CASE STUDY REPORT ON SOCIAL ENTREPRENEURSHIP
- PINELANDS CREATIVE WORKSHOP
CASE STUDY REPORT ON SOCIAL ENTREPRENEURSHIP
PINELANDS CREATIVE WORKSHOP

RODNEY GRANT - CONSULTANT
# ACRONYMS

<table>
<thead>
<tr>
<th>ABC</th>
<th>Amalgamated Baking Company Inc</th>
</tr>
</thead>
<tbody>
<tr>
<td>BFW</td>
<td>Bikes for the World</td>
</tr>
<tr>
<td>CASE</td>
<td>Centre for the Advancement of Social Entrepreneurship</td>
</tr>
<tr>
<td>CDFIs</td>
<td>Community Development Financial Institutions</td>
</tr>
<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>COGs</td>
<td>Cost of Goods</td>
</tr>
<tr>
<td>CPDC</td>
<td>Caribbean Policy Development Centre</td>
</tr>
<tr>
<td>CSO</td>
<td>Civil Society Organization</td>
</tr>
<tr>
<td>CSR</td>
<td>Corporate Social Responsibility</td>
</tr>
<tr>
<td>HIVOS</td>
<td>International Humanist Institute for Cooperation with Developing Countries</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
</tr>
<tr>
<td>LCLS</td>
<td>Local Capacity for Local Solutions</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
</tr>
<tr>
<td>NFP</td>
<td>Not-For-Profit</td>
</tr>
<tr>
<td>NSEs</td>
<td>Non-Profit Social Enterprises</td>
</tr>
<tr>
<td>OJT</td>
<td>On the Job Training</td>
</tr>
<tr>
<td>PCW</td>
<td>Pinelands Creative Workshop</td>
</tr>
<tr>
<td>SE</td>
<td>Social Enterprise</td>
</tr>
<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>UNDP</td>
<td>United Nations Development Programme</td>
</tr>
</tbody>
</table>
This Case Study Report commissioned by the Caribbean Policy Development Centre (CPDC) is being conducted on the Pinelands Creative Workshop (PCW), a non-governmental organisation (NGO) in Barbados. The organisation was formed in 1978 to respond to the negative image that emerged within the Pinelands Community due to poor social structures that were established when persons were relocated to the area from different social backgrounds and parts of the island, as a result of a natural disaster.

This case study highlights the strategies, successes and lessons learned from the social entrepreneurship activities of the Pinelands Creative Workshop, that can be used to spur ideas for enhanced social entrepreneurship amongst NGOs in an effort to reduce their over-reliance on donor funding and strengthen their sustainability. Desk research and interviews with present and past staff were conducted to extract the salient information necessary to undertake the Report.

Section 1.0, the Project Introduction and Background, outlines the scope of the project and further speaks to the declining aid flows, the questionable impact of past aid provisions and the vulnerability of the NGO sector. In Section 2.0, Concepts of Social Entrepreneurship, the emergence of the concept of Social Entrepreneurship (SE) is discussed, starting with the definition of entrepreneurship. Several theories are considered, with the conclusion that Social Entrepreneurship signals the imperative to drive social change and combines the passion of a social mission with an image of a business-like discipline. In Section 3.0, Social Enterprise as a Model for Sustainability, the argument is made for SE as an alternative funding model for CSOs; however, caution is made against it replacing altogether traditional modes of funding.

Section 4.0, Sources of Revenue for Social Enterprises, examines the sources of finances available for SE schemes, which can range from personal loans from friends and family, microloans, bank loans, and government-backed loans. However, the caution is made again that SE supplements rather than replaces traditional funding sources. Section 5.0 asks the critical question Is the social enterprise model for you? Here the point is made that SE is not necessary for every non-profit organization and points to several questions that should be considered before engaging in a SE scheme. Section 6.0, Pinelands Creative Workshop - Introducing the Model of Social Entrepreneurship, outlines the expanded programmatic, operational and administrative requirements that led to the need for additional funding sources within PCW, resulting in the SE model being implemented.
Section 7.0, Governance and Participation in PCW – A New Cultural Brand, recognises that PCW incorporated a company, Pinelands Inc., to undertake their SE thrust. It further identifies the various decisions that were made to arrive at appropriate governance and administrative arrangements to support these decisions. Of note is that PCW's organisational and management approach reflects that of Theory Z organisation as defined by Professor Ouchi. Here the point is made that their Board is advisory in nature and therefore more supportive of their management decisions. It is also recognised that PCW adopted an emergent strategic option which supported their highly adaptive nature.

Section 8.0, PCW Approach to Social Enterprise, highlights the legal parameters PCW considered in order to conduct business. It looks at the many business companies PCW incorporated and clarifies why they opted to focus only on Pinelands Inc. Four business ventures, Car Hire, Amalgamated Baking Company (ABC Inc), Low-Income Housing Construction and Bicycle Project are identified in Section 9.0, Case Stories. The Bicycle Project is expanded on as the main case study within this report and focus is given to how it was started, finance options, its successes, market approach, customer base, social impact and constraints.

The study concludes with a summary of Lessons Learnt and Best Practices, identified in Section 11.0. Of note is that SE can benefit both the value position of CSOs as well as support their administrative and operational costs. However, this entails balancing actions between commercial and developmental work, as well as organisational priorities. In the case of PCW it was important that their business decisions did not clash with other businesses within the locale in which they operated and that the products and services they provided did not go contrary to their brand, image and philosophy.
1.0 PROJECT INTRODUCTION AND BACKGROUND

The CPDC in partnership with USAID is implementing a three-year project titled Local Capacity for Local Solutions (LCLS). Under this initiative, they have mandated a case study report on Social Entrepreneurship highlighting the model of one NGO in Barbados: the Pinelands Creative Workshop.

This case study report seeks to:

• highlight the strategies, successes, and lessons learned from the social entrepreneurship activities of Pinelands Creative Workshop that can be used to spur ideas for enhanced social entrepreneurship amongst NGOs in an effort to reduce their over-reliance on donor funding and strengthen their sustainability.

Over the last four or five decades, NGOs in Barbados and the region have contributed significantly to post-colonial and independence development in their respective countries. However, much of their support was buttressed by significant donor funding from key regional and international donor agencies and in some cases local Governments as well.

The CPDC on its website notes that:

Over the past decade there has been a noted decrease in international donor support for NGO programmes in the Caribbean. This has had a number of negative effects on the Caribbean NGO movement and the programmes they implement on behalf of Caribbean peoples. Many NGOs have had to cut back their staff complement, sometimes by as much as 50%, and reduce the number and scope of their development programmes.

Conversely, aid flows through Foreign Direct Assistance increased during the same period and continued, dramatically increasing from US$154 million in 1990 to more than US$1 billion by 1996. This created the dynamic to shift the funding focus from the traditional development donor agencies like UNDP, HIVOS, and others to private aid, philanthropists and Trusts. However, not many NGOs grasped this opportunity. Rather, they maintained their old focus and missed opportunities to divert their resource mobilisation focus.

