework of the research

Working under the grounded theory, the study centered on answering the question: "*What is the concept of communication among selected social enterprises in the Philippines?*"

Interviews with key informants were initiated with queries on the background, operations, and identified applications of communication in the social enterprise. This facilitated a smoother flow of discussion, encouraging the respondents to provide an in-depth discussion on the operations of their enterprise before answering the main questions for the research.

METHODOLOGY

The study made use of the case study and cross-case study research designs. For the profiling of the social enterprises, the case study was used. The researchers made use of the cross-case research design in identifying trends across the ten social enterprises and in determining the social entrepreneurs' concept of communication.

Social enterprises from various parts of Visayas and Mindanao were interviewed for the initial phase of the research. The key cities of Cebu and Davao were the identified areas of study for Visayas and Mindanao, respectively.

Organizations addressing social problems were screened based on Dees, Martin, and Osberg's (2007, p.35) three components of a social enterprise.

The initial listing of potential respondents was developed from print and online document search on social enterprises, non-government organizations, people's organizations, etc. Upon contact with the initial set of respondents, the research made use of snowball sampling wherein previous respondents recommended organization, which they considered as social enterprises. Networks and linkages of the respondent organizations helped widen the scope of the research.

Key informant interviews (KIIs) were conducted with the heads or representatives of the selected social enterprises.

A three-part interview schedule was used to facilitate data gathering. Interviews conducted lasted from 20 minutes to one hour. The three parts included the following:

1. profile of the social enterprise,

2. application of communication in the three phases of social enterprises, and

3. the social entrepreneurs' concept of communication.

The researchers identified categories/fields based on the transcripts of the KIIs. The cross-case analysis was employed in the second level of analysis to compare and contrast Philippine social enterprises.

Based on the categories/fields surfaced from the first level of analysis, the researchers identified trends cutting across the social enterprises studied. The researchers were also able to identify the common communication applications in the major phases of SE development. Finally, the social enterprises' concept of communication was surfaced.

RESULTS AND DISCUSSION

The research group gathered data from ten social enterprises from different parts of the country. Four cases of social enterprises from the Visayas Region were studied together with six cases of social enterprises from Mindanao. These included:

1. Baba's Foundation, Incorporated (BFI);

2. Barangay Luz Homeowners Multipurpose Cooperative (BLHMC);

3. Cebu Uniting for Sustainable Water (CUSW);

4. Coastal Conservation and Education Foundation, Incorporated (CCEFI);

5. Claret Samal Foundation, Incorporated (CSFI);

6. HINIMO, Incorporated (HI);

7. Kababayen-an Alang sa Teknolohiya nga Haum sa Kinaiyahan ug Kauswagan (KATAKUS) or Empowering Women Through Appropriate Technology in Harmony with the Environment;

8. Learned Kagan Muslim Foundation, Incorporated (LKMFI);

9. Project Seahorse Philippines (PSP); and

10. Mindanao Land Foundation, Incorporated (MLFI).

The ten cases were selected to represent the dominant social concerns addressed by social enterprises in the Philippines. All social enterprises share the goals of improving the lives of the community stakeholders and of ensuring the sustainability of their operations.

The individual cases provide a backgrounder of the enterprise, key concerns of the organization, major activities, and the use of communication in the SE operations.

1. Baba's Foundation, Inc.
www.babasfoundation.org

Baba's Foundation, Inc. (BFI) was established in 1987 immediately after People Power Revolution by Devendra K. Prasad. It aimed to "*to serve as a vehicle for achieving lasting improvements in the quality of life of the marginal sectors of our society through a holistic process that transforms and unites people and communities*". Prasad was a member of Ananda Marga Yoga and was assigned in Davao City. "*Baba*" is an endearment used by the locals for the founder Prasad, hence the name of the organization.

The foundation is governed by an 11-member board composed of members of the Ananda Marga Yoga Society in the Philippines.

The organization aims to "*assist marginalized sectors of society, as the Philippines emerged from the political crisis of the early 1980s*" through:

1. *setting up of cooperatives and organizing these into a federation (Federation of BFI Assisted Communities or FEDBAC);*

2. *teaching farmers organic and natural farming technologies;*

3. *promoting gender sensitivity and women empowerment in local communities;*

4. *promoting of entrepreneurship and enterprise development through the Grameen Bank approach;*

5. *providing marketing linkages and marketing surveys so that farmers get a fair market price for their agricultural products;*

6. *operating six pre-schools based on the Neo Humanist Education System; and*

7. *providing financial assistance to high school students through their Youth Educational Assistance for Service and Transformation Project (YEAST Project).*

In microfinance, face-to-face communication is highly essential especially in establishing strong bonds with the stakeholders. Also, BFI reaches out to far-flung areas to provide assistance with their field staff members by conducting regular visits to their clients and prospective clients.

Mediated communication, specifically the use of computers and the Internet allows BFI to link with funding agencies abroad and to provide updates to partners/donors. The use of cellular phones has helped BFI reach out to more clients and facilitated communication between the satellite and main offices.

Use of IEC in group communication is employed by BFI in its capacity building and community organizing activities. Written mediated communication such as email and SMS allows BFI to communicate internally and with the partners/donors. Given the distance between the satellite and main offices of BFI, emails and SMS provide the organization with frequent updates. This also allows BFI to regularly update foreign funding agencies and to look for more grants outside the country.

Aside from updating partners/donors, BFI looks for foreign grants that are major sources of funding for the NGO.

Communication in Baba's Foundation is mostly used for:

1. capacity building through trainings, seminar, and the like;

2. coordination between and among satellite units of the organization and with beneficiaries;

3. strengthening of linkages with partners and donors; and

4. acquisition of new partners and donors.

2. Barangay Luz Homeowners Multipurpose Cooperative

The Barangay Luz Homeowners Multipurpose Cooperative (BLHMC) was formed in 1996 to address the problem of security tenure in Barangay Luz. This is a relocation site and formerly one of Cebu City's most depressed areas.

Under the leadership of its Barangay Councilor Nida Cabrera, "*Kwarta sa Basura*", a community-based savings mobilization strategy through waste recovery was initiated. In this program, the residents exchange recyclable waste materials for cash. Sometimes, they make bags and crafts out of these waste materials. They are also being taught different composting processes.

The goal of the program is to improve the quality of life of the residents "*through a balanced ecology and sustained community development for a better environment.*" It endeavors to educate the community in minimizing waste by proper waste segregation. This will help extend the life span of the Inayawan Landfill, provide better health services, eradicate respiratory diseases, and promote a garbage-free environment. The program also supports the mobilization of bayanihan savings, which supports the economic activities in the community.

Awareness and social marketing campaigns were instrumental in instituting the homeowner's cooperative. Orientations, dialogues, and campaigns were carried within the barangay. IEC materials were also produced. Participatory and group communication was also used by the cooperative. A "*bayanihan*" group was established in every *"sitio"* to serve as node. Officers were elected from each group to help manage the program and serve as focal persons.

Contests were carried out to raise awareness about the benefits of participating in the program. Demonstrations were also conducted to show to community members how solid waste can be converted into cash or income. This increased membership in the cooperative since the barangay members experience first hand how they could benefit from the program.

Although a cooperative is sometimes considered as a more structured NGO, interpersonal communication is still important in the day-to-day operations of the cooperative. It is also found to be sometimes the next most effective approach to collect payment of loans next to legal or demand for payment notices.

