



**The Practice of Social Entrepreneurship in the Efforts
towards Solving Social Problems for the Community;
the Case of TEBITA Ambulance Pre-Hospital
Emergency Medical Service in Addis Ababa**

**By
Salih Bashir**

**Advisor
Yania Seid Mekiye (PhD)**

**A Thesis Submitted to the Graduate Studies of Addis Ababa University;
School of Social Work in Partial Fulfilment of the Requirements for the
Degree of Master of Arts in Social Work**

**ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCES
SCHOOL OF SOCIAL WORK**

**November, 2019
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DECLARATION

I, the under signed, declare that this thesis is my original work in partial fulfilment of the requirement for the degree of Master of Social Work.

I further confirm that this Thesis Work has never been presented or submitted either in part or full to this or any other higher learning institution for the purpose of earning any degree.

All the resources and materials used in the thesis have been duly acknowledged.

Name: Salih Bashir

Signature: _____

Date of Submission: _____

Place: **Addis Ababa University (AAU)**

College of Social Science

School of Social Work

Addis Ababa - Ethiopia

ENDORSEMENT

This Thesis has been submitted to Addis Ababa University, College of Social Sciences, School of Social Work Distance Learning Graduate Studies for examination with me as university advisor.

Name: **Yania Seid Mekiye (PhD)**

Signature: _____

Date: _____

**ADDIS ABABA UNIVERSITY
COLLEGE OF SOCIAL SCIENCE
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**By
Salih Bashir
Reg. No. GSD/2391/08**

**Advisor
Yania Seid Mekiye (PhD)**

APPROVED BY BOARD OF EXAMINERS

_____	_____	_____
Dean, Graduate Studies	Signature,	Date
_____	_____	_____
Advisor	Signature,	Date
_____	_____	_____
Internal Examiner	Signature,	Date
_____	_____	_____
External Examiner	Signature,	Date

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ACRONYMS

AAU	Addis Ababa University
AAUSSW	Addis Ababa University School of Social Work
CBO	Community Based Organizations
CRGE	Climate Resilience Green Economy
EMT	Emergency Medical Technician
FDRE	Federal Democratic Republic of Ethiopia
FGD	Focused Group Discussion
GoE	Government of Ethiopia
IMF	International Monetary Fund
KIIs	Key Informant Interview
MoLSA	Ministry of Labour and Social Affairs
MoWUD	Ministry of Work and Urban Development
NGOs	Non-Government Organizations
NPC	National Planning Commission
NASW	Code of Ethics of the National Association of Social Workers
NPO	Non-for-profit Organization
OECD	Organization for Economic Cooperation and Development
Paramedic	Emergency Paramedical Personnel
PPP	Public Private Partnership
SE	Social Entrepreneurs hip
SEn	Social Entrepreneurs
SEr	Social Entreprises
SID	Social Innovation and Développement
SMEs	Small and Micro Enterprises
SPP	Social Protection Policy
TEBITA	Ambulance Prehospital Emergency Medical Service
USAID	The United States Agency for International Development
WCE	World Commission on Environment

ABSTRACT

Social entrepreneurship is a growing field of socio economic activity and academic interest. Social entrepreneurs and the social oriented organizations they create have become important actors in socio economic system; organizing resources into productive activities and creating value for society

This study explored the practices of social entrepreneurship in the efforts towards solving some societal problems in Ethiopia. It attempted to examine and present the benefit of undertaking of the practice in bringing sustainable solutions for the many societal problems in the country. Furthermore, the study also explored the nature and social service provision and delivery as well as the innovative structure and business model of social enterprises through modelling one pioneering local enterprise called TEBITA Ambulance Pre-Hospital Emergency Medical Service in Addis Ababa.

During the field work of the study, thirteen study participants actively and constructively participated at the study area. To provide answer to the basic research questions, qualitative research method was used, and the necessary data were collected through Key Informant Interview, Focus Group Discussion, Individual Case Studies and Systematic Observation.

The collected data were analysed employing qualitative approach of data analysis. The result of the study indicated that despite lack of proper policy and legal framework that imposed challenges and constraints as well as very limited attention paid for the subject matter, nature and phenomenon of social entrepreneurship in Ethiopia, some local enterprises like TEBITA Ambulance are really engaged in the innovative entrepreneurial practice and striving to provide social services for their respective community to bring sustainable solutions to contribute towards to some of the social problems prevailed across the country.

The study also found that Ethiopia really can benefit from such kind of innovative entrepreneurial endeavours and initiatives which have the potential of job creation especially for the marginalized that in turn also brings sustainable solutions for social development and social change.

The study finally listed its suggestions as the need for policy and legal framework advocacy, the creation of public private partnership between the government and the private sector to further the socioeconomic and environmental issues and problems. In addressing the implication towards social work, the crucial need to pay proper attention for the social entrepreneurship concept, nature and phenomenon by both the academicians and practitioners as well as the necessity for incorporating the discipline in all the country's higher education business and social work curricula has been indicated.

Key Words: Social Entrepreneurship, Social Enterprises, Social Entrepreneurs, Social Innovation, Social Sustainability and Development

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CHAPTER ONE

INTRODUCTION

In this part of the thesis, the background to the study is provided. The research problem, research objectives and questions, significance, scope, operational definitions and structure of the thesis are discussed.

1.1. Background to the Study

Ethiopia is land of origins and opportunities with admiring landscape and over hundred million as its population. Nowadays; the country is undergoing with enormous development and growth particularly on socio-economic aspect in time of critical turning point in the political arena. It is interesting to note that the society and the surrounding environment is constantly and rapidly changing. With urbanization and modernization, the general community is faced with the challenges of dealing with many problems such as poverty, food supply shortage, energy problems, natural disaster, health care challenges, climate change, infrastructural inadequacies, economic challenges, to mention a few (MoLSA, 2012).