In light of the declining aid flows, the questionable impact of past aid provisions and the vulnerability of the NGO sector, we discuss the potential of the NGO as a Social Entrepreneur.
Any definition of the term “social entrepreneurship” must start with the word “entrepreneurship,” since the word “social” simply modifies entrepreneurship. What do we actually mean by entrepreneurship? Is it simply alertness to opportunity? Creativity? Determination?

The term “entrepreneur” originated in French economics as early as the 17th and 18th centuries. In French, it means someone who “undertakes” a significant project or activity. More specifically, it came to be used to identify the venturesome individuals who stimulated economic progress by finding new and better ways of doing things. French economist Say (2009), who in the early 19th century described the entrepreneur as one who “shifts economic resources out of an area of lower and into an area of higher productivity and greater yield,” expanded the literal translation from the French, “one who undertakes,” to encompass the concept of value creation.

Writing a century later, Austrian economist Joseph Schumpeter built upon this basic concept of value creation, contributing what is arguably the most influential idea about entrepreneurship. Schumpeter identified in the entrepreneur the force required to drive economic progress, without which economies would become static, structurally immobilised, and subject to decay. Schumpeter’s entrepreneurs are the change agents in the economy. By serving new markets or creating new ways of doing things, they move the economy forward.

It is true that many of the entrepreneurs that Say and Schumpeter have in mind serve their function by starting new, profit-seeking business ventures, but starting a business is not the essence of entrepreneurship. Though other economists may have used the term with various nuances, the Say-Schumpeter tradition that identifies entrepreneurs as the catalysts and innovators behind economic progress has served as the foundation for the contemporary use of this concept. Contemporary writers in management and business, like Peter Drucker, opine that entrepreneurs are not necessarily required to cause change, but see them as exploiting the opportunities that change creates. Drucker also makes it clear that entrepreneurship does not require a profit motive.

The ideas of Say, Schumpeter, and Drucker are attractive because they can be as easily applied in the social sector as the business sector. They describe a mindset and a kind of behaviour that can be present anywhere. In a world in which sector boundaries are blurring, this is an advantage. We should build our understanding of social entrepreneurship on this strong tradition of entrepreneurship theory and research. Social entrepreneurs are one species in the genus entrepreneur. Shelly Durant, PCW’s Finance Manager, expressed it well when she stated that, “Entrepreneurs should not only look to make money but should think equally of the society.”

2.0 CONCEPTS OF SOCIAL ENTREPRENEURSHIP

Figure 1: Entrepreneur Journey
The concept of Social Entrepreneurship is not new, having been coined in 1981 by Bill Drayton, founder of Ashoka, the world’s first organisation to promote social entrepreneurship. Since then, the theory and practice of social entrepreneurship have grown significantly. As reported by Osberg (2009), a search on Google in 2006 of the term ‘social entrepreneur’ returned 12,400 results. In 2007, 100,000 results were returned, and in 2008, 7,500,000. By 2014, a search of the term returns about 131,000,000. In another research study, Short, Moss, and Lumpkin (2009) (as cited by Terjesen, Lepoutre, Justo, & Bosma, 2009), reported a 750% increase in articles published on social entrepreneurship between 1991 and 2009. This is proof of a significant and dramatic interest in the concept (Center for the Advancement of Social Entrepreneurship [CASE], 2008; Kerlin, 2010) as more and more people and institutions seek new ways of addressing the society’s problems.

To qualify as a social entrepreneur, scale and focus must exist with the creative ability to harness the business ideas and new approaches to produce sustainable social change for the benefit of the society. As Brilliant (2013) describes it, “change maker, part of the warp and weft of social change”. Here Brilliant promotes the concept as critical to sustainable social change. However, this requires a shift from just social focus to a business focus with the characteristics of creativity and innovation. This view is supported by Iyortsuun (2016), who notes that more structured approaches were preferred, such as in contemporary society where organisations have arisen that have harnessed the business tools and techniques to address social problems in a sustainable manner.

Social Entrepreneurship signals the imperative to drive social change (Martin & Osberg, 2007), which dominates the discussion on social entrepreneurship. In fact, some keywords have surfaced in researching the topic which appear to clearly characterise the subject. Martin and Osberg (2007) state that “the social entrepreneur aims for value in the form of large-scale, transformational benefit that accrues either to a significant segment of the society or to society at large.” This ‘primacy of social benefit’ appears to be the driver for the social entrepreneur, although the need to make a profit is important.

Dees (2001) notes that the social entrepreneur combines the passion of a social mission with an image of business-like discipline, an approach that is needed to develop new models for a new century. Dees (2001) further argues that with social entrepreneurs, the social mission is explicit and central, where mission-related impact becomes the central criterion and not wealth creation.

Again, the emphasis on using profits to achieve social missions is central to the conceptual frame of the social entrepreneur. This does not negate the social entrepreneur’s responsibility to employing good business practices, which would enhance his/her ability to attract resources and retain and gain new customers within a competitive market. In fact, the social entrepreneur’s ability to retain customers and attract new ones, or their value creation, can also be measured by their social impact. Dees (2001) concludes his argument by stating that social entrepreneurship
combines an emphasis on discipline and accountability with the notions of value creation taken from Say, innovation and change agents from Schumpeter, the pursuit of opportunity from Drucker, and resourcefulness from Stevenson. In brief, this definition can be stated as follows:

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

- Adopting a mission to create and sustain social value (not just private value),
- Recognising and relentlessly pursuing new opportunities to serve that mission,
- Engaging in the process of continuous innovation, adaptation, and learning,
- Acting boldly without being limited by resources currently in hand, and
- Exhibiting heightened accountability to the constituencies served and for the outcomes created.

In this expanded definition using the concepts of four writers, Dees (2001) provides us with some keywords and phrases on which to reflect and which can be used to develop one strong statement on social entrepreneurs as change agents in the social sector.

One very important observation that stands out from Schumpeter (2000) is that social entrepreneurship does not require inventing something wholly new; it can simply involve applying an existing idea in a new way or to a new situation. Entrepreneurs need not be inventors. They simply need to be creative in applying what others have invented.

Some argue that NGOs who conduct business somehow disrupt the civil society code of social facilitation rather than add value. However, the following quote makes clear the point that the approach adds value to the historical norms of social provisioning and also allows the NGO to utilise business models and approaches within their system of operations providing for greater functionality, planning, and strategic alliance:

"Social Entrepreneurship aims to generate outcomes that are superior to conventional models through innovation in, and disruption to, the status quo of public, private, and civil society approaches to the provision of social and environmental goods. In this way, social entrepreneurship is best understood in a linear – rather than disruptive – relationship with the historical norms of social and community action (Nicholls & Collavo, n.d.)."

Finally, Peredo and McLean (2005) argue that “there are good reasons not to confine Not-For-Profit (NFP) enterprises. For one thing, the boundary between not-for-profit and for-profit organizations is far from airtight.” Hence, social entrepreneurship is the application of sound business practices to the operation of non-profit organisations (Reis, 1999) and is emerging as an innovative approach to the business of doing good and dealing with complex social needs (Johnson 2000, p. 1).
While the idea of Social Enterprise has had a long history (particularly in international development work), it is becoming an increasingly popular idea in the United States. The idea of earned income is attractive to non-profits whose funding sources have shrunk due to broad economic trends like cuts to local and national social welfare programs, shrinking foundation portfolios, and the increasing need and decreasing resources that come with an economic downturn. In addition to providing an alternative revenue source, social enterprises provide other benefits, including direct on-the-job (OTJ) training opportunities for targeted employees, marketing advantages, and the integration of innovative business frameworks into thinking and planning.