The cooperative relates sustainability to continued product development. Community participation is also valuable in generating new ideas and in developing new products. Networking is then tapped in market development.

Apart from interpersonal communication, the cooperative promotes its products using IEC materials, new media, site-visits, and demonstrations.

By communicating the value of environment conservation/protection as a unique selling point for its products, the cooperative also catches the attention of environment conversation groups. These groups, in turn, express their support by purchasing or helping market the cooperative's products.

The cooperative also uses member testimonials and 'champions' to encourage participation in its projects/programs. Networking extends not only to NGOs of similar nature but to government agencies involved in capacity development. These include the Technical Education and Skills Development Authority (TESDA) and the Department of Trade and Industry (DTI).

The awareness campaigns also extend to schools. Meetings with local media and partners are regularly conducted. Monthly meetings are done at the top level and weekly meetings are held at the management level to plan and asses/evaluate.

Media is a big help in promoting the cooperative because it allows LGUs and even international organizations outside Cebu to know about the cooperative. Visitors go to the barangay, thereby opening markets and developing avenues for cooperation/partnership.

In the cooperative, communication takes the form of:

1. information dissemination/awareness building for the organization and its advocacies;

2. updates and coordination between and among members; and

3. networking with different organization to establish new partnerships and strengthen the existing linkages.

3. Cebu Uniting for Sustainable Water
cusw.org

The Cebu Uniting for Sustainable Water (CUSW) is a citizen initiative and a multisectoral movement for water resources and watershed protection. Established in 1995, CUSW's goal is to establish a more sustainable approach towards the protection, management, and development of Cebu's water resources. The different sectors share the concern of limited freshwater supply in Cebu, hence they collaborated to rehabilitate and to ensure the efficient use of freshwater resources in the area.

The organization's main concerns are Central Cebu watersheds and the coastal aquifers. Its immediate goal is to formulate and institutionalize an integrated water resource and land use management plan for Central Cebu. It has now become the partner of the City Government in formulating the Cebu Water Resources and Land Use Master Plan. It also has successfully developed apparent alliances between landowner-residents and non-resident landowner-real estate developers, and between landowner-developers and key political leaders.

The key concerns of the social enterprise include:

>   1. forest and watershed conservation,

>   2. stewardship,

>   3. intergenerational responsibility,

>   4. transparency, and

>   5. watershed development.

CUSW conducts tree planting, seminars, and trainings on soil and water conservation, and training on alternative livelihood, among others, to educate the stakeholders about the implications of the limited water supply in Cebu.

The enterprise also facilitates the Integrated Water Resource Management (IWRM), a tool that advocates for participatory approach in water governance. IWRM's end goal is to develop a sustainable water supply in Cebu. The integrated approach is the synergy of collective actions in different areas of concern; active search for possible partners in their cause – schools, companies, etc. that may want to adopt a certain project area.

The organization also holds exhibits, produce IEC materials, organize communities, and conduct international conferences on watershed management. It also maintains a radio program.

Communication in CUSW is used for:

>   1. identifying the problem;

>   2. creating awareness through various media;

>   3. facilitating, encouraging, and or motivating a group;

>   4. networking and linkaging, and

>   5. documenting best practices.

4. Coastal Conservation and Education Foundation, Inc.
www.coast.ph

The Coastal Conservation and Education Foundation, Inc. (CCEFI) was established in January 1998 to help address the problems in marine conservation in the Philippines. Its key project areas are Mabini and Tingloy, Batangas; Southern Cebu; Siquijor; Negros Oriental; Bohol; and Tubbataha, Palawan. The CCEFI employs "*field-level service programs that educate, assist, and encourage people of coastal communities and local governments to protect and manage their local coastal and marine ecosystems for long-term sustainable use.*"

The foundation has developed some social services to address both conservation issues and the quality of life of the communities. These include coastal resource management and marine protected area management (MPA); reproductive health education and family planning; promotion of environment-friendly ventures like marine ecotourism, seaweed farming; education related to environmental management, energy efficiency, governance and financial management; information systems and geographical information systems; and library services for all aspects of marine conservation coastal management and development.

The CCEFI used the mandate/ jurisdiction, plan, and resources of the LGU as starting point or entry to 'weave' its program and facilitate change in the communities. It acted as the 'missing link' or 'connectivity' to the get off the ground the implementation of the plan.

In the collaboration of various partners, communication helps in the identification and delineation of roles. This enables better implementation of the program.

CCEF works in a multidisciplinary and multistakeholder context. It has partnerships with local and international non-government agencies (NGAs), government line agencies (e.g., DENR, BFAR), non-government organizations (NGOs) (e.g., Tambuyog, ECO-GOLF, WWF, CI, FPCI), and others to tackle certain issues. According to CCEF, they call upon the stakeolders for certain issues where the partner agencies can help. Hence, each organization fills a niche in a holistic development program – to make things move.

A memorandum of agreement (MOA) can create opportunities for working together. The stakeholders or involved organizations have a MOA delineating responsibilities, tasks, and geographical jurisdictions. Hence, there is greater cooperation.

Limited funds need not be a deterrent to implement a program and work with the communities. Each organization has a capital to invest. For CCEFI, it is technical capacity. For instance, the CCEFI used the problem on rampant illegal fishing (e.g., dynamite fishing) to rally and convince the members of the community to work together in addressing this issue. Its strength lies in conducting research before they start a project.

The CCEFI stressed that the coastal resource management is a basic service, hence it should be prioritized. This became the primary or first communication message that was delivered. The CCEFI adopted and repeated this message, and that was how it was able to convince the LGUs to work with it. A major part of this research involved the participation of the community people in identifying problems in their locality. The people joined surveys that yielded baseline data including problems.

When the people shared their problems about lack of resources and lack of food, the CCEFI began to introduce the concept of setting up marine sanctuaries. It was able to establish the first main sanctuary in the Sabila, the island of Tingloy.

An integrated coastal management (ICM) was set in place, hence there was a plan and a holistic process to follow – from identifying the issues to planning then adapting the plans, then monitoring and evaluation. Since there was a plan, the CCEFI helped implement some of the plans like setting up marine sanctuaries, putting up physical structures, and making sure that these were guarded.

The CCEFI convinced the local communities and the LGUs that they should work and address issues of rampant illegal fishing together. Also, they should always be involved in training and communication projects.

The organization deploys three community organizers who are already identified with the organization by the communities in the sites. They organize the community for various activities like need identification, problem solving, and actual implementation. The CCEFI does groundwork with the communities from small grants coming from the international organization, Conservation International. It helps communities manage their sanctuaries – a niche CCEFI has established.

ICM is a multi-sectoral collaboration. Communication is vital to the various sectors in planning for a common vision, mission, goal, and activities. The community members were trained by the community organizers on natural resource conservation and management. The trainees used to be intimidated by the technical aspects of the job, but the community organizers shared practical and easy tools that the communities could understand.

CCEFI maintains a regular radio program entitled *Timog sa Kadagatan* aired every week at the DYLA AM radio station. The social enterprise has trained even their accountant or lawyer to become news anchors. Sometimes they send phone patches if they have to be on trip or have to travel a long distance at the time of broadcast.