Currently; the provision of social services in Ethiopia is largely remained the role of the government with the private sector playing a peripheral role (MoLSA, 2012). However; the government alone is unable to do so. In Ethiopia, most governmental and institutional efforts to address societal problems are considered inadequate and with some inconsistency. To make things worse, the situations are exacerbated and compounded by inadequate resources, corruption, lack of political will, and conflicting political ideologies and policies. Widening equitable distribution of wealth among the citizens of the country is creating increasing polarization and breakdown of civil society as cited in (IMF, 2011; NPC, 2015 & MoWUD, 2006).

Stating on the importance of the environment and society as constantly and rapidly changing, OECD (2011) and WESS (2015) in their publication discussed that most societies are dealing with many social challenges. Both asserts that there are also social challenges that are consequences of evolving lifestyles, social institutions and structures. All these challenges can affect the social wellbeing of individuals. Life can only be interesting if there are tools and

strategies readily available for dealing with these challenges. They suggested that social challenges at different levels, global, national or regional, require special strategies and tools for handling them. OECD (2010) on the other hand discussed that unless adequate provision is made on the best tools and practices for resolving these challenges and meeting people needs, the objective of sustainable development can never be achieved. The complexities of social challenges experienced in most nations of the world demands a more creative and innovative approach in balancing these pressures and constraints geared towards overcoming the challenges as well as initializing sustainable development in societies (OECD, 2011; WESS, 2013).

Ethiopia envisioned that sustainable development in the country can only be achieved if development is pursued in the socio, economic and environmental areas in a balanced manner and ensuring that benefits accrued are equitably shared among the citizens (UN Rio, 2012). The main development agenda of the Ethiopian government is poverty eradication. All the countries development policies and strategies are, therefore; geared towards this end. Economically, Ethiopia is one of the world's fastest growing countries. Building on its positive recent development, Ethiopia intends to reach middle-income economic status by 2025. (IMF, 2011).

MoWUD (2016) discussed that the social situation in Ethiopia is not different from other developing countries. The main causes of the social calamity in the country is the widespread and growing poverty, fuelled by recurrent drought and internal conflicts which create displacement of people and migration to the already under serviced social provision. There are serious problems of unemployment, underemployment, lack of access to basic social services and various social problems that have exposed large proportion of the community to vulnerability (MoWUD, 2016).

The issue of social development has been a growing attention in Ethiopia since it is at the centre of the human development efforts. The overall development aspect of any community could be best achieved through devising appropriate social development strategies based on specific local development issues. Though, the aforesaid issue is well recognized in Ethiopia, the social situation has been worsening mainly due to lack of the knowledge as to how to bring meaningful and sustainable improvement and inadequate allocation of public resources to be used for social development efforts (MoWUD, 2016).

Social work is a professional activity that aims to assist people in overcoming serious difficulties in their lives by providing care, protection or counselling or through social support, advocacy and community development work (Rengasamy, 2011). The social work profession on the other hand promotes social change, problem solving in human relationships and the empowerment and liberation of people to enhance well-being. Utilizing theories of human behaviour and social justice, social work intervenes at the point where people interact with their environments (Hutchison, 1999). Principles of human right and social justice are fundamental to social work (BASW, 2012). Social workers, acting as social practitioners, have the responsibility to promote social justice in relation to society in general as well as to people with whom they work. Challenging negative discrimination, recognizing diversity, distributing resources equitably, challenging unjust policies and practices as well as working in solidarity are some of the main professional undertakings of social work practitioners (Rawls, 2002).

Social entrepreneurship is believed to be a direct application of social work with its economic, social as well as ecological impact in a society in contributing towards bringing sustainable solutions to prevailing social problems (Vipi & Tuja, 2015). Social entrepreneurship as a concept is an emerging discipline and gaining its popularity recently (Hand, 2016). The subject matter is a concept with social responsibility that has not been given due proper attention in both the academia and business circles in present Ethiopia (British Council, 2017). It addresses social problems or needs that are unmet by private markets or governments. It furthers the causes of sustainable development and holistic innovation motivated primarily by social benefits and generally works with, not against, market forces (Bahari, 2016).

Shavita (2015) defined social entrepreneurship as a unique entrepreneurial skill which is totally driven by the social problems. It promotes social innovation which is a new mode of operation that addresses the social needs of an individual or community and thus improves quality of life and wellbeing. Shavita (2015) and Reena (2011) argued that the social and economic hardships of a country can be overcome through the innovation and promotion of best practices and positive models as well as by spreading good examples of social entrepreneurship and social responsibility.

British Council (2012) reported and suggested that to make meaningful progress on the ambitious sustainable development goals in Ethiopia; relying on government intervention, traditional philanthropy, and development aid alone are not enough. But, it is a must to develop innovative and financially sustainable solutions that build economic growth and deliver the changes that the country and its people need, and hence local social enterprises can play important roles in supporting this ambition.

In this study, the importance to discuss and study the possibility of linking the new and emerging concept of social entrepreneurship and entrepreneurial innovation and leadership as one determinants of social inclusion and social change for a country like Ethiopia is taken as a crucial point. It is also believed that the practice of social entrepreneurship, particularly with local knowledge and wisdom has a huge contribution and impact for the country in solving many of its social problems (MoWUD, 2006). Social innovation is often the result of the creative activities of an individual, group or community which combines existing practice and know-how in a new way. Social entrepreneurship sees a familiar thing from a new perspective in a comprehensive understanding (Julkaisut, 2015).

To explore, understand and analyse the nature of social entrepreneurship and its practice and efforts towards bringing solutions to some societal problems, the practice of a local social enterprise called TEBITA Ambulance Prehospital Emergency Medical Service is selected and the research study is conducted accordingly.