At the same time, socially responsible business has become an increasingly profitable and sustainable model in the United States. Fairtrade companies, green businesses, and worker-owned cooperatives have shown that for-profit businesses can produce triple bottom line results (producing benefits regarding people, the planet, and profit). Several states have passed legislation enabling a B-Corporation status which protects social enterprises’ investment in their social mission. Foundations, corporations and even the White House are increasingly looking to support social enterprises as a way to spark and support innovation.

At the same time, the enthusiasm for social enterprises often creates unrealistic expectations for non-profits. Earned income is unlikely to replace other sources of funding fully, and probably should not. Although using a social enterprise model creates opportunities, there are also trade-offs that need to be considered.

Representatives of an ‘equity-like’ seed capital fund with a substantial investment in Cambodian social enterprise, and also a development trust with its roots in faith-based organizations, both asserted that it is increasingly imperative that local NGOs in Cambodia begin to develop their own revenue streams and that they personally would not support a local NGO programme which cannot begin to generate its own finances within an acceptable time-frame. However, what also emerged strongly is a need to focus on where social enterprise is truly appropriate and how NGOs are using the approach to provide critical basic services to the most vulnerable.

---

1 For a good discussion of the range of business models from nonprofit to for-profit, see the “Hybrid Spectrum” developed by Kim Alter of Virtue Ventures, available at http://www.4lenses.org/setypology/print
2 See the website of the Office of Social Innovation and Civic Participation: http://www.whitehouse.gov/administration/eop/sicp/initiatives/social-innovation-fund
4.0 SOURCES OF REVENUE FOR SOCIAL ENTERPRISES

Nonprofit organisations are primarily financed by two mechanisms: grants and loans. Grants are traditionally provided by philanthropic foundations or government entities. They can be used for a wide range of non-profit activity and are not expected to be repaid; they generally support all ongoing operational costs of non-profit organisations. Loans, on the other hand, are expected to be repaid and are typically used to cover working capital or the purchase of assets.

Grants and loans are for different purposes. Grants usually cover start-up costs, social subsidies, and administration, while loans cover working capital or infrastructure investments and are relatively rare for traditional non-profits. Loans to non-profits are typically secured and are increasingly financed through impact investment organisations rather than traditional banks. Impact investors seek to make a profit but also aim to solve social or environmental challenges.

A social enterprise model supplements, rather than replaces, traditional funding sources for non-profits. The following figure shows sources of funding (not including earned revenue) for social enterprises in the US and Canada:

Figure 2:

There are several kinds of loans available to non-profits. These include personal loans (from friends and family, typically up to $20,000), microloans (from $500 to $100,000), bank loans (typically up to $3 million), and government-backed loans. Loans can be secured (tied to collateral that can be seized in the event of a default) or unsecured. Secured loans are generally available at lower interest rates.

Traditionally, lending decisions are made on “three Cs”: capacity (cash flow), character (management), and capital (collateral). These are meant to minimise the risk of default, which is defined as failure to repay a lender in full. These lending criteria, especially when the money supply is tight, prevent those with little financial history from receiving needed money.

A variety of lending organisations make it their mission to provide capital to worthy social enterprises. These include social investors, impact investment lenders, microfinance organisations, and Community Development Financial Institutions (CDFIs).
Social enterprises provide up to three forms of returns: social, environmental, and financial. Existing organisations should understand each of these returns before implementing a social enterprise model. Think of the challenges of running an organisation when there is only one goal, for example, maximising profit, or hiring people with barriers to employment. Imagine how much more complicated that gets when you are balancing two or three goals, and imagine what the trade-offs could look like.

A social enterprise model may not be right for some organisations. There are several questions to consider before adopting such a model in an existing non-profit, such as:

1. Is our organisation prepared to take on the risk, including the risk of failure, associated with growing a business?
2. Is our organisation willing to accept a possible dilution of social or environmental goals?
3. Is our organisation willing and able to be entrepreneurial? Can we reorganise or invest in the organisation’s infrastructure?
4. Do we clearly understand the costs and benefits associated with this venture?
5. What returns do we desire? What does success look like?
6. Is there a reasonable chance of success? Do we have a true competitive advantage? This is particularly important for NSEs that start off with loans as their primary source of financing.
7. Do we have appropriate industry expertise? Alternatively, do we have the capacity to hire for it?

8. Does the board understand the risks, timeline, and costs associated with starting an SE and does it fully support this endeavour? A split board, over time, will slowly work against the SE.

If the organisation determines that creating a social enterprise makes sense, the following questions may help to discern which of the organisation’s existing services can be monetised and which should remain social benefits:

1. Would others pay for this service?
2. Are the existing clients that use this service deserving of social (philanthropic) subsidy? Can they afford market rates?
3. Can this service, with or without subsidy, compete in the private market?
4. Would offering this service dilute the organisation’s social mission?
5. Is there an opportunity for on-the-job training opportunities through this service?
6. Can philanthropy, rather than loans, support these existing services?
7. Would charging for this product help or hurt interactions with the clients?
8. Can the organisation effectively manage this business transaction?
The costs and returns of normal businesses and social enterprises differ. Figure 3 offers an illustration of these differences.

Figure 3:
Differences in costs for social enterprises versus for-profit businesses.

The Pinelands Creative Workshop (PCW), registered Charity #212, was formed in February 1978 and legally registered on February 27, 1992. It represents the cultural aspects of the Pinelands community of Barbados. The mandate of the organization in the early stages was to utilise the common interest of culture to build the morale and empower youth throughout the community. This approach proved to be a successful one, as it served to empower and strengthen the community spirit within the Pinelands Community. The nature of the work of the PCW evolved with the demands of the communities, and by the late 1980s, the PCW was attempting to empower the disadvantaged persons in neighboring communities economically. The PCW’s Marcus Garvey Resource and Development Centre was established to provide a wide range of social, educational and technical services.

During its first decade of existence, 1978-1988, PCW had in place the traditional Executive Body which was primarily voluntary in nature. Its funding needs were therefore limited to conducting cultural shows, which were its main actions at the time. However, during the period 1988-1998, the organization expanded its services to the community in the areas of education and information and communications technology (ICT) classes. During this period, they maintained the voluntary Executive Body. One significant change was the renting of a facility to conduct classes and to function as a central Secretariat for the organization.

It is noteworthy that during this period the organization was commissioned to perform at a local dinner theatre show called ‘1627 and all that’. This show, which was conducted twice a week, provided the organization with much-needed funds to offset the payment of rents and other operational costs such as water, light and telephone services. It also allowed the organization to introduce an Educational Support Programme to provide support to members who required educational support. In the last two years of this period, the PCW was provided with facilities by the Government of Barbados under a ‘peppercorn’ arrangement. During the last two decades, 1998-2008 and 2008-2018, the portfolio of the organization expanded to include social, economic and cultural development. During this period the PCW also engaged full-time staff, which fluctuates between five and ten persons.