The organization also sends press releases or invite journalists who are considered to be environment drivers so they can join in activities and write explanatory articles. CCEFI holds media boot camps. Members of the Foundation for Philippine Environment educate journalists on environmental issues. The latter are brought to the sites, oriented or tutored, and requested to produce news articles about environmental issues such as coastal management. The program audience also text their messages to the radio program maintained.

Communication in CCEFI is used for:

1. documentation of organization processes,

2. forging of partnerships and networks,

3. increase of the public's awareness on the organization and its advocacies, and

4. capacity building for community members to produce and air their own materials/programs on environmental conservation.

5. Claret Samal Foundation, Inc.
missionaries.claret.org

The Claret Samal Foundation, Inc. (CSFI) was established in 1997 by Fr. Nestor Manga, a Claretian priest, *"to guide and help the Samal-Badjaos strengthen their sense of identity and build a just and harmonious community where there is quality of life founded on their indigenous culture."* The CSFI sets itself apart from other organizations that also help the Badjao tribe by making its program multidimensional. It provides assistance in almost all aspects of the Samal-Badjaos' lives such as health, education, culture, livelihood, and community concerns.

The key concerns of CSFI include:

1. community organizing,

2. education,

3. health,

4. culture, and

5. livelihood.

These activities focus on adult education literacy and skills development training.

To find out how they would be able to help the Badjaos, the foundation first organized the members of the tribe. Separate groups existed within the tribe. General assemblies and interviews with the tribe members surfaced their needs for livelihood assistance, education, and water.

Since the core staff of the Foundation has a different culture with that of the Badjaos, dialogue became the standard procedure to settle misunderstandings and to avoid conflicts. Furthermore, since there are separate groups within the Badjao tribe, dialogue among groups was important to avoid or solve conflicts.

Networking is all the more crucial in the work of the Samal Badjao Foundation because of the peace and order situation in Mindanao. It relies on other organization and LGUs for information about safety of passage to certain areas in Mindanao. New media like SMS or texts in mobile phones are likewise used not only in sending updates about the peace and order situation.

The Samal Badjao Foundation already has its own website to promote the foundation to potential donors and clients. The foundation also reaches its donors and clients through print publications such as brochures. It also seeks the help of Claretian Missionaries for its publication needs.

The foundation conducts forums and festivals. In addition, it teaches adult members of the tribe how to read, write, and count, as well as acquire different skills. CSFI holds general assemblies to get feedback from its intended beneficiaries.

Communication for CSFI is mainly used for:

1. dialogues between the organization and the served communities,

2. coordination and exchange of updates through mobile media, especially on matters of security, and

3. information dissemination about the organization and their programs/ activities.

HINIMO, Inc. was established by Jocelyn Santos from Davao after she observed that many of the people in Toril, especially the youth, were idle. She taught them how to make handicrafts from recycled materials such as old newspapers. She coordinated with an existing farmers' cooperative to help invite learners who can also earn additional income. With around PhP 60,000 of her own money as capital, she started HINIMO.

Most of the workers are women and young people. In the beginning, they sold crafts they made through direct selling, where they would visit their buyers personally in their homes and/or places of work. Now, they also sell their crafts online, through the free networking site Multiply.com. They have also been invited to trade fairs and exhibitions where their crafts have been showcased to more potential buyers.

Coordinating with existing cooperatives proved to be pivotal in the opportunity creation process as it provided the initial manpower needed to start the enterprise. Members of the cooperative grew through word of mouth.

To sustain the learners' motivation to earn extra income and to be a part of the cooperative, Ms. Santos conducted open forums among members. These open forums served as avenues for the members to share their problems and to have a support system from other members

She likewise made house-to-house visits to members who were no longer as active as they were before. Through these visits, relationships and trust were built. To add value to the members of HINIMO, they are given opportunities to participate in relevant seminars such as on gender.

HINIMO mainly reaches its target clients by joining fairs. It sets up exhibits or booths to showcase its crafts. Aside from feedback from its clients, Ms. Santos solicits suggestions from the members of HINIMO about new designs and crafts that they can introduce to the market.

Communication in the social enterprise is used to:

1. identify and develop skills of members into a source of livelihood,

2. exchange internal and external updates in the SE operations, and

3. raise awareness on the social enterprise projects.

7. The Kababayen-an Alang sa Teknolohiya nga Haum sa Kinaiyahan ug Kauswagan (KATAKUS) Foundation, Inc.
www.katakus.org

The Kababayen-an Alang sa Teknolohiya nga Haum sa Kinaiyahan ug Kauswagan (KATAKUS) or Empowering Women Through Appropriate Technology in Harmony with the Environment is a non-profit organization that was founded in 1996 by Betty More in Davao City.

The organization was established to empower marginalized women, specifically those from Barangay Katipunan in Panabo, Davao City, through capacity building, advocacy for sustainable agriculture, and applying gender fair technology. The organization believes that empowered women can contribute more to the improvement of their socio-economic conditions and in the sustainability of their environment. One means of achieving such empowerment is through their handmade papermaking project, the Womenkraft Fairtrade.

The social enterprise conducted participatory rural appraisal, participatory technology development, and capacity building among its stakeholders. Interviews, observations, dialogues, and vision-mission-goals-objectives (VMGO) formulation were carried out primarily among women to determine their concerns/problems and their vision. Training needs were analyzed to identify their capacity needs.

Participatory communication approaches are used to introduce new concepts such as sustainable agriculture and participatory technology development. In convincing other farmers to replicate the practices of other farmers, farm visits and demonstrations (by farmers themselves) are more effective than listening or watching KATAKUS staff or other extension workers.

Farmers tend to find their fellow farmers more believable, hence model farmers are tapped as para or pseudo trainers. Carefully planned sharing of experiences and best practices has enabled three groups of different culture/religion to co-exist harmoniously in one farming community. For KATAKUS, facilitating the sharing of experiences and practices resulted to improved relationships among Christians, Muslims, Lumads, and other indigenous people (IP) groups residing in the same community.

The sharing of successful farming experiences and practices paved the way for a better understanding of the way of life of each group. Contests are also held to encourage participation (e.g., most environment-friendly farm).

Focus group discussions are used to facilitate discussions on gender. These are organized into cells or "*purok*." Interpersonal communication, specifically face-to-face or word-of-mouth, is used to gather participants and organize the FGD cells.

Since gender equality is a very sensitive issue with deep cultural and religious roots, KATAKUS takes on a more micro-level approach. KATAKUS community organizers use ethnographic tools and immerse (live) in the community. In this way, they get to teach sustainable agriculture practices full-time while at the same understanding more how men view/treat women in the community.

Staying in the community for extended periods of time allows them to observe men more closely, record baseline gender behavior, and establish enough rapport to allow them to approach the men later and elicit their attention. Gender issues/concerns discussed in FGDs usually become a subject of fights between husband and wife. Some husbands attribute the alleged "rebelliousness" of their wives to KATAKUS workers. Living in the community therefore allows the organization members to approach men with reduced resistance.

Networking is also very important to KATAKUS. Linkages vary by project and sector. KATAKUS engages in sharing of practices among partner NGOs/collaborators. Although interpersonal communication dominates fieldwork, mediated communication appears to be important in sustaining the enterprise. The ability to competently write project proposals is crucial in resource generation.