TEBITA Ambulance Prehospital Emergency Medical Service (TEBITA) is one of pioneering social enterprises in Ethiopia established in 2008 and licensed by Addis Ababa Health Bureau. TEBITA aims to provide the highest quality emergency ambulance and prehospital medical services in the country; creates awareness on first aid and health safety procedures through formal trainings and advocate for the development of well-organized emergency medical services. Since its establishment, TEBITA has been dedicated in delivering the most professional, high quality and reliable emergency medical care services to the people of Ethiopia. The enterprise provides unique services to the public across the country as well as to multinational companies, NGOs and many others who are working in the remote areas of the country engaged in mining, oil exploration, railway and road construction, etc.... TEBITA

identifies its service users based on vulnerability to injuries and acute illness and unexpected accident situations. The service provisions include its iconic ambulance service in different cities and towns of the country as well as its extra ordinary efforts in reaching other vulnerable multinational companies with its remote ambulance service program. In addition; TEBITA has programs like assisting the implementation of the emergency preparedness and response efforts of the country. The First Aid Training to non-health professionals to equip staffs with the necessary skills to respond in an emergency is one service provided for the public through TEBITA's paramedic training center. The peace of mind package which is available to organizations, families and individuals is also yet another unique service of the enterprise. The provision and staffing of emergency and medical equipment's, training of health and non-health professionals, international evacuation and clinic setup are some of the characteristic and innovative service provided by TEBITA across the country.

Moses and Olokundun (2014) in their discussion on social entrepreneurship wrote that 'the world has seen numerous social problems with the advancement of socio economic development, modernization and urbanization. In one hand, there are strong evidences that such social problems can be tackled and solved through innovative ideas and efforts. To solve such social problems, efforts are carried out by governments, nongovernment organizations as well as the private sector through the creation of social values. At global level, there are trends and practical evidences that through the proper application of the social entrepreneurship practice, it is possible to solve many social problems.'

When it comes to Ethiopia, the practice of social entrepreneurship is a new and emerging concept but with huge potential and perspectives in bringing solutions for many social problems with significant contribution and impact towards poverty reduction. However, the conceptual and theoretical framework as well as the practical phenomenon of social entrepreneurship is at low level in the country and needs a lot of work to be done in this respect (British,2012; Mohammed ,2017).

The aim of this study was to attempt to contribute to the scarce knowledge base by exploring the practice of social entrepreneurship in Ethiopia. It examined the service provision of one local enterprise which is engaged in social entrepreneurial activities in the country. The study also

tried to bring understanding of how social enterprises formed and operate and contribute towards solving social problems.

Much of existing research on social entrepreneurship is conducted in the western context, particularly on European and American concepts and practices. These practices resulted the literature work to be dominated in these two contexts (Kerlin, 2006; Defourny & Nyssens, 2010). Mair and Marti (2012) discussed that while western countries typically have already established more inclusive institutional environment in which social entrepreneurship can easily flourish, in many developing nations however, such institutions can be either absent or weak. Furthermore; they underlined the fact that local realities cannot be neglected when studying social entrepreneurship in different context.

Both Mohammed (2017) and British Council (2012) indicated that while there are plenty of research works on social entrepreneurship globally, there is a severe shortcoming within the Ethiopian context. Due to these and other factors, the subject matter is less well understood. Therefore; they suggested for the need to more research work, particularly on the collection of rich qualitative and quantitative data on local practices and case studies. The limited research work conducted on social entrepreneurship calls for more and substantial studies to contextualize the discipline at local level. In addition, the lack of national policy and legal framework for the discipline is also needs to be worked out (Mohammed, 2017; British Council, 2012). In this study, it is also believed that the issue of social entrepreneurship has been given less attention by both the academia as well as researchers so far in the country and hence there is a need to do more.

1.2. Statement of the Problem

Worldwide, many researches have been conducted to assess and understand the concept and phenomenon, needs, services and policies regarding social service provisions by social enterprises. In recent times, the use of the term is gaining increased popularity in the world in general and Ethiopia in particular (Mohammed, 2017). However; he pointed out that in present Ethiopia, a very limited literature and research works are available and the subject matter itself is also comparatively new in the academic circle. Among these research work is the one undertaken by the British Council and some NGOs with some more attempts made by few individuals and

the government. While numerous organizations and institutions were created in the country to try providing social service for the people, their efforts are still not enough and not up to standard and sustainable enough (British Council, 2012). Many organizations claimed to be social enterprises, engaging and attempting to practice social entrepreneurship and provide social services for the Ethiopian society. Different communities in Ethiopia are provided with education, medical care services, assistance and support, by these organization to date (British Council, 2012).

One of the values of social entrepreneurship is the promotion of social change by solving social problems (Bryan, 2012). In Ethiopia, many problems are hindering local efforts in their practice of social entrepreneurship and in their contribution towards solving social problems. However; policies and legal procedures on the provision of social service that address to the needs of the society both at micro and macro level are either limited or not exist or not properly formulated and implemented (Mohammed, 2017; British Council, 2012).

The social service provision in Ethiopia is exclusively dependant on the government with donors as the main source of funds; and is not sustainable enough once these donors stop funding or withdraw due to many reasons. The lack of formal and proper policy and legitimacy for social enterprises which really could work, if present, on social value creation is also another setback. These policies and legitimacy could help local social enterprises to strive to bring social change and contribute to solve societal problems in a sustainable manner in Ethiopia (Mohammed, 2017; British Council, 2012).

Hence, this research study started with the strong belief that the low level of the practice of social entrepreneurship particularly based on local knowledge and creativity, made the country to be deprived of the huge contribution and impact otherwise be obtained with respect to socioeconomic and ecological issues. Therefore, the main problem discussed in this research study is *'the low level of the practice of social entrepreneurship in Ethiopia is depriving the country benefiting from its efforts towards solving socio-economic and environmental problems of the society. There is a need to explore the reasons 'Why the understanding and the practice of social entrepreneurship is at low level in Ethiopia while it has huge potential contribution and impact in social value creation and hence solve many social problems in the society?'*

Even though local enterprises like TEBITA face challenges of varying magnitude, the very few available studies that have dealt with the practice of social entrepreneurship; the challenges faced opportunities for social enterprises in Ethiopia, particularly in the study area reported in this thesis, are general and scanty. Hence, this study explored and discussed the reasons for the low level social entrepreneurial innovation and practices and the critical challenges that specifically affects the social enterprise sector.