---

*A peppercorn fee is such that is significantly below the normal market value or cost.
The issues of governance and participation about Pinelands Inc. Social Entrepreneurship model is rooted in the organisational culture, identity, and image of its parent body, the Pinelands Creative Workshop. From as early as 1987, the PCW began to tinker with its model of participation and governance to attain a greater level and quality of results in its programmatic focus and implementation.

During the period of 1987-1990, PCW began to reform its governance and participatory model by first restructuring its administrative descriptions and roles to better reflect its programmatic focus and strategic vision. The traditional roles of President, Vice President, Treasurer, Assistant Secretary-Treasurer and Public Relations Office were therefore all removed and replaced by an Executive Director, Business Manager, Production Manager, Executive Secretary, and Communications Officer.

This was the first in a series of management reforms undertaken by PCW to reflect the strategic focus of the organisation and to keep pace with the changing trends in development focus and thinking.

PCW, with a flat organisational structure, took a more humanistic approach to management in that it drew from the collectivist thinking, placing focus on the entire organisation and its culture, which can be characterised by its shared values, beliefs, and objectives. This feature of PCW shadowed that of a Theory Z organisation as defined by Professor Ouchi, and which has shown to exhibit patterns of long-term commitment to employees; emphasis on communication, collaboration and consensus in decision making; individual responsibility; informal control but formal measures; concern for employees beyond the workplace; and career development. This combination has shown to benefit the organisation in that there is visible employee satisfaction, motivation, and commitment. These behavioural factors have served as the plank to move the organisation into its desired state and solid footing to catapult its chosen self-reliance mechanisms.

To achieve sustained development and focus, the PCW then abandoned the democratic process of voting for administrative members and implemented

### Table 1: Organizational Changes within PCW Between 1988 – 2008

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Executive Director</td>
</tr>
<tr>
<td>Vice President</td>
<td>Production Manager</td>
</tr>
<tr>
<td>Treasurer</td>
<td>Business Manager</td>
</tr>
<tr>
<td>Asst. Sec-Treasurer</td>
<td>Executive Secretary</td>
</tr>
<tr>
<td>Pro</td>
<td>Communications Officer</td>
</tr>
<tr>
<td>Executive Director</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Production Manager</td>
<td>Special Project Director</td>
</tr>
<tr>
<td>Business Manager</td>
<td>Financial Executive Officer</td>
</tr>
<tr>
<td>Executive Secretary</td>
<td>Cultural Development Officer</td>
</tr>
<tr>
<td>Communications Officer</td>
<td>Business Officer</td>
</tr>
</tbody>
</table>
what they termed a ‘selective process,’ of choosing persons whom they thought were suited for the roles to be undertaken.

Pateman (1970) noted that the widely accepted theory of democracy (so widely accepted that one might call it the orthodox doctrine) is one in which the concept of participation has only a minimal role. This reality engaged the attention of PCW, who saw members not fully engaged in any way to enrich the development thrust of PCW. In fact, Michels (1915), on writing about German Social Democratic parties, felt that we were faced with a choice: either organisation, which in the twentieth century seemed indispensable, or democracy, but not both.

Participatory governance will not necessarily be more inclusive or pro-poor. Rather, much will depend on the nature of the power relations which surround and imbue these new, potentially more democratic spaces (Hickey & Mohan, 2004). PCW sought to instill a different participatory process built on trust, commitment, and incentives.

Inherent in these democratic changes the PCW, in implementing paid staff to administer the affairs of the organisation, abandoned the yearly change of Officers which they felt ran contrary to the pursuit of organisational sustainability.

Furthermore, to strengthen its appeal to achieve results PCW introduced another significant change when they abandoned the paying of subscriptions by members for greater commitment to the philosophy of and commitment to the principles of PCW and commitment to the underpinning philosophy of working towards the positive changes within the Pinelands community. Added to this, the PCW offered the incentives of educational and social support to its members as a reward for their commitment. Hence, participation towards the ideals, principles, and philosophy of the PCW became more acceptable among the rank and file of the organisation and the wider community(ies) which it served.

This novel approach and tinkering of democratic principals and system change allowed the PCW more freedom to pursue long-term sustainable goals without interruption from democratic ideals. This approach formed the basis for the internal culture of the organisation and its enduring successes. Sophia Greaves, who took up the mantle of CEO in May 2018, notes that "persons within the NGO sector need to change the concept that business and social delivery cannot go together". This need to constantly challenge norms and traditions was indeed at the base of PCW's change model.

7.1 INTRODUCTION OF BOARD AS EXTENDED GOVERNANCE SUPPORT

After its official registration as a legal Charitable Body in 1992, PCW introduced a three-member Board of Trustees to oversee and give support to their work. It is notable that they implemented the Advisory Board Model. This model emphasises the helping and supportive role of the Board and frequently occurs where the CEO is the founder of the organisation. The Board's role is primarily that of helper/advisor to the CEO. Board members
are recruited for three main reasons: they are trusted as advisors by the CEO; they have a professional skill that the organisation needs but does not want to pay for; and/or they are likely to be helpful in establishing the credibility of the organisation for fundraising and public relations purposes.

The adoption of an advisory model allowed the PCW to remain flexible and independent in making the crucial day to day decisions to move the organisation forward with the support and advice of the Board rather than interference. This complementary approach allowed PCW to easily implement their business focus without any interference from the Board. Consequently, the Board viewed and reviewed minutes of meetings, financial reports and provided them with support in their business options and advised on various elements of their business operations.

7.2 PCW’S ADAPTIVE PROCESS

The many expansions shared in Section 3.0 are founded on the organisation being consistently self-analytical, which as a result has shaped the behavior of the organisation to be characterised as being emergent in its approach to change instead of a planned approach which is more top-down, conscious, deliberate and structured, and requires that old behaviours, structures, processes, and culture be discarded before new behaviours can be successfully adopted (Lewin, 1946 in Burnes, 2004; Bamford and Forrester, 2003). This adoption of an emergent approach suggested that the organisation applied “an open learning system where the strategies and changes emerged from the way the organization as a whole acquired, interpreted and processed information about the environment” (Dunphy and Stace, 1993), or as Burnes (1996; 2004) and Dawson (1994) suggest, a continuous and adaptive functioning in response to its changing internal and external environment, making this approach far more pertinent and a more accepted organisational-environment fit. Throughout the emergent change process, PCW relied on its sense of community; its existing inclusive process and the ability of its leadership to clearly communicate the future or desired state for the organisation. The changes or expansions can be characterised by scale as incremental adjustments whereby the processes and strategies were modified (Senior, 2002).