Small enterprises are used to help generate funds needed for the operation of KATAKUS. Project proposals are also regularly submitted to donors. Regular assessments, monitoring, and evaluation are conducted both at the community and staff levels.

KATAKUS puts a premium on interpersonal communication, particularly face-to-face communication. The small population size, limited resources, and cultural and religious diversity of its beneficiaries call for a more direct or personal means of communication. Communication plays a big role in making sure that messages are clear in an environment where differences is way of life and where religious beliefs are the main determinants in the success of a particular development intervention.

Communication in KATAKUS is primarily used for:

1. continuous dialogue with community leaders and other stakeholders,

2. maintenance of relations with funding agencies, and

3. documentation of organizational processes.

8. Learned Kagan Muslim Foundation, Inc.

Established in 2001, the Learned Kagan Muslim Foundation Inc. (LKMFI) provides scholarships to Kagan tribe children. It also helps advocate for peace by serving as a mediator between government troops and rebel communities in Compostela Valley in Mindanao.

A group of 62 Kagan professionals conducted a series of consultations and found that their communities have common concerns. Through participatory and strategic planning workshops, they were able to organize themselves and have the entity registered at the Securities and Exchange Commission (SEC).

The key concerns of LKMFI include peace and development advocacies in Kagan communities through education project, participatory community, consultation/dialogue, and moral recovery programs. The organization's activities include:

1. scholarship programs;

2. relief operations;

3. income-generating activities such as mat weaving, sandal making, mosquito net making, and banana growing;

4. monthly gathering in the mosque for moral values discussion among officers and community members; and

5. preservation of culture.

Interviews with the community members, as part of asset mapping, are conducted prior to the start of small enterprises. For a Muslim NGO like LKMFI, resource constraints and lack of external support primarily stem from their being branded as terrorists, secessionists, rebels, and other negative things.

By partnering with LGUs and NGOs involved in peace and human rights advocacy, LKMFI is slowly being freed from the MNLF/MILF stigma and is slowly gaining the attention, and possibly trust of prospective donors/funding agencies

Similar to other social enterprises that operate in conflict-affected areas, courtesy calls to formal (government) and informal (tribal, religious) leaders is equally important in ensuring safe passage and operation. In peace advocacy, the ability to communicate effectively and elicit the trust of both the government and rebel sides (or their respective channels) is important in helping prevent conflict. Since rebel leaders are usually found in isolated areas, word-of-mouth communication is used by LKMFI to get messages across. A trustworthy and solid communication chain, however, is important in ensuring the reliability/fidelity of the message.

Showing a high level of respect to an intended community and its leaders is important in obtaining the community's support. Networking is important for LKMFI. Communication is about being understood and trusted. It is about building a strong relationship, being accepted, and being able to gain the commitment of partners/collaborators.

For LKMFI, communication is used for building strong relations with the community members, especially on the aspects of acceptance, respect, trust, and commitment. This is important when dealing with conflicting parties.

9. Project Seahorse Philippines
seahorse.fisheries.ubc.ca

Drs. Amanda Vincent and Heather Koldewey founded Project Seahorse in 1996. Dr. Vincent observed that many species of seahorses were facing extreme pressures of over-exploitation mainly because of the seahorse trade. The Project Seahorse Foundation implements Project Seahorse in the Philippines for Marine Conservation, a registered NGO, with Mr. Amado Blanco as its National Director.

PSF uses the conservation of seahorses as a take-off point to address other social issues. The project encourages the stakeholders (the fishers and the community) to become the stewards of their own resources. They take the "lead in enforcing fishery laws, recommending and formulating natural resource management policies, building awareness in marine conservation, and rehabilitating seahorse habitat."

Project Seahorse employs intensive face-to-face communication in dealing with the leaders of LGUs and with the communities. They conduct community surveys, which require personal interaction with the respondents, mostly composed of the fisher folk and the community members. In discussions with PSP and the local leaders, face-to-face communication is preferred because it provides both participants the chance for immediate feedback. Face-to-face communication allows the participants to note the non-verbal cues of other participants.

Face-to-face communication is also ideal for surveys. The respondents usually prefer answering the questions orally and letting the researcher take down notes. This personal interaction bridges the illiteracy gap between the respondents and the researcher. On the other hand, the use of electronic mail transcends time and distance. Most of the partners, especially the donors of PSP are based abroad necessitating the use of emails. Virtual groups in the Internet are used to post available jobs at PSP. This allows wider reach at minimal expense.

The social enterprise has been featured in national television networks, which is perceived to be helpful in increasing awareness about the organization and its programs. Mass communication provides the advantage of informing a wider public given limited time. PSP has a monthly radio program but with limited listenership. Radio is not on the organization's priority list of communication media to disseminate information about its programs.

The social enterprise prepares press releases for local newspapers despite the limited human resources and publications. The Internet has become a practical platform for advertising and networking especially with the available social networking sites.

Research publications/reports play an essential role in the enterprise. Not only does it update and link PSP with its various partners/donors and stakeholders, it also generates resources for the organization.

Communication for PSP is used mainly for:

1. documenting of processes,

2. strengthening of existing partnerships and establishing new links, and

3. informing the public about their cause.

10. Mindanao Land Foundation, Inc. (MLFI)
   minland.ph

Mindanao Land Foundation, Inc. (MLFI) or MinLand was established to help the informal settlers and internally displaced people (IDP) in Mindanao. MLFI believes that "housing is not simply land and structures but should be a continuing process of building relationships among families within a community and between the community and its environment."

MLFI is a pioneer of the Community Mortgage Program (CMP), a program designed to answer the land tenure problems of squatter communities. Beginning with 13 communities in Davao City, MLFI now works with 51 other communities in other cities and municipalities. It has since expanded its programs to include land tenure security, social housing, settlements enhancement, mobilization of gender-integrated savings, poverty reduction, and social cohesion building in post-conflict communities.

MLFI uses participatory communication approaches in identifying problems and opportunities. Through a bottom-up approach, community members get to identify the problems in their communities and propose solutions to these problems. Interpersonal and group communications are also integral in the process of problem/opportunity identification and development of solutions, interventions. Apart from the set of tools that they use (socio-mapping/thematic mapping, community action planning), community members discuss their findings within groups and elevate these to the informal leaders, and later to the barangay development council.

The social enterprise emphasizes the importance of sharing of experiences among different communities. Testimonials and story telling are considered very powerful in convincing other community members regarding the effectiveness or success of a certain program and in inviting them to adopt or replicate the said practices. Farmers sharing their own experiences are more effective in convincing fellow farmers than training specialists, program staff, or community organizers. Moreover, their process of community governance is not rigidly structured such that more weight is given to the actual findings of that community than what the program staff want. The foundation also makes sure that community members realize how important their findings or decisions are.

By empowering communities to govern themselves and improve their standard of living, the MLFI helps solve conflict indirectly. Programs built on participatory processes create a sense of ownership. The improved standard of living in the communities provides less incentive to engage in conflict-related activities since this may put to waste their community's development efforts.

In conflict areas, courtesy calls to national officials and LGUs and informal community leaders are very important. Extending courtesy to 'informal' community members not only helps guarantee safe passage to program staff/community workers but also helps solicit the support of the community. Respect for religion and culture is also very important. Oftentimes, sending program staff with the same religion and/or culture or who belong to the same ethnic/minority groups helps establish trust and rapport significantly.