1.3 Objective of the Study

The objectives of the study are explained under its general and specific details as follows.

1.3.1. General Objective

The general objective of this study was ‘To explore the innovative social entrepreneurial model of TEBITA Ambulance with its practical efforts towards bringing solution to some social problems in the community and to suggest mechanisms for incubating the same in Ethiopia’.

1.3.2. Specific Objectives

Based on the general objective of the study, the specific objectives were

1.3.2.1. To explore the innovative social entrepreneurial business model of TEBITA Ambulance as one pioneering local social enterprise in Ethiopia

1.3.2.2. To explore the unique service provision of TEBITA Ambulance and its practical efforts towards bringing solutions to some social problems with service sustainability

1.3.2.3. To identify the main challenges and opportunities of social entrepreneurship as practiced by TEBITA Ambulance

1.3.2.4. To suggest mechanisms for incubating the type of innovative social entrepreneurship practice of TEBITA Ambulance in the country.

1.4. Research Question of the Study

The research questions were explained under its major and specific details as follows

1.4.1. General Research Question

The general research question was ‘what is the innovative social entrepreneurial model of TEBITA Ambulance with its practical efforts towards bringing solution to some social problems and how to incubate the same in Ethiopia?’

1.4.2. Specific Research Questions

Based on the major research question, the specific research questions were

1.4.2.1. What is the innovative social entrepreneurial and business model of TEBITA Ambulance as one pioneering local social enterprise in Ethiopia?

1.4.2.2. What are the unique service provisions of TEBITA Ambulance with its innovative social entrepreneurial practice and efforts towards bringing solutions to some social problems of the community with service sustainability?

1.4.2.3. What are the main challenges and opportunities of social entrepreneurship for Ethiopia as practiced by TEBITA Ambulance?

1.4.2.4. What mechanisms are there to incubate the innovative social entrepreneurial practice of TEBITA Ambulance in the country?

1.5. Significance of the Study

Despite increased interest in social entrepreneurship in Ethiopia, very little research works have been conducted on the topic especially from the perspective of academician and practitioners. Those researches previously conducted by Mohammed (2017) and the British Council (2012) did not even discuss social entrepreneurship in its nature and phenomenon, instead they tend to focus on literature review and some practices on social enterprises in the country. Therefore; it is believed that conducting more research study on social entrepreneurship provides the clear understanding of the concept and phenomenon at local level as well as helps to explore the contribution and impact of its practices in solving societal problems in the country.

This study is significant in that it examined and described the practice and efforts of social entrepreneurship towards bringing solution to societal problems in Ethiopia. Specifically, it explored the social entrepreneurial practice of one local enterprise called TEBITA and tried to

understand its innovative social service provision and delivery mechanisms. By doing so, the study aimed to understand the nature and phenomenon of social entrepreneurship and the innovative social entrepreneurial practices of local social enterprises in the country. In addition, the study provided significant information and evidence on the business model of social enterprises as well as their innovative structure, practices and efforts. It is hoped that this will help to understand the local practices of social entrepreneurship in Ethiopia and the potential contribution it can bring in mitigating the burden of social problems to our society. Conducting the research study also highlights the huge potential contribution of social entrepreneurship in bringing sustainable solutions to many social problems in the country. In addition, the study intended to bring to the attention of academicians and practitioners the very scarcity of research works in the area and of course the need for undertakings of more research works.

The research study was conducted with the belief that its findings and results may provide additional input for the improvements of local social entrepreneurship understandings and practices in the efforts towards tackling social problems of the society in Ethiopia. The study could also be considered as an additional contribution to the limited and scarce literature works available. Furthermore; the study can be taken as an input for those who want to conduct more studies on the practice of social entrepreneurship in the country particularly on the works and activities of local social enterprises. The study is also significant as it suggested some practical measures to overcome the challenges and constraints facing local social enterprises like TEBITA, thus enabling them to play a key role in solving and mitigation of societal problems and mainstreaming efforts of such innovative for social development and sustainability in the country.

1.6. Scope of the Study

The scope of the study was limited in exploring the practice and efforts of social entrepreneurship and understanding the overarching constraints and challenges as well as opportunities in Ethiopia using qualitative research design. The innovative social entrepreneurial model of TEBITA and its service provision and delivery were used to assess, study and understand the current social entrepreneurship practice in the country. The efforts of TEBITA against its innovative and sustainable social service delivery was explored. The major

opportunities, challenges and constraints faced by TEBITA during service delivery for its service users were also discussed. TEBITA's service provision and opportunities as well as capacity building activities and system of mechanisms for incubating its innovative social entrepreneurial practice to others was also assessed. Collective social responsibility was given due attention in assessing the business model of TEBITA and other similar social enterprises in their efforts and strivings in bringing solutions to societal problems in the country.

The research study attempted to collect available literature materials and reviewed them to conceptualize the reality in the country using TEBITA as a case study. It was however, believed that because the concept and the practice of social entrepreneurship is a new and emerging phenomenon for Ethiopia (Mohammed, 2017; British Council, 2012), it gives a golden opportunity for future researchers in the subject matter to do more research on the topic as there are still much to assess and analyse.

It is to be well noted that this research study is only indicative for the urgent need for future research works in the area. Academicians are reminded to embark on both qualitative and quantitative research works that are technically lacking at present. They are practically expected to create the condition for bringing the concept of social entrepreneurship forward and sensitize practitioners how it is exactly being practiced as well as to the public to create awareness and understanding what benefits and contribution it might bring to them and to society. Hence, the study was not exclusive by itself and did not attempt to generalize findings as final.

1.7. Definitions of Terms

Crowdfunding: is the practice of funding a project or venture by raising small amounts of money from a large number of people. It is a form of crowdsourcing and alternative finance. It has some similarities with Ethiopian traditional equb.

Local Social Enterprise: is an enterprise which is legally registered and functions in Ethiopia and strive to work on the basic principle of social entrepreneurship like TEBITA

Paramedic: an emergency technician who is a graduate of TEBITA Ambulance whose job is working as emergency medical service provider but who is not a doctor and help people who are sick or injured,

Practice of Local Social Enterprise: the activities of an enterprise like TEBITA Ambulance, in Ethiopia which tries to bring innovative practices through merging the social sector with that of the economic sector.