Furthermore, the identity of the organisation was also affected when it included a business arm, moving from just managing culture - a single/mono identity to a social and economic structure which represented multiple identities but still compatible with each other (Albert & Whetten, 1985). Ideographic organisations like PCW or those with multiple identities have been recognised by Albert and Whetten (1985) and Pratt and Foreman (2000) as more adaptive to environmental change to the extent that it would be able to draw on different opinions to design the most suited action and strategies for organisational adaptation and have greater competitive advantage. The transition from mono to dual identity also called for leadership to guide the identity management process using an aggregate approach which focused on retaining all identities and forging links between them. Still,
the organisation remained open while taking on an emergent persona. Parallel to this, and where necessary, the organisation did not adapt to the environment but instead took the approach of defining their own style. An example of this was the unfamiliar choice to establish a business portfolio as a means to sustaining social and operational responsibilities, while simultaneously shifting from archaic and unrelated titles and structures to that which reflected a business direction and complemented the bold move into social enterprise.

What is also evident is that the change or transformation undertaken by PCW was led, representing the commitment by management to the change (Burke, 2002). This factor, in addition to recognising that with globalisation, the increasing pace of technological innovation, and shifting trends, it was paramount and visionary that the organisational change or transformation process had to be one that was led and as such utilised a dual approach where the sense of pride in the organisation and a contributor to its successes allowed for acceptance of a new way that would lend to the desired state of growth and sustainability (Senior, 2002; Graetz, 2000, p. 550).

To understand the importance of change management, we must consider that Morgan and Brightman (2001, p. 111) described it as “the process of continually renewing an organisation’s direction, structure and capabilities to serve the ever-changing needs of external and internal customers”. PCW learned and transformed from one decade to the next and adapted to its changing environment.

The leadership in itself has also been adaptive and risk-oriented, where, as the organisation matured, its leaders also maneuvered between varied leadership styles in response to situations, for example, from situational (Bass, 2008) to transformational (Bass, 2000, 2008; Bass & Riggio, 2006) and then entrepreneurial leadership (Guo, 2009). The incorporation of the latter not only provided the gateway to recognise opportunities, but evaluated them by way of increasing the flow of information (Hansson & Monsted, 2008) and also made allowance for organisational citizenship behaviour and a psychological contract to be fostered, and as such reduced the level of resistance to an evolving organisation with a risk orientation.

Figure 4: PCW Adaptive Process
8.0 PCW APPROACH TO SOCIAL ENTERPRISE

During the last three decades of PCW’s existence, the introduction of full-time staff, the responsibility of managing a larger facility and an expanded programme focus placed a significant responsibility on the Executive of the organisation to meet all of its financial commitments, which led to the introduction of their Social Entrepreneurial thrust. To this end, during the periods mentioned PCW established several business entities (shown in Table 2) as registered and incorporated companies.

8.1 LEGAL CONSIDERATIONS

It is important to note that the legal registration of PCW as a charity under the laws of Barbados did not allow PCW to conduct business operations. However, the ability to conduct business would have been possible if PCW was registered as a not-for-profit entity, which would have allowed it to function as a charity and also conduct business.

8.2 BENEFITS OF INCORPORATION

A company, “a body corporate that is incorporated or continued under the Companies Act”, is a separate legal entity from its shareholders or, in the case of a non-profit company, from its members. Upon its incorporation, a company has the capacity, as well as the rights, powers and privileges of an individual.

One of the important considerations behind a decision to incorporate a company as distinct from conducting business as a sole trader, or in partnership with others, is the fact that upon incorporation, the liability of the owners or shareholders of the company is limited to the amount invested in the company or any amount unpaid on their shares. Similarly, in the case of a non-profit company having no share capital, the members of the non-profit company incur no personal liability or individual responsibility for the debts or other liabilities of the company.

There are many other reasons for incorporating a company. Some of these may be:

- To create a legal entity, separate and distinct from its shareholders or members;
- To limit the personal liability of the shareholders or members as this will make investment attractive;
- To create a legal entity with the capacity, rights, powers, and privileges of an individual;
- To create a legal entity with perpetual existence and which can, in theory, outlive its shareholders and members;
- To qualify for incentives as an “approved small business” under the Small Business Development Act, 1999.

PCW could not legally conduct business since they were registered as a charity. Therefore, PCW, in order to do business, established several business entities as both incorporated and registered business names, (shown below in Table 2). However, for this case study only four (4) will be discussed in greater detail.
Over time, the PCW, through its various business organs, offered various business services and products, such as:

- Driving School
- Food Catering
- ABC Bakery
- Loan Facility
- Car Hire
- Consultancies
- Personal Care and Household Products
- Housing Construction
- Cultural Services
- Bicycle Sales

<table>
<thead>
<tr>
<th>NAME OF BUSINESS</th>
<th>STATUS</th>
<th>BUSINESS FOCUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pinelands Inc.</td>
<td>Incorporated 18th/11/1996</td>
<td>Cultural Products &amp; Services; Unlimited actions</td>
</tr>
<tr>
<td>West Indian New Network Inc.</td>
<td>Incorporated 3rd/02/1999</td>
<td>Marketing; Management; Finances</td>
</tr>
<tr>
<td>Pinelands Entrepreneurial Facilitation Services Inc</td>
<td>Incorporated 2nd/02/1999</td>
<td>Micro-Loan Facility</td>
</tr>
<tr>
<td>Plan-It-Plus</td>
<td>Registered 15th/08/2006</td>
<td>Event Planning and Management</td>
</tr>
<tr>
<td>SCD Construction</td>
<td>Registered 19th/03/2009</td>
<td>Construction</td>
</tr>
</tbody>
</table>

However, during a strategic planning process in 2000 the PCW mainstreamed its business operations, concluding with Pinelands Inc. as its main business operations. The process found that the organisation had too many business entities registered or incorporated while recognising that the core business interest of PCW could be undertaken under one entity. This also reduced the number of bank accounts required.

The case study report will therefore focus on four business actions of Pinelands Inc.: the Housing Project, Car Hire, Bakery and the Bicycle Project. The Bicycle Project will be expanded on separately since it forms the core business entity of Pinelands Inc. and has been the most successful in relation to the Social Enterprise Model under Pinelands Inc.
## The Business - How it started (Product Choice)

PCW rented six vehicles from a vendor to transport cast to cultural shows and conduct business for the organization. The vendor offered PCW the opportunity to purchase the business as a going-concern.

## Finance Options

A lease arrangement was put in place between the vendor and the PCW to pay monthly installments on the cost of the six vehicles concerned in the deal.

## Successes

- PCW eventually owned the business;
- When not hired out PCW had access to vehicles for its own business use

## Market Approach

As a going-concern, clients from the original owner were transferred to PCW.

## Customer Base

Initially, overseas clients who rented long-term during specific times of the year. After the Gulf War in 1991, customer base changed to mostly locals as there was a decline in overseas clients.

## Social Impact

Vehicles were used when not rented to provide free services for vulnerable groups within the community and also transport members.

## Challenges/Constraints

The main challenge was the loss of long-term customers due to changes in the global economy (the Gulf War at that time). As prices for gas rose and long term overseas clients declined the business lost profitability.