MLFI has information officers who help design and produce information materials. Forums and festivals are also held to promote activities/projects, share experiences/best practices to a bigger audience, and others. Press releases from time to time are also distributed to members of the local media.

The possibility for conflict is an unending threat to internally displaced communities in Mindanao. Constant encouragement through dialogues and information dissemination are needed to help appease developing communities.

Networking and partnerships are also tapped by MLFI. Formal and informal networks are established to facilitate sharing of experiences between NGOs. These networks also help consolidate efforts that will complement (and not compete with) the activities of each NGO operating in the areas. Informal networks and electronic groups are used by the NGOs to communicate with one another as they provide updates and share information.

Participatory monitoring and evaluation is also carried out. Results from the external and internal evaluations, including success and failures, are relayed to the communities. These are then discussed at the community level.

For MLFI, communication is used for:

1. strengthening the formal and informal relations among community members and existing partners,

2. capacity building, and

3. sharing of knowledge among stakeholders.

COMMUNICATION AND STAKEHOLDERS IN PHILIPPINE SOCIAL ENTERPRISES

Philippine social enterprises answer to two types of stakeholders: the internal and external stakeholders. Internal stakeholders include:

1. members of the served community (e.g., Toril in Davao, Metro Cebu, etc.) or audience segment (women, children, internally displaced people, etc.) and

2. administration/management of the social enterprise such as the board of trustees, elected officials, lead organization, administrative staff, volunteers, and the like.

External stakeholders include:

1. government partners such as LGUs and line agencies,

2. NGOs with similar advocacies, and

3. funding agencies.

To ensure the sustainability in operations, social enterprises need to earn and sustain the acceptance, trust, and commitment of these stakeholders while establishing new linkages and expanding their services.

THE ROLE OF COMMUNICATION IN IDENTIFYING SHARED CONCERNS AMONG PHILIPPINE SOCIAL ENTERPRISES

Each social enterprise has identified thrusts to which they align their activities. To facilitate community development, social enterprises focus on specific social concerns such as integrated natural resource management, livelihood programs, educational assistance, and capacity building.

The study found that regardless of location or the initial identified concerns, most social enterprises focus on livelihood and in ensuring community ownership to make their projects and their operations sustainable.

By focusing on livelihood, the SEs design projects that would provide an additional and/or alternative source of income for the community members. The immediate receipt of the additional and/or alternative source of income motivates the community members to remain part of the SE activities and encourages other people in the community to take part in the SE projects.

Table 1. Identified social enterprise stakeholders

Stakeholders	
1. BFI (1987)	• Ananda Marga Yoga Society in the Philippines • Members • Administration
2. BLMC (1996)	• TESDA • DTI • Members • Administration
3. CUSW (1995)	• City government of Cebu • Landowner-residents and non-resident landowner-real estate developers, and landowner-developers with key political leaders • Members • Administration
4. CCEF (1998)	• LGUs of Mabini and Tingloy, Batangas; Southern Cebu; Siquijor; Negros Oriental; Bohol; and Tubbataha, Palawan • Local and international NGAs, GOs (e.g., DENR, BFAR) • NGOs like Tambuyog, ECO-GOLF, WWF, CI, FPCI • Members • Administration
5. CSFI (1996)	• Claretian Missionaries • LGUs • Tribal leaders • Members of served communities • Administration
6. HI	• Youth • Farmers' cooperatives • Members • Administration
7. KATAKUS (1996)	• Women • Farmers • Members • Administration
8. LKMFI (2001)	• LGUs and NGOs involved in peace and human rights advocacy • Members • Administration
9. PSP (1995)	• Project Seahorse Foundation • Members • Administration
10. MLFI (1988)	• LGUs • Government line agencies • Members • Administration

To ensure community ownership, inputs from the members of the community are actively solicited through consultations, dialogues, surveys, and the like, following the participatory approach in designing development interventions. The social enterprises act as facilitators in letting the community identify their immediate concerns and as initial trainers/mentor for the skills/capacities needed to sustain the projects in the community.

Table 2 lists the different problems identified and addressed by the social enterprises. In addition, Table 3 presents the programs/activities conducted to address the communities' immediate problems.

Table 2. Reasons for forming the social enterprise

SE	Rationale
1. BFI (1987)	• Founded by Devendra K. Prasad, a member of Ananda Marga Yoga Society in the Philippines, to "*assist marginalized sectors of society, as the Philippines emerged from the political crisis of the early 1980s.*"
2. BLMC (1996)	• Community-initiated and was developed from a community-based savings mobilization strategy "*Kwarta sa Basura*". It is headed by Barangay Councilor Nida Cabrera to address the problem of security tenure in Barangay Luz, a relocation site that used to be one of Cebu City's most depressed areas.
3. CUSW (1995)	• Initiated by a group of concerned professional citizens including Architect Soccoro Avega to raise awareness and to address Metro Cebu's limited freshwater supply and reserve.
4. CCEF (1998)	• Initiated by a group of professionals with expertise on marine conservation to help address the problems in marine conservation and the quality of life of Philippine communities through integrated coastal management (ICM).
5. CSFI (1996)	• Established by Claretian priest, Fr. Nestor Manga, CMF, "*to guide and help the Samal-Badjaos strengthen their sense of identity and build a just and harmonious community where there is quality of life founded on their indigenous culture.*" • Recognizes the importance of preservation of culture (not to convert the natives) and dialogue among subgroups within the Samal-Badjao Tribes.
6. HI	• Established by Jocelyn Santos after she observed that many of the people in Toril, Davao, especially the youth, were left idle and unproductive.
7. KATAKUS (1996)	• A non-profit organization in Davao City by Betty More to empower the marginalized women, specifically those from Barangay Katipunan in Panabo, Davao City, through capacity building, advocacy for sustainable agriculture, and use of gender fair technology. • Improved relationships among Christians, Muslims, and Lumads (IP).
8. LKMFI (2001)	• Formed by a group of Kagan professionals who conducted a series of consultations and found that their communities had common concerns. • Advocates peace and development in Kagan communities through education projects, participatory consultations/dialogues, and moral recovery programs and by serving as a mediator between government troops and rebel communities in Compostela Valley.
9. PSP (1995)	• Drs. Amanda Vincent and Heather Koldewey founded Project Seahorse in 1996, after Dr. Vincent observed that many species of seahorses were facing extreme pressures of over-exploitation mainly due to the seahorse trade. • PSP uses the conservation of seahorses as a take-off point to address other social issues in the community.
10. MLFI (1988)	• Established to help the informal settlers and internally displaced people (IDP) in Mindanao. • MLFI is a pioneer of the Community Mortgage Program (CMP), a program designed to answer the land tenure problems of squatter communities. From 13 communities in Davao City, MLFI works with 51 other communities in other cities and municipalities as of 2008.