Public Private Partnership: the proposed partnership for the Ethiopian socioeconomic sector between the government and the private sector to facilitate joint venture activities in the country.

Social Business Model: is a conceptual tool which describes how a local enterprise in Ethiopia offers social service and value to service users and its network of partners for creating and delivering this value.

Social Entrepreneur: A person in Ethiopia who strives to use an innovative practice and balance the social, economic and ecological aspects. He/she identifies prevailing local social problems and uses innovative entrepreneurial skills to achieve positive changes such as environmental protection and conservation, job creation, meeting cultural and public needs as well as the inclusion of vulnerable members of the community.

Social Entrepreneurship: the new and innovative practices of enterprises in the socio-economic sectors in Ethiopia which strive to bring solutions for some of societal problems in the country.

Social innovation: creative and new way of working in the socio-economic environment of a country like Ethiopia which has contribution and impact in bringing solution to societal problems.

Social Problem Solving: refers to the local efforts and processes in which local social enterprises work to find adaptive ways of coping with everyday situations that are considered problematic in Ethiopian society.

Social Sustainability and Development: innovative activities in the socio-economic sector which brings development in both the economic and social sector in a sustainable manner.

Societal problems: the conditions or behaviour in Ethiopian context that has negative consequences for many people and that is generally recognized as a condition or behaviour that needs to be addressed. Those problems in Ethiopia that negatively affect people's state of being in a society.

1.8. Structure of the Thesis

This thesis work is divided into six chapters. Chapter One contains the background, statement of the problem, objectives and research questions of the study, significance and scope as well as operational definition of the research study. The Second Chapter presents a review of relevant literature, both published and unpublished. Chapter Three focuses on methodological issues; the research paradigm, design, study area, study participants, procedures and tools of data collection and the method of data analysis as well as quality assurance and ethical considerations. Chapter Four concerns with the analysis of the data followed by Chapter Five, the discussions of the data through qualitative research design. Chapter Six provides the conclusion, findings and implication for social work based on the findings and discussion of the data.

CHAPTER TWO

RELATED LITERATURE REVIEW

2. Introduction

Chapter two reviewed the relevant literature by first discussing some conceptual definitions such as social entrepreneurship, social enterprises, social entrepreneurs, social innovation, and social development and sustainability. In addition, an overview of the social entrepreneurial structure and innovative business model of a typical social enterprise was provided together with discussion of the measurement used in the definition of social enterprises. The global practice and contribution of social entrepreneurship and its understanding in Africa is briefly presented. Its emerging phenomenon and practices with focus to Ethiopia also explored. Finally, challenges and opportunities of social entrepreneurship in developing countries like Ethiopia was briefly discussed.

The study reviewed some literature works already done on the area of research in hand. Literature review was needed to explore and understand the meaning, nature, theoretical and conceptual framework of the practice and contribution of social entrepreneurship towards bringing solution for societal problems so that the research could be properly articulated. The research study tried to get available academic peer-reviews in the social science citation index (SSCI); ERIC, PscINFO, Science Direct.com, Online Library which are interdisciplinary databases covering leading articles and journals of social sciences. YouTube video presentations were also used to get insights for both global and local practices of social entrepreneurship. Articles were selected from these databases that make explicit use of one or more of the following key terms; **Social Entrepreneurship (SE), Social Enterprise (SEr), Social Entrepreneur (SEn), Social Problems, Social Innovation, Social Development and Sustainability**. The research questions were the main domains for the research study. The literature review is categorized into the following general themes.

2.1. Understanding Social Entrepreneurship

The emergence of social entrepreneurship is primarily associated to three reasons. First, as Thompson (2000), Blackburn and Ram (2006) stated, the growing interest to solve social issues has led to the continuous pursuit of effective, innovative and sustainable solutions to deal with

the complexity of social problems and a means to relieve modern societies from its illness such as unemployment, inequalities in the access to health care and social services, poverty, crime, prevention or social exclusion. Second, the rising concern on the growing range of service areas not addressed by the public sector, but where conditions are not attractive enough for the private sector (Darby & Jenkins, 2006). Further emphasized by Sheifer (1998) that under this circumstance neither the government nor the private sector has the proper incentive to produce or provide social service. Third, a growing appreciation among business or commercial entrepreneurs and their involvement in social sector with the purpose to enhance social wealth globally and has a way of creating community wealth (Zahra, 2008; Wallace,1999).

Neoclassical economists were with the view that self-correcting free markets have no incentive to correct considerable economic and social harms. They continued to argue that governmental and institutional attempts to address societal problems, compounded by inadequate resources, lack of political will, endemic corruption, and conflicting political ideologies made the efforts inconsistent with realities. Massive socio-economic problems defy conventional solutions. The result as neoclassical economists concluded is increasing polarization and break down of civil society through social disparity and economic stratification and widening wealth gap (Paul, 2015).

Social entrepreneurship and its phenomenon and practice came as a solution to such market failure in an economy. The practice of social entrepreneurship reduces poverty through creating jobs, develop community trust and strengthen local networks. It makes communities self-sufficient, self-esteem, self-worth and confident; creates market for products and services produced locally rather than importing them. In addition, social entrepreneurship allows to retain local wealth (Paul, 2015).

Social movements over the last twenty years have begun promoting social entrepreneurship. Such enterprises include Ashoka Foundation, the Skoll Foundation and Schwab Foundation. Its concept and theoretical framework came into sight in the 1980s from the work of Bill Drayton at Ashoka Foundation which provides funding to social innovators around the world and from ED Skloot of new Ventures that helps the non-profit organizations to explore new sources of income (Dees, 2001). Despite the newness of the concept, the practice that employed entrepreneurial

capacities to ease social problems has existed for decades. Only recently social entrepreneurship becomes a widely discussed topic and increasingly mainstreamed among policy makers, civil society groups, businesses, financial institutions, and academics in the universities (Nicholls & Young, 2008; Dees, 1998).