## Lessons Learned

- Buying a business as going concern was beneficial as it provided a ready market and reduced risk;
- Ability to link the business idea to social purpose was beneficial to building customer base & gaining a competitive advantage;
- Unforeseen circumstances like the impact of the economic downturn can negatively impact the business model;
- Having a diverse customer base and strategizing continuously to growing this base is important to mitigating adverse events in the market place.
- There is a balance between focusing on the profitability of the enterprise and the contribution of the enterprise to other aspects of the organization’s work.
| The Business - How it started (Product Choice) | ABC Inc. Bakery was bought as a going concern after PCW was looking for a business with a product that the community would want and easily buy into and could be expanded. Discussions were held with potential partners in Deacons and Haynesville community about establishing satellites in their areas. |
| Finance Options | The business was financed from money held in mutual funds by the organization. Partial funding was received from an International German Funding Agency, DOH International who requested that bags were branded with their logo. |
| Sucesses | PCW personnel capacity was enhanced around buying over companies and working in partnership with International Donor agencies. This was the first time a donor agency was supporting an NGO business venture in this region. |
| Market Approach | Word of mouth |
| Customer Base | The business was bought as a going concern and came with a ready market and customer-base, which was mainly visitors from gas stations, personnel from businesses in the vicinity and walk-ins. |
| Social Impact | The Bakery employed persons from the immediate and other low-income communities. |
| Challenges/Constraints | • Inconsistent cash flow from low accounts receivables.10 • Shortfalls were covered by either PCW or Pinelands Inc which created financial constraints in other areas; • Business was cash intensive which was needed on daily basis to buy stock • Inexperience in running and managing a business of this nature meant the organization did not anticipate challenges; • Inconsistent and poor financial management |
| Lessons Learned | • Delivering excellent customer service, even if it is a product that people need ensures repeat customers necessary to grow the business; • Continual and vigilant onsite management ensures that the organization can foresee challenges and be flexible in its management approach; • Establishing and maintaining a good financial management system with appropriate checks and balance, including timely reporting on accounts receivables is critical to accurately assess the status of the business on an ongoing basis. |

---

10 Accounts receivable turnover measures the efficiency of a business in collecting its credit sales. Generally a high value of accounts receivable turnover is favorable and lower figure may indicate inefficiency in collecting outstanding sales.
# CASE STUDY

## LOW INCOME HOUSING PROJECT

### The Business - How it started

**Product Choice**

A number of persons had registered with PCW for housing support. Therefore when the opportunity presented itself to bid on a Government Housing Project, PCW submitted a bid and won a contract to construct forty (40) low-income houses for clients registered under their organization.

### Finance Options

Clients were directed to one of three mortgage companies to access funds for construction.

### Successes

PCW was able to provide affordable houses and land for forty low-income families.

### Market Approach

Most clients were already on a PCW register while others via heard word of mouth.

### Customer Base

Low-income persons, mostly females.

### Social Impact

Families gained access to house and land at affordable prices.

### Challenges/Constraints

- Dishonest contractors who also did bad work;
- Clients did not stick to contract and passed funds directly to contractors which created significant problems;
- Project management and quality control issues were not addressed swiftly;
- While the organization learned from previous initiatives and made sure that there was some on site staff, it was insufficient for the complexity of the initiative.

### Lessons Learned

- Good Project Management, and Quality control systems are essential to managing large endeavors of this nature;
- Adherence to signed contracts by all parties is critical for ensuring accountability;
- A vetting process for contractors and other service suppliers is important in this kind of venture;
- Legal advice for the development of contracts for all parties involved should be sought; and
- Onsite day to day management should match the complexity of each initiative.
10.0  BICYCLE PROJECT

10.1  THE BUSINESS: HOW IT WAS STARTED

The Pinelands Creative Workshop (PCW) Bicycle Project began in 2005 with its first shipment of six hundred (600) bicycles from Bikes for the World (BFW), a non-profit in North America that collects donated bikes from across the USA to assist non-governmental organisations across the world as a means of economic sustainability. PCW, since the project began, has received three (3) shipments annually, equating to 36 shipments of approximately 21,600 bicycles received over the last 12 years, or 1800 bikes per year. The breakdown according to type of bicycle is shown in Figure 5. The bicycles have been able to generate an annual income of close to US$200,000.00, as shown in Figure 5.

10.2  PRODUCT CHOICE

The opportunity to sell low-cost bicycles immediately resonated with personnel at PCW, who already understood the needs of the community in which they resided and the wider Barbadian community. As one employee explained, “We knew persons would jump at the opportunity to buy a bike at half of what the market was presently offering and at a competitive or even better quality despite being second hand.” The decision to move ahead with this project was therefore an easy one.

Furthermore, after analysing the potential financial benefits based on the quantity of bicycles per container and the costs associated with purchasing, landing and management, the organisation immediately saw an opportunity to gain considerable cash flow to support core administrative functions that were not supported through development funding. They also associated the profit margin with the ability to fund aspects of their social development thrust within the community, mainly educational and social support, in a way that development funds did not allow.

The immediate financing for the product was made easy through the supplier allowing PCW to pay for their product after sale and not before. Thus, their only up-front costs were duties, taxes, brokerage fees and transport.
This was also an opportunity to gain further community buy-in, using corporate social responsibility approaches by using the product as incentives for other community ventures, through giveaways and sponsors. Through this approach, the organisation immediately added value to their product and PCW’s overall image and brand. Corporate success and social welfare are interdependent (Paine, 2003): the value creation perspective emphasises that the social welfare activities can be beyond those mandated by the government and incorporated into corporate strategies through CSR.

PCW further expanded its product offering by introducing repairs and sale of parts. The repair aspect was not offered by its competitors, and again they were able to offer parts at a more reasonable price than their main competitors.

10.3 FINANCE OPTIONS

The financing of the Bike Project was made easy through the supplier allowing Pinelands Inc. to cover the administrative cost after sales. However, other related costs linked to duties and brokerage fees which had to be paid upfront was first accumulated from funds acquired through cultural performances.

10.4 SUCCESSES

The PCW Bike Project is product oriented (Baines et al., 2007; Tukker, 2004) and had been able to provide quality and affordable products for work, transportation or recreation, and at the same time provide employment for two (2) permanent staff and numerous volunteers, guided by the Financial Manager of the Pinelands Creative Workshop. The Project exists in a market with three (3) main competitors and two (2) indirect competitors. The Project continues to carve a niche due to it being the only bicycle company that has an established social responsibility element because of its positioning within PCW, which is a well-recognised NGO and a brand in itself.

10.5 MARKET APPROACH

In our view, inspirational leadership is a vital differentiator between customer-driven programmes that succeed and those that do not. Strength of leadership is of critical importance in getting started, delivering early benefits to customers and driving the programme (Donovan & Samler, 1994).

PCW’s leadership strength at the Executive and Organisational level within the immediate community of Pinelands and wider Barbados provided it with immediate market access. Hence their market approach was driven by a service approach already embedded in their community actions and service. This in itself set PCW apart from
its competitors, who did not have the appeal with the low-income segment of the market which PCW targeted. Put succinctly, their service vision and CSR mandate was an easy sell.

The product choice of low-income bikes made market segmentation and targeting quite easy. PCW targeted low-income persons and communities in which they worked through word of mouth, direct contact, and online marketing. Within, the early stages of the project they also established satellite sale points within three of these locations. This move helped to sensitise and promote the product directly, although after some time the project was again centralised at PCW’s headquarters. This latter move was also to save overheads of renting and additional management costs at a time when the economy started to collapse.