Table 3. Major activities conducted by social enterprises in the Philippines

SE	Key Programs/Activities
1. BFI (1987)	• Cooperatives development • Organic and natural farming • Gender sensitivity and women empowerment • Entrepreneurship • Marketing linkages to support farmers • Pre-school education • Financial assistance for secondary education
2. BLMC (1996)	• Community waste minimization • Livelihood/ additional source of income
3. CUSW (1995)	• Forest and watershed conservation • Stewardship • Intergenerational responsibility • Transparency • Watershed development
4. CCEF (1998)	• Coastal resource management and marine protected area management (MPA) • Reproductive health education and family planning • Promotion of environment-friendly ventures like marine ecotourism, seaweed farming; education related to environmental management, energy efficiency, governance, and financial management • Information systems and geographical information systems (GIS) • Library services for all aspects of marine conservation, and coastal management and development
5. CSFI (1996)	• Community organizing • Education • Health • Culture • Livelihood
6. HI	• Cooperative development • Livelihood/ additional source of income
7. KATAKUS (1996)	• Handmade papermaking project (Womenkraft Fairtrade) • Sustainable agriculture • Participatory technology development
8. LKMFI (2001)	• Scholarship programs • Relief operations • Income-generating activities such as mat weaving, sandal making, mosquito net making, and banana growing • Monthly gathering in the mosque for moral values discussion among officers and community members; preservation of culture
9. PSP (1995)	• Conservation of seahorses • Community stewardship in "*enforcing fishery laws, recommending and formulating natural resource management policies, building awareness in marine conservation, and rehabilitating seahorse habitat*"
10. MLFI (1988)	• Tenure security • Social housing • Settlements enhancement • Mobilization of gender-integrated savings • Poverty reduction • Building of social cohesion in post-conflict communities.

With every problem comes an opportunity. As time progresses, the social concerns addressed by the social enterprise expand as more community needs or problems are identified. For the purpose of categorization, the social enterprises can be classified based on the social concern they aim to address.

The social enterprises were established to:

1. protect and/or rehabilitate the community's natural resources;

2. build capacities of indigenous people, women, and internally displaced people; and

3. develop livelihood program through microfinance, cooperatives, and crafts making.

Through time, the social concerns addressed by SEs cut across all three concerns depending on the identified problems of the community.

In the ten cases studied, three SEs were established to protect and/or rehabilitate the limited natural resource in their area. These organizations include Project Seahorse, CUWS, and CCEFI. The efforts of CUWS focus on the efficient use of water in Metro Cebu and the rehabilitation of watersheds to ensure that the next generation of Cebuanos will have adequate freshwater supply. Both Project Seahorse and CCEFI are involved in integrated coastal resource management (ICRM). Project Seahorse views the presence of seahorses as indicative of a healthy marine ecosystem. Thus, the conservation of seahorses translates to the conservation of the marine ecosystem. CCEFI partners with communities and local governments to lay the groundwork for sustainable ICRM projects.

Claret Samal Foundation, Inc. , Learned Kagan Muslim Foundation Inc., KATAKUS Foundation, and MinLand Foundation, Inc. deal with the marginalized sectors in the country. These include indigenous people, women, informal settlers, and internally displaced people. Both CSFI and LKMFI aim to preserve the indigenous culture of the communities while capacitating them to become self-sufficient and able to send their children to school. KATAKUS aims to empower women by equipping them with skills so that they can earn additional income. MLFI's social housing gives informal settlers and internally displaced people the opportunity to secure land and provide a home for their families.

On the other hand, it is through livelihood programs in the form of microfinance, cooperative, and crafts making that Baba's Foundation, Inc., HINIMO, Inc., and Barangay Luz Homeowners Multi-Purpose Cooperative enable their community members to establish small-scale businesses and earn additional income.

Aside from the three major social concerns, other crosscutting themes that surfaced from the cases include additional/alternative sources of income, education, and health.

From observing problems experienced by a community, an individual or a group of people finds the opportunity to help and empower others. The founders of Philippine social enterprises include members of the community, community leaders, religious leaders, and a group of professionals or educated individuals.

In most cases, the founders of the social enterprise or the social entrepreneurs have:

1. previous experience(s) with community organizing,

2. membership to a formal or informal network of professionals, and

3. access to resources, which may be in the form of personal finances, contact with funding agencies, and/or marketing/communication skills.

COMMUNICATION CLASSIFICATION IN THE PHILIPPINE SOCIAL ENTERPRISE

When talking about communication in SEs, one is concerned about the internal and external interactions of the organization.

By internal communication, we mean the interaction that takes place between:

1. members of the management/ administrators such as the board of trustees,

2. the SE staff or the individuals employed to run the operations of the enterprise, and

3. social enterprise and/or community members.

External communication is concerned about the relations of the social enterprise with its:

1. partners including the funding agencies, LGUs, government line agencies, and other NGOs, and

2. the mass media and the public.

For external and internal communication within the country, interpersonal communication especially face-to-face interaction plays an essential role in establishing and/or maintaining relations. Mobile phones are the most commonly used media in providing updates. Emails are mostly used for correspondence with foreign agencies.

The main purposes of external communication are resource generation and the establishment and maintenance of partnerships. Internal communication is used to provide regular updates for stakeholders and to gather inputs and feedback.

Social enterprises in the Philippines were established to improve the quality of life of the members of the served communities. To achieve this goal, social enterprises design capacity building and livelihood programs in all their projects.

The ten sample cases of social enterprise reflect the most immediate concerns of the communities where they were established. While ensuring adequate freshwater supply is the immediate concern of CUSW in Metro Cebu, securing land and housing is the immediate need of informal settlers and internally displaced people further south in Davao.

Social enterprises emerge from the most economically depressed areas, thus linking community concerns with opportunities. The cooperative in Brgy. Luz was established to find additional sources of income, taking advantage of the high number of households that can be converted into cooperative members. MLFI in Davao and Basilan provided assistance to help informal settlers and internally displaced people secure land and housing.

In the Philippine context, most of the founders/ founding members of social enterprises are affiliated with religious entities such as the Prasad of Ananda Marga Yoga of Baba's Foundation; Claretian priest Father Nestor of Claret Samal Foundation, Inc.; and the priests and imam in the founding group of Learned Kagan Muslim Foundation, Inc. The founding members also have previous experiences or contacts familiar with community organizing. In most cases, the founders use their own resources especially financial and real estate to establish the social enterprise.

It can also be noted that the shift to social entrepreneurship occurs when the organization starts to consider the sustainability of the projects and the SE operations. For grant recipients, the shift may have been caused by the change in requirements of funding agencies.

The social enterprise is concerned about the welfare of its stakeholders, namely:

1. management/administration;

2. members and/or beneficiaries; and

3. partner agencies (NGOs, LGUs, and government line agencies) and funding agencies.

To continually improve the efficiency of SE operations, there is a need to enhance existing skills and to introduce new skills, techniques, and strategies to the stakeholders. This takes the form of trainings, workshops, and mentoring programs in various aspects of the SE operations. The quality of interaction among the stakeholders must also be maintained or strengthened. The social enterprise relies on face-to-face interpersonal communication complemented by mediated communication through mobile phones. It was found that it is through regular updates and solicitation of feedback that stakeholder relations are strengthened.

To sustain the social impact of the social enterprise is to sustain the operations of the organization. This usually takes the form of expansion in the range of services made available to the community members and/or the coverage of served communities.

For SE initiatives to be sustainable, the community members need be able to earn a living from the projects. The community members will support the intervention only if they perceive the project as beneficial to them. In the Philippine setting, the project is considered beneficial if community members earn some money from taking part in it.