The foundation for modern social entrepreneurship was laid by the pioneers like M. Yunus who was the founder of Grameen Bank and father of micro credit who identified the stable equilibrium for poor Bangladeshis' limited options for securing even the tiniest amounts of credits (Mair & Marti, 2006). The two discussed on the foundation of social entrepreneurship that Yunus brought inspiration, creativity, direct action, courage, and fortitude to his venture. Yunus proved viability of social entrepreneurship and global network of organs replicated or adopted his mode to other countries and cultures, firmly establishing micro credit as a worldwide industry.

Social entrepreneurship is an emerging field that can be characterized with literature gap, lack of consensus on definition, lack of frameworks and lack of empirical data as stated by Mair and Marti (2006), Nicholls and Young (2008). According to Poon (2011) the emergence and development of social entrepreneurship can be broadly categorized into two. The market-based form of social enterprise and the hybrid-based form. The hybrid-based blends economic and social enterprise together. A research conducted by Mohammed (2017) explains that in the last two decades, the use of the term social entrepreneurship is gaining increased popularity in the world in general and in Ethiopia in particular. He further suggested that there is the need to identify crucial points that can be used to make social enterprises and the practice of social entrepreneurship in Ethiopia more functional.

2.1.1. The Meaning and Nature of Social Entrepreneurship (SE)

Many researchers and authors tried to define the subject matter, social entrepreneurship in many ways based on the function it is intended. Phipps and Friedrich (2012) defined it as an emerging concept with inventive approach for dealing with complex social needs. Austin (2006), Roberts and Woods (2005) asserted that social entrepreneurship uses entrepreneurial activity that mainly serves a social objective. Fowler (2000) on the other hand defined it as the creation of

viable socioeconomic structures, relations, institutions, organizations and practices that yield and sustain social benefits.

Others too tried to define and explain the subject matter yet in different perspectives. Social entrepreneurship combines the resourcefulness of traditional entrepreneurship with a mission to change society (Seelos & Mair, 2005). Mair and Marti (2006) are with the view that social entrepreneurship is a process that catalysis social change and addresses important social needs in a way that is not dominated by direct financial benefits for the entrepreneurs. It is also defined as a process that includes the identification of a specific social problem and a specific solution. Researchers like Zahra, Gedajlovic, Neubaun and Shulman (2009) discussed the social entrepreneurship phenomenon as encompassing the activities and processes undertaken to discover, define and exploit opportunities to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner.

Ashoka (2009), a leading association that promotes the field of social entrepreneurship provided a definition as ‘any attempt at new social enterprise activity or new enterprise creation by an individual or team of individuals with social or community goals as its base and where the profit is reinvested in the activity or venture itself rather than returned to investors’. Fuqua School of Business (2013) wrote and defined social entrepreneurship as being a system of recognizing and resourcefully pursuing opportunities to create social values and crafting innovative approaches to addressing critical social needs. This means that it is a process by which citizens build or transform institutions to advance solutions to social problems. The Said School of Business (2013) similarly defined and expressed social entrepreneurship as a practice of combining innovation, resourcefulness and opportunities to address critical social and environmental challenges, marginalization and environmental deterioration and accompanying loss of human dignity which are the root causes of poverty and exclusion.

Kent and Anderson (2003) on their part summarize the essence of social entrepreneurship by stating that it is the ability to establish the relationship between social and community values while seeking to adapt continuously to ensure social progress. In the understanding of Naya (2009), social entrepreneurship is the use of an innovative business model that meets both social and economic objectives contributing to labour market integration, social inclusion and economic development. Social entrepreneurship is a process rather than an event and it is

described as entrepreneurial innovation. It is also a collective effort of an entire team of people though individual social entrepreneurs play a key role in building the enterprise. Social entrepreneurs recognize immediate social problems but also seek to understand the broader context of an issue that crosses disciplines, fields and theories. Gaining a larger understanding of how an issue relates to society allows social entrepreneurs to develop innovative solutions and mobilize available resources to affect the greater global society (Baker, 2005).

Another researcher and academician called Mathew (2009) proposes a definition of sustainable development in that a development that meets the needs of the present without compromising the ability of future generations to meet their needs can be categorized as a social entrepreneurship. In his book 'introduction to social entrepreneurship', Paul (2015) explained why to use the phenomenon of social entrepreneurship. He wrote that massive social and economic problems defy conventional solutions. Social entrepreneurship is mission-focused, not profit-driven that reflects its values. It fosters social and environmental innovation to solve problems. It circumnavigates politics by taking a business approach. Social entrepreneurship uses free market to create social values. It transforms resulting in systemic change that yields long-term benefits. It builds, maintains, and utilizes social capital by networking for resources. It is not bureaucratic but nimble that moves quickly and easily. It is passionate and personal to the social entrepreneur. It is accountable to society, not to private shareholders. It facilitates development by being equitable, enhancing social stability. Social entrepreneurs get things done despite obstacles and inherent disadvantages by innovating and being creative (Paul, 2015).

From the above several definitions and explanations, we can understand that the term social entrepreneurship is directly connected to the provision of social services in the efforts to tackle and solve societal problems. It is a concept and the unique characteristics of an entrepreneurial skill. Social entrepreneurship furthers the cause of sustainable development and holistic innovation. A social innovation is a new mode of operation which addresses the social needs of an individual or community and thus improves quality of life and wellbeing (Julkaisut, 2015).

Some studies describe the concept of social entrepreneurship as an extension of commercial entrepreneurship. The main difference between the two practices are identified as what drive and motivate their actions (Dees, 2001). Leadbeater (1997) argued that social entrepreneurship has

been acknowledged as a new type of entrepreneurship around the world that is based on social wealth creation rather than the generation of economic wealth as its main objective. Prominent researchers and Nobel Prize Winner like Yunus claims that social entrepreneurial activities have far reaching economic effects enhancing growth, reducing poverty and improving large scale social development (Yunus & Weber, 2008; Zahra; Gedajlavic; Neubaum & Shulman, 2009). Overall, social entrepreneurship hence broadly defined as a process involving the innovative, social value creating activity that can occur within or across the non-profit business or government sectors (Austin & Stevenson, 2006). The phenomenon is a new type of innovation that combines profit with long-term social responsibility (Johnson, 2000).