The Bike Product is advertised mainly through word of mouth, labelling and through social media by way of Facebook and the organisation’s website. Social influences by way of suggestion or affirmation by a friend (Dennis, 2005) through word of mouth can be negative and positive but if used effectively has proven to be beneficial and impactful on consumer behaviour (Solomon, 1996). Word of mouth has the potential to share the honest opinion about a product or services and is considered real and powerful (Aslam et al., 2011). Word of mouth, in this case, has proved to have a positive impact considering that despite the recession, consumers continue to buy.

This could be linked to the Bike Project having a positive image due to PCW’s track record and brand as well as the considerations or functional attributes that are favourable to customers like the price and customer services (Boulding, 1956). Furthermore, the positive image of the organisation; the social responsibility element that is supported through the Bike Project has served as a positive influencer of consumer purchasing behaviour, lending to repeat intention to purchase (Aaker, 1996; Esch et al., 2006).

This form of organisational design or culture is supported by Frederick (1986), who pointed out that “if enterprises undertake certain social responsibilities or obligations during the pursuit of commercial activities, they can consolidate their relationship with society and thereby enhance their brand image, achieve free advertising, expand their sales volume, and hire high-quality staff”. In addition to word of mouth, the Bike Project, in the interest of further promotion of its social responsibility and building awareness, has engaged in labelling its bikes to further inform and evoke an emotional response among consumers as a means of cementing their shopping preference with the Bike Project as well as providing stimuli for brand recall (Goldsmith & Lofferty, 2002) and at the same time differentiate its product from that of others on the market to attain a competitive advantage.

Parallel to word of mouth and labeling, social media via Facebook is used minimally to promote the Bike Project. This is an avenue that could be further explored to increase sales and by extension further build customer loyalty by having both a stronger social media or online

---

**References:**


presence and direct face to face interaction (Kimber, 2001). Currently, the presence on the website under the economic heading mainly provides valuable background and context but does not necessarily evoke the same emotional response, cognitive recollection or drive the heuristic or persuasion process as well as using visual stimuli such as photos and video messages from beneficiaries/customers.

10.6  CUSTOMER BASE
A customer base is the clients to whom a business sells products and services. The customer base is a relatively broad number of customers, with a smaller section of the base being comprised of repeat customers (businessdictionary.com).

The customer base of the project comprised various target groups: leisure riders, members of bike clubs, bargain shoppers and low-income groupings. The project appealed to this broad base because of the high quality and low cost of the product. Customers could also get relatively inexpensive repairs, obtain replacements on short-term sales and access low-cost parts. This product mix allowed Pinelands Inc. to control the majority share of the bicycle market and enjoy a high level of repeat customers.

10.7  SOCIAL IMPACT
The PCW Bike Project, through the sale of bikes and maintenance services, provides financial support to the social and cultural development arms of the organisation by way of supporting some of the programmatic and administrative expenses while still offsetting operational expenses linked to the economic development arm. Figure 6 shows the annual allocation.
This form of social enterprise has proven to provide much-needed cash-flow, especially during periods of economic downturn and low donor support which usually impacts program support to target groups within the low-income bracket. The Organisation via the Bicycle Project, in the interest of narrowing this deficit and allowing for greater social inclusion, has been able to support educational initiatives such as:

- homework and exam preparation programs for children;
- career and life management programs for out of school male and female youth, teens and out of work mothers and fathers;
- meals on wheels for the elderly, disabled and shut-ins;
- music programs for disadvantaged youth while simultaneously supporting an expanded cultural or arts education program.

To substantiate this, the Financial Manager of PCW, Shelly Durant-Forde, has shared that “the BFW Project has been beneficial to the PCW in more ways than one. Not only have we been able to offer low-cost bikes to persons but the funds received have been able to keep the organisation afloat despite the economic downturn. Without the project, PCW would have to look for alternatives. The Bike Project has been a consistent and dependable provider of funds to the extent that PCW can provide lunch, bus-fare, gas, school books, and small social support to persons in the community. Without the bike project, this would be impossible.”

![Picture 1: 11 Plus Exam Preparation Program](image)

![Figure 7: Annual Allocation](image)
10.8 MAJOR CONSTRAINTS

One major constraint that stood out in relation to PCW’s transition to business appears to be the social welfare character of the organization. This seemed to impact on the ability of the organization in many ways to transition smoothly to business since most persons felt that they should be giving the bicycles away, and not recognising them as a business entity. In order to mitigate this constraint, PCW established the Pinelands Inc. However, the name ‘Pinelands’ did not do much to change the perception, and nor did the location of the business being at the organization’s headquarters.

PCW therefore had to work overtime in the promotion of Pinelands Inc. as the business arm of the organization through direct conversations with the community and its customers. Over time, the message appears to have resonated, although the perception remains among some persons.

<table>
<thead>
<tr>
<th>CHALLENGES</th>
<th>MITIGATION STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>No inventory system- When the project initially started no proper inventory system accounted for the number of bikes brought in and sold.</td>
<td>Introduction of manual and electronic inventory system</td>
</tr>
<tr>
<td>Pilferage – a high level of pilferage went undetected due in large part of the lack of an inventory system referenced above.</td>
<td>Introduction of inventory control system and improved management systems.</td>
</tr>
<tr>
<td>The absence of daily sales records</td>
<td>Introduction of receipt /sales book to record sales.</td>
</tr>
<tr>
<td>No control over the stock type. Because of the nature of early agreement, there was no agreement on the types, or other requirements for the bikes sourced.</td>
<td>Improved communication with the supplier to relay specific needs of the market.</td>
</tr>
<tr>
<td>Market Competition- While the organization had a dominant position in the market for sales of the bikes, other aspects of the project including parts for repair was shared by other market players</td>
<td>Established a working relationship with competitors to access secondary products and replacement parts for the bike project.</td>
</tr>
<tr>
<td>Insufficient Marketing- in the early stages of the project there was no need to market as the project serviced community needs. As the project expanded there was a need to increase marketing to embrace the entire Barbadian market</td>
<td>Established social media presence</td>
</tr>
<tr>
<td>Inadequate storage space</td>
<td>Purchased container as alternate storage</td>
</tr>
<tr>
<td>Inadequate workspace</td>
<td>Construction of an extension to provide coverage to the new workspace to enable repairs and preparation for dispatch</td>
</tr>
<tr>
<td>The transition from social provision to business. As the business focused on serving the community, there was a perception that the organization as an NGO should supply the bicycles free of costs, as gifts or at even further reduced prices.</td>
<td>Continuous conversations with customers and the community</td>
</tr>
</tbody>
</table>
11.0 LESSONS LEARNT AND BEST PRACTICES

1. The concept of NGOs doing business for social good is essential and also for their own sustainability; profits made from SE can benefit both the value position of the organization as well as support administrative and operational costs.