Communication interventions

Philippine social enterprises have varying exposure to communication interventions. Social enterprises, which have long-established partnerships with foreign funding agencies, are more likely to have undergone trainings on community organizing, communication strategies and approaches, communication skills enhancement, and the like. These social enterprises have gained access to a network of agencies in the country and abroad that offer technical assistance and expertise to help social enterprises. More often than not, these are the organizations whose founders are experts in their fields and/or professions who have access to a network of experts.

On the other hand, some relatively younger social enterprises are in need of communication interventions. These organizations are usually initiated and based in the community. These are the social enterprises that development institutions like the UPLB College of Development Communication can partner with.

The networking capacities of the social enterprise and/or the existing contacts of the founders/members determine the exposure of social enterprise staff to communication interventions, or any form of intervention for that matter.

The learning that social enterprises gain in sustaining their operations is largely based on the changes in requirements and on the assistance provided by their funding agencies.

Communication strategies

Social enterprises in the Philippines employ different combinations of communication strategies to address the community's shared concern. Based on the KIIs conducted, the study found that:

1. Strong interpersonal communication is crucial for social enterprises that have limited resources and small membership. Interpersonal communication is exhibited trhough face-to-face communication, open forums, interviews, participant observations, FGDs, immersions, field visits and demonstrations.

   Interpersonal communication dominates all aspects of the social enterprise especially in the recruitment of members, values formation of members, and building of trust within the organization.

   The use of interpersonal communication is most evident in the cases of HINIMO in the second phase (managing the social enterprise) and KATAKUS in its opportunity creation and creating and sustaining social impact phases.

   Interpersonal communication such as story telling of experiences through dialogues is used to facilitate understanding about culture, beliefs, and religion. Group communication and facilitation are also important for social enterprises involving different tribes, ethnic groups, communities, and sectors. This was found true in managing the social enterprise phase in KATAKUS, Samal Badjao, Project Seahorse, and Mindanao Land Foundation, Inc.

2. Financial resources will determine whether or not some social enterprises will rely more on interpersonal communication (mainly in the form of direct selling and field visits) than traditional or new media in selling their products and services. This case is most evident in the management of the social enterprise phase of HINIMO, KATAKUS, and Baba's Foundation.

3. Participatory communication is used in mobilizing members of the community. Once members are mobilized, views and opinions regarding problems and possible solutions are drawn out from community members.

   Participatory communication enables the social enterprises to demonstrate respect for their intended beneficiaries. This is most observable in the opportunity creation and managing phases of Samal Badjao and in the phases of opportunity creation and creating and sustaining social impact phases for MLFI.

Participatory communication is crucial in helping ensure stakeholder support and in creating a sense of ownership. In some cases where the direct beneficiaries are highly marginalized, participatory communication boosts morale/self-worth/self-concept/self-esteem. This boost results to a higher level of participation or involvement. Participatory communication is also a major component of monitoring and evaluation activities. This is most evident in the opportunity creation phase of CCEF, MinLand, and CUWF.

4. Networking with LGUs and other agencies, use of new media, and interpersonal communication through courtesy calls, work hand-in-hand in helping ensure safe operations of the social enterprise in war/conflict areas. This is most observable in the management of the social enterprise phase of Samal Badjao, MinLand, and LKMFI.

   Networking is important in all stages of the social enterprise, most especially in the managing phase of HINIMO and CCEF.

5. The use of communication to deal with conflict through dialogue, discussion, and open forum, is not only important in war/conflict areas but also in facilitating the continued cooperation between and among communities, LGUs, and civil-society. This can be observed in the managing phase of MLFI, CCEF, and Project Seahorse.

6. Coordinatiion with LGUs and government line agencies through open forum and roundtable discussion is needed in eliciting and retaining the support of national and local government units.

   Policy communication in the form of lobbying (policy revisions) and policy dialogues is also very important for a continued enabling environment. It should be noted, however, that some SEs operate in an environment that truly allows them to operate.

   Governance communication is employed in the creation and sustenance of social impact phase of MinLand and in the management of the social enterprise phase of Project Seahorse, CCEF, LKMFI, and Barangay Luz Homeowners' Cooperative.

7. All social enterprises employ a mix of communication tools and approaches. They use both the traditional media such as brochures and posters and new media like websites, blogs, and SMS.

8. The use of communication tools and approaches depend on a variety of factors such as:
   a. organizational size,
   b. resources (financial and human resources),
   c. natural resource environment,
   d. cultural and religious environment, and
   e. goals/objectives, among others.

   A deep understanding of the environment of a particular social enterprise can help determine an ideal set of tools. For each social enterprise comes a unique context requiring a different mix of communication tools and approaches.

9. Communication is the foundation in the development and management of social enterprises. But this basic process must yet be givem proper credit in existing business and even social enterprise models.

All social enterprises put premium on interpersonal and mediated communication when dealing with their stakeholders. Table 4 lists the key uses of communication for each social enterprise.

In summary, the key uses of communication in the different social enterprises enable the organizations to continuously address existing and emerging concerns of their served communities. At the same time, communication maintains and establishes linkages with new organizations/partners, hence sustaining the SE operations and the social impact of their development initiatives.

Table 4. Key applications of communication in Philippine social enterprises

SE	Applications/ Uses
1. BFI (1987)	• Building capacity through trainings, seminars, etc. • Coordinating between satellite units of the organization and with beneficiaries • Strengthening linkages with partners and donors • Acquiring new partners and donors
2. BLMC (1996)	• Disseminating information/ building awareness for the organization and their advocacies • Updating and coordinating between and among members • Networking with different organizations to establish new partnerships and strengthening the existing linkages
3. CUSW (1995)	• Identifying the problem • Creating awareness through various media • Facilitating, encouraging, and or motivating a group • Networking and linkaging • Documenting best practices
4. CCEF (1998)	• Documenting organization processes • Forging partnerships and networks • Increasing the public's awareness on the organization and its advocacies • Building capacity for community members to produce and air their own materials/ programs on environmental conservation
5. CSFI (1996)	• Holding dialogues between and among the organization and the served communities • Coordinating and exchanging updates through mobile media especially on security • Disseminating information about the organization and its programs/activities
6. HI	• Identifying and developing skills of members into a source of livelihood • Exchanging internal and external updates in the SE operations • Raising awareness on the social enterprise projects
7. KATAKUS (1996)	• Holding continuous dialogue with community leaders and other stakeholders • Maintaining relations with funding agencies • Documenting organizational processes
8. LKMFI (2001)	• Building strong relations with the community members especially on the aspects of respect, trust, and commitment especially when dealing with conflicting parties
9. PSP (1995)	• Documenting processes • Strengthening existing partnerships and establishing new links • Informing the public about their cause
10. MLFI (1988)	• Strengthening the formal and informal relations among community members and existing partners • Building capacities of SE stakeholders • Sharing knowledge among stakeholders

CONCEPT OF COMMUNICATION
AMONG PHILIPPINE SOCIAL ENTERPRISES

Based on the responses gathered, representatives of the social enterprise viewed communication as an essential tool and a process.

Communication as *Essential*

Unanimously, the respondents recognized communication as something that was essential; that without communication, it would hardly be possible to operate the social enterprise. As CCEF states, "Communication is an integral aspect of the social enterprise." CCEF adds that through communication, the enterprise is able to build on local stewardship in working for projects towards the achievement of shared goals. Through communication, the SE can dealwith/ handle information in a systematic and research-based manner, such as in sharing of information, in the process simplifying technical information, and others.