Generally speaking; the main aim of social entrepreneurship is to further broaden social, cultural and environmental goals. All existing definitions of the phenomenon and notion of social entrepreneurship are based on the following characteristics as Shaw and Carter (2007) listed out. Social entrepreneurship as addressing social problems or needs that are unmet by private market or the government, it is motivated primarily by social benefits, it is also generally working with not against market forces.

Social entrepreneurship is the use of the techniques by start-up companies and other entrepreneurs to develop fund and employment solutions to social, cultural and environmental issues. The concept may apply to a variety of organizations with different sizes, aim and believes (Audiopedia, 2018). For-profit enterprises, social entrepreneurship typically measures performances using business matrix like profits, revenues and increases in stock prices. Enterprises operating under the principles of social entrepreneurship however, their goal is to generate positive return to the society and therefore use a different matrix that attempt to further and broaden social, cultural and environmental goals associated with the voluntary sector in areas such as poverty alleviation, health care and community development (Audiopedia, 2018). Social entrepreneurship is proposed as a solution to tackle social problems since it is perceived as an innovative means to seize social opportunities or to use and combine economic and other resources for social change (Mair & Marti, 2006).

In the 21st century, social entrepreneurship is facilitated using the internet particularly social networking and social media websites. These enables social entrepreneurs to reach many people who are not geographically close yet to share the same goals and encourage them to collaborate.

Online, learn about the issues, disseminate information about the groups events and activities and raise funds through crowd funding's. Scholars and practitioners have debated that individuals and organizations can be considered as social entrepreneurs (Meyer & Whittier, 1994). Social entrepreneurship can be considered as social innovations. In modern society, it affects altruistic form of entrepreneurship that focuses on the benefits of a society may rip and on the fact of caring about the needs and happiness of other people more than our own. Simply put, entrepreneurship becomes a social endeavour when it transforms a social capital in a way that affects society positively. The success of social entrepreneurship depends on many factors related with social impacts that traditional corporate business doesn't prioritize (Thompson, 2000).

Unlike traditional corporate businesses, social ventures focus on maximizing gains on social satisfactions rather than maximizing profit gains. We need to move from success to significance. Thinking beyond business, humanising business recognizing that people are the only source of differentiation and value creation (Dipak & Dean, 2010).

To summarize; social entrepreneurship is understood as a tool for social responsibility and can be regarded as a means or solution that could help alleviate or solve societal problems that the world faces today. Hence; this research study wanted to stress that social entrepreneurship is founded upon on social responsibility in which its main purpose is to solve societal problems and is a best response to try to bring sustainable solution for developing countries like Ethiopia for the many and complex prevailing as well as newly created social problems.

2.1.2 Theoretical and Conceptual Frameworks

Different schools tried to conceptualize and establish a theoretical framework of social entrepreneurship. However; previous studies failed to establish a clear and unified definition based on a theoretical framework for the concept (Defourny & Nyssens, 2008 & 2010). According to Mair and Marti (2006), there is no coherent theoretical framework for the subject matter but to frame the practice of social entrepreneurship, two school of thoughts are developed that are critical for the growth of the field.

2.1.2.1. The Social Enterprise School of thought

This school of thought sets its foundation mainly by earned income strategies for non-profit organizations that seek funding alternatives to sustain their operation and maintain independence. One of the alternatives is to earn money through provision of goods and services (Young & Salamon, 2002). According to Younus (2010), social businesses are related to the mission-driven business approach that involves social business as a non-lose, non-divided company designed to address a social objective. It is based on a business model that relies on the provision of goods and services to very poor customers or new market segments at a very low price in developing countries. With this respect, Younus (2010) suggested that the social business model is expected to cover all its costs through market resources and the business is owned by investors who do not claim dividend.

2.1.2.2. The Social Innovation School of Thought

This is the second perspective which focuses on the behaviour of social entrepreneurs where they are considered as change agents that can replace the existing products, processes, ideas and businesses with a new idea to bring such social enterprises with innovation that can create value which enable them to balance the economic and social purpose (Defourny & Nyssen, 2010).

2.1.2.3. The Trade Off

Muhammed (2017) by borrowing the definition and explanation of Austin (2006) stated that ‘...there should be two parts to the definition of social entrepreneurship. First, social entrepreneurship involves creating something new, characterized by innovation rather than simply the replication of existing enterprises or practices. Second, at least some of the objectives of the undertaking need to be related to creating social value, sometimes referred to as SOCIAL GOODS rather than simply creating personal and shareholder wealth’. He discussed the suggestion provided by Dees and Anderson (2006) on the justification for the inclusion of an enterprise as a social enterprise. He provided the cross-fertilization, rather than competition between the perspectives of the social innovation school and the social enterprise school will represent the overall field of social entrepreneurship. Muhammed (2017) further discussed the work of Dees and Emerson (2006) that advocacy work is going on by many school of thoughts

on the idea of mission driven business that promote broad business methods going beyond earned income strategy. He also asserted the research work of Schumpeter (1974) by conceptualizing social entrepreneurship as social innovation focusing on the social entrepreneurs of individuals who tackle social problems and meet social needs in an innovative manner. According to a recent examination by Dees and Anderson (2016) this social innovative school focused on establishing new and better ways to address social problems to meet social needs. To meet the social needs of the poor, innovative entrepreneurs establish either a non-profit enterprise or a for profit enterprise (Dees & Anderson, 2016).

Bill Drayton, founder of Ashoka is considered the leading figure for the social innovation school of thought. This school of thought on social entrepreneurship is rooted in the body of knowledge of commercial entrepreneurship on the discovery, evaluation, and exploitation of opportunities. In the case of social entrepreneurship, these opportunities are found in social needs exploited by innovative means to satisfy those needs (Muhammed, 2017; Drayton, 2002).