2. Social Entrepreneurship entails balancing actions between commercial and developmental work as well as organizational priorities. The act of managing a business, such as maintaining market position and the bottom line, can be very demanding; however, the NGO/SE must find an approach to maintain the social provisioning as a priority. One practical approach is how profits are utilised across organizational priorities as opposed to supporting any personal needs.

3. Within PCW conscious decisions were made about business ventures that did not compete with the community which PCW served but rather complimented or filled existing gaps. In addition, ventures which went contrary to the brand, image, and philosophy of the organization, such as selling alcohol, were avoided.

4. Social Entrepreneurship requires leadership that is diverse: balancing strengths and weaknesses while still being able to make collective decisions. PCW established an Economic, Cultural and Social Development Arm, which ensured that the organization developed persons with specific skill sets. In their monthly strategic meetings, persons from the social and cultural arm can provide input into the SE decisions, thus allowing the organization to remain grounded at all levels of engagement. In essence, this approach allows a true Social Entrepreneurship model to evolve and be sustained.

5. Structures with clear roles and respecting such were essential and reduce role confusion especially when some roles are integrated, as in the case of PCW where all staff were allowed to provide input into each other’s portfolio. This further reduces power plays among staff and allows for a more integrated work environment.

6. Within NGOs it is important to have un-structured downtime for informal discussions and planning, since this is where creative ideas flow. Almost every morning staff within PCW would look forward to informal chats with their CEO which reinforced their core mission, philosophy, and principles. These informal learning sessions allowed for non-intrusive engagement and often produced solutions to problems or opportunities. These sessions could almost be viewed as informal strategic and visioning sessions.

7. Within NGOs engaged in Social Entrepreneurship, leadership must be organic enough for continuous engagement to facilitate the flow of ideas beyond immediate concerns to future plans. A continuous visioning process allows staff to see opportunities rather than get overwhelmed with the day to day challenges of business, which can be a deterrent. In this regard sound leadership with new ideas and solutions helps to maintain staff confidence and morale.

8. PCW’s business strategies were always thought through; they were never by chance or mistake. Even though at times ideas emerged from informal discussions the eventual idea was brainstormed further and strategically investigated before any final decisions were made. After brainstorming ideas, a structured approach is always necessary as a follow through.
REFERENCES


43. Workspace.co.uk

13.0  APPENDICES

13.1  WORK PLAN - CASE STUDY REPORT ON SOCIAL ENTREPRENEURSHIP: PINELANDS

1. Statement of Work:
CPDC is desirous of undertaking a Consultancy for the development of a case study report which highlights the social entrepreneurial activities of NGOs in the ESC in order to strengthen their financial sustainability and reduce donor dependence.

2. Comments on TOR
The TOR is clear in its intent.

3. Key Task from TOR
• To introduce the concept of social entrepreneurship and identify the enabling environment and features required for success;
• To document the model of the Pinelands Creative Workshop (PCW) fundraising activities that showcase its social entrepreneurship best practices;
• Identify the partnerships (community, government, private sector) that would have facilitated PCW’s social entrepreneurship activities;
• Discuss the importance of such partnerships in facilitating successful entrepreneurship activities; and
• To identify lessons learned from PCW’s initiatives that could inform the development of such initiatives by other organizations.

4. Expected Outcome(s) at end of consultancy
• A detailed project schedule within seven (7) days of the signing of the contract that highlights:
  o A breakdown and schedule of the Consultant’s approach to the assignment
• Draft slate of proposed questions to inform the development of the case study
• Interim Draft case study report
• Final Draft case study report

5. Expected Outcome(s) as a result of consultancy
Utilization of the case study to spur ideas for enhanced social entrepreneurship amongst NGOs in an effort to reduce their over reliance on donor funding and to strengthen their sustainability.

6. Risk in undertaking Task
Delays in field work and interviews related to the Hurricane Season.

7. Risk Management Plan
The work days exclusive of weekends between Sept 27 and Oct 22 is 22 days, the consultant has already proposed to conclude the Report in 18 days giving an additional 4 working days and 4 weekends which can be utilised for lost days.
# Work Plan of the Project

## Case Study on Social Entrepreneurship - Pinelands

<table>
<thead>
<tr>
<th>Activity</th>
<th>Tasks</th>
<th>Participants</th>
<th>Days</th>
<th>Workplace</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Project Organization</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Preparation of workplan</td>
<td>• Workplan</td>
<td>• Consultant</td>
<td>1</td>
<td>office</td>
</tr>
<tr>
<td></td>
<td>• Outlining work and schedule</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Desk Research</td>
<td>• Preparing meeting</td>
<td>• Consultant</td>
<td>3</td>
<td>PCW/MGI</td>
</tr>
<tr>
<td></td>
<td>• Meeting stakeholders</td>
<td>• Key stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Reviewing project documents and timetabling</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Identifying candidates for Interviews</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Interviews &amp; Field work</td>
<td>• Interviews of key stakeholders</td>
<td>• Consultant</td>
<td>4</td>
<td>PCW/MGI</td>
</tr>
<tr>
<td></td>
<td>• Visits to PCW offices</td>
<td>• Key stakeholders</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Preparation of Draft Project Report</td>
<td>• Detailed project draft</td>
<td></td>
<td>5</td>
<td>Office</td>
</tr>
<tr>
<td>• Acceptance of Comments and Final Report Document</td>
<td>• Feedback</td>
<td>• Consultant</td>
<td>5</td>
<td>Office</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Feedback from CPDC Consultant</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### 13.2 INTERVIEW QUESTIONS FOR CASE STUDY REPORT ON SOCIAL ENTREPRENEURSHIP - PINELANDS

**General**

1. Why did you get into the various businesses?
2. What Financial options did you use to fund your ventures?
3. What were the successes?
4. What were the challenges/constraints?
5. How did you define and attract your customer base?
6. What were your market strategies/approach?
7. What was the social impact of the various ventures?
8. Do you consider yourselves social entrepreneurs?
9. What were the lessons learnt/best practices?

**Bicycle Project**

1. How effective was your product choice?
2. Were they any market challenges?
3. What were your marketing/advertising strategies, and how effective were they?
4. What governance model supported this venture?
5. Who were the main partners?
6. What constraints/challenges did you face?
7. Specifically, how did your business interest affect your other core interest?
8. What lessons learnt/best practices?

---

1. Shelly Durant – PCW Financial Manager
2. Sophia Greaves – Current CEO, Former Special Projects Director
3. Deryck Murray – Former, Business Manager
4. Andy White – Former Manager, Pinelands Enterprise Facilitation Services (PEFS)

---

Social enterprises harness trade, investment and business activity towards social and environmental objectives and are increasingly recognized as critical drivers of innovation for sustainable development. (The British Council and the United Nations Economic and Social Commission for Asia and the Pacific (ESCAP))

### 13.2.1 PERSONS INTERVIEWED
For more information on the project please contact the Caribbean Policy Development Centre or RTI International Project Office based in Barbados.

‘Halsworth’
Welches Main Road
St. Michael, Barbados
www.cpdcngo.org

RTI International Project Office
Suite C, 2nd Floor
Lewis Tower
Rockley
Christ Church
Barbados
Telephone: 572-5257
Cellular: 246-838-4174