Communication as a critical and enabling *Tool*

During the discussions on communication, most of the responses focused on communication as a tool in sustaining the social enterprise's operations. When asked about the concept of communication, the immediate responses were the more tangible tools such as:

- mobile phones that were used interchangeably with SMS/text and calls;

- publicity/IEC materals like leaflets, posters, and brochures; and

- computers that were used intechangeably with the internet, email, chat, etc.

The relative ease in determining the above uses of communication may be due to the fact that these are the most practical and relatively more tangible aspect of communication. These examples concretize the use of communication in SE operations.

As the interview progressed, the respondents' discussion on *communication* focused more on the interpersonal relations between and among the different stakeholders of the organization and how important it was to maintain or strengthen these relations.

From the discussions with the representatives of the social enterprise, communication was used mainly to:

1. maintain/strengthen relations with partners especially funding agencies;

2. establish new links in terms of partnership and funds sourcing;

3. exchange/share information or updates among members of the social enterprise including the management, staff, and the community members;

4. gain new members/volunteers for the social enterprise; and

5. increase public awareness on the existence of the social enterprise.

As HINIMO, Inc. states, *"communication enables the members to unite in helping themselves and their communities"*. Project Seahorse expounded that communication is a "*critical tool for getting public support for the organizations, causes.*" The responses emphasized the need to engage the public and to solicit support from stakeholders to ensure the sustainability of their conservation efforts.

The responses highlighted the importance of communicating the problems identified to solicit support from different sectors. Communication was a means to generate potential solutions and to widen the range of possible courses of action. Research and management were also considered processes of communication.

Communication as a *Process*

LKMFI explained that communication "*requires one's meaning to be understood.*" The social enterprise elaborated that building and maintaining relationships with and within the communities required communication. For LKMFI, communication led to acceptance among individuals within the community and between the community and those outside the immediate environment. Commitment was also a form of communication.

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

SOCIAL ENTERPRISES IN THE PHILIPPINES

The study showcased ten social enterprises, namely:

1. Baba's Foundation, Incorporated;

2. Barangay Luz Homeowners Multipurpose Cooperative;

3. Cebu Uniting for Sustainable Water;

4. Coastal Conservation and Education Foundation, Incorporated;

5. Claret Samal Foundation, Incorporated;

6. HINIMO, Incorporated;

7. Kababayen-an Alang sa Teknolohiya nga Haum sa Kinaiyahan ug Kauswagan (KATAKUS) or Empowering Women Through Appropriate Technology in Harmony with the Environment;

8. Learned Kagan Muslim Foundation, Incorporated;

9. Project Seahorse Philippines; and

10. Mindanao Land Foundation, Incorporated.

Social enterprises in the Philippines reflected the problems in their respective communities. In the process of studying each social enterprise, one gains a deeper understanding of the social concerns in their area.

Every social enterprise is uniquely designed as communities face varying problems. Each enterprise encountered a different set of obstacles, hence requiring innovativeness in addressing the shared concern.

In Visayas, the immediate concern was the adequate supply of freshwater. Visayas is abundant in saltwater; however, drinking water reservoir is a cause for concern. In Mindanao, most of the social enterprises partnered with farmers as agriculture was the island's main industry. A unique case for some parts of Mindanao was dealing with internally displaced people and designing projects for communities with different cultures and religious beliefs.

ROLE OF COMMUNICATION IN THE SOCIAL ENTERPRISE

The selected social enterprises were established to:

1. protect and/or rehabilitate the community's natural resources;

2. build capacities of indigenous people, women, and internally displaced people; and

3. develop livelihood program through microfinance, cooperatives, and crafts making.

Communication in the social enterprise takes place between the:

1. members of the management/ administrators such as the board of trustees,

2. the SE staff or the individuals employed to run the operations of the enterprise, and

3. social enterprise and/or community members.

The social enterprise finds an opportunity to address problems identified by the community. The main concern shared by the selected social enterprises was developing additional/alternative sources of income so that the community members could take part in the development initiative. The livelihood aspect was constant in all SE interventions. Livelihood played a great role in ensuring the support of the community towards the project. This, in turn, increased the SE's ability to sustain its operations.

In general, face-to-face interpersonal communication was the most commonly used type of communication in the SE operations, especially when dealing with members of the organization. Mediated communication in the form of emails was used when communicating with funding agencies outside the country. Meanwhile, mediated communication through TV/radio programs was used in increasing public awareness on the initiatives of the social enterprise.

CONCEPT OF COMMUNICATION
OF PHILIPPINE SOCIAL ENTERPRISES

Social enterprises in the country viewed communication as a tool and as a process essential to the operations of the social enterprise, or any organization for that matter. In the Philippine context, communication was used to maintain/strengthen relations with various stakeholders and to promote the social enterprise initiatives to the public. It was also viewed as a process composed of stages that need to be undergone to ensure the sustainability of the SE operations.

RECOMMENDATIONS

The research group presents the following recommendations for the three identified major stakeholders in the development of the social enterprise in the Philippines, namely: policy makers, the academe, and the social enterprises.

Policymakers/ LGUs

Currently, the social enterprises in the Philippines are receiving more support from NGOs and foreign funding agencies compared to government agencies.

Philippine social enterprises need assistance in building/strengthening the capacities of social enterprises in sustaining their operations, such as:

a. arranging continuous training on upgrading their livelihood skills and enterprise operations,

b. establishing a mechanism for financial support or incentives for SE best practices; and

c. facilitating the link between the needs of the local business industry and the services/products of the social enterprise

Social enterprises can be tapped in organizing specific groups for the implementation of government development initiatives.

Academe

"*The language of social entrepreneurship is new but the phenomenon is not.*" Dees' 2002 observation more than a decade ago remains true in the Philippine context. There is a need to increase awareness of social enterprises in the Philippines. Further research can be conducted to build a database of case studies and/or best practices of social enterprises in the country.

The social enterprises can serve as a social laboratory for state universities and colleges (SUCs). SEs also serve as potential partners for extension projects of SUCs.

A series of needs analysis can be conducted to determine further areas for collaboration between the academe and the social enterprise.

Training programs can be developed for communication in the social enterprise based on their articulated needs:

1. utilization of traditional and new media to promote the enterprise's initiatives,

2. resource generation and mobilization,

3. proposal/ report writing,

4. process documentation,

5. strategic communication planning, and

6. communication material production.

Before the implementation of any intervention, there is a need to conduct needs assessment to get a better picture of the current status of social enterprises in the Philippines.

Most of the interventions for enhancing communication skills are one-shot activities. With social enterprises, there is a need to establish partnership with an entity that can work with the enterprise as they progress. Sustainability must be factored in establishing links including development communication.

For NGOs and social enterprises
Social enterprises may benefit from strengthened informal or formal coalitions of similar missions. This will not only strengthen capacities, promote the pooling of resources, and integrate approaches but also help target/identify problems more specifically and improve project implementation.

The growing field of social enterprises presents a new area for collaborative studies about development initiatives. All forms of support will be needed to increase the public's awareness on the existence and initiatives of social enterprises not only in the country but also on a global scale.

Initiatives of social enterprise in the Philippines are at par with that of our neighboring countries and even with those in the west. What we are must do is to document best practices as benchmark data and actively communicate the initiatives and breakthorughs of local social enterprise to the world.

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