Austin (2006) summarized the situation by saying that despite the difference in the definition of social entrepreneurship, there is a consensus among school of thoughts and researchers that social entrepreneurship has two parts. First, it involves creating something new which is characterized by innovation. Second, it creates social value as well as social good rather than creating personal and shareholder wealth. A social enterprise is a form of innovation which combines the creation of social goods and entrepreneurship. Innovations sparks new innovations. Social enterprises could seize the opportunity and sniff out new opportunities to create new practice-based innovations (Thompson, 2008).

Figure – 1 - **Why Use Social Entrepreneurship?**

Source: Introduction to Social Entrepreneurship. School of Business UAlbany SUNY New York, 2016



Summarizing from the above figure of the benefits of the use of Social Entrepreneurship and its unique qualifications, it is mission-focused and not profit-driven that reflects its value. It is accountable to society, not to private shareholders. It fosters social and environmental innovation to solve problems. It circumnavigates (wisely avoids) politics by taking a business approach. It also facilitates development by being equitable, enhancing social stability. Social entrepreneurship builds, maintains and utilizes social capital by networking for resources; transforms resulting in systemic change that yield long-term benefits. It is not bureaucratic but able to move easily and quickly (nimble) and is passionate and personal to the social entrepreneur.

2.2. What are Social Enterprises?

Like social entrepreneurship, a social enterprise is also defined in many ways by researchers and practitioners in the field. DTI (2002) defined it as a business primarily with social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholder and owners. Another definition by Haugh (2006) on the other hand discussed social enterprise as a collective term for a range of organizations that trade for a social purpose. They adopt one of a variety of different

legal formats but have in common the principles of pursuing business-led solutions to achieve social aims and the reinvestment of surplus for community benefit. Here, we can derive and understand that social enterprises are businesses which trade for a social purpose, reinvest their surplus into their social objective and make themselves accountable for their actions rather than simply maximizing profits for owners and shareholders. They create jobs, generate their own revenue and deliver beneficial social impact. By utilizing the powerful benefits of trade, they provide an innovative route beyond aid and grant to address prevailing problems. They collaborate and engage with each other to address social problems Haugh (2006). In emphasising on social enterprises, Baogous (2009) wrote that social enterprises are new innovations within the non-profit organizations category. They differ from non-profit organizations in values, strategies and norms. He explained that since the birth of non-profit organizations, they have always tried to tackle the governmental and market failures. Whereas; social enterprises and their purpose are to take it one step further. In doing so, they may set up for-profit and/or not for profit organizations. And in either case, the primary objective is to create sustainable systems change.

Social enterprise and socially entrepreneurial activities emphasize hybrid models of for profit and non-profit activities as the process of applying entrepreneurial principles to creative vision, leadership and the will to succeed in inducing social change. They exist in space where public, private and voluntary activities overlap. Social enterprises directly address social needs through their products and services or through the number of disadvantaged people they employ. Socially responsible businesses create positive social change indirectly through the practice of corporate social responsibility (Perrini & Vurro, 2006).

Social enterprises are just like other enterprises. Their product is placed in a market and profit is generated. However, the profit is not exclusively used to enlarge the wealth of business owners but reinvested to increase the quality of life and wellbeing of the entire community. The success of the business is also measured in terms of positive social and ecological impact. At times, profit making enterprises may be established to support the social and cultural goals of the organization. But that is not an end by itself. For example, an organization that aims to provide housing and employment to the homeless may operate a restaurant both to raise money and create employment for the homeless. A social enterprise might be engaged in any one or all of value creation chain. Social entrepreneurship covers a broad spectrum of organizations starting

with a non-for-profit organization which does mission maximization. On the other hand, they run for-profit organizations that maximize profit. A true social enterprise is one that is engaged in profit maximization with social mission (PowToon, 2014).

Social enterprises are not NGOs. They try to tackle social or environmental issues. But, the biggest difference is the revenue model. An NGO might get its fund through donations, philanthropy and/ or grants. A social enterprise with its aim to become financially sustainable generate income and if needed loans, capital investment, etc... (PowToon, 2014). Social enterprises are entrepreneurial ventures their primary business is working with social objectives whose surplus are principally reinvested for that purpose in the business or in the community rather than being driven by the need to maximize profit for shareholders and owners (Dees & Elias, 1998).

2.2.1. Social Innovation

Social innovations are new social practices that aim on social needs in a better way than existing solutions. Innovation is a new idea, creative thoughts, new imaginations in the form of device or method. Social entrepreneurship furthers the cause of sustainable development and holistic innovation. A social innovation is a new mode of operation which addresses the social needs of an individual or community and thus improves quality of life and well-being. It is often the result of the creative activities of an individual, group or community that combines existing provisions practice and know-how in a new way. In other words, a social innovation means seeing a familiar thing from a new perspective; a new kind of comprehensive understanding which teaches people to operate in a new way (Julkaisut, 2015).

All enterprises are social enterprises in one way or another. They create values, jobs, products and services for the market needs. But, social enterprises create additional social and environmental values somewhere in the value chain (Gina, 2017). The social values can be created as further discussed by Gina (2017): - **In the value chain** that is sourcing product values in the value chain in the third world and providing market access to the first world for them to provide additional economic opportunities. **In the employment stage** which means employing people who might otherwise not be able to get jobs such as disabled people. **In the design part** that is by designing and providing affordable light to people in the remote rural areas who don't

have electricity. Social values are created based on the people need of energy light bulbs. **In the production or delivery stage**, a company can produce and provide locally grown food which reduces carbon emission or creating an environmental friendly product which minimizes waste or transportation cost (disposable products). **Social values** can also be created to previously underserved market like banking for the poor like what micro finance institutions do. The same values are also created by donating a percent of the benefit/profit to a non-for-profit organization.

Schumpeter (2014) explained that creativity and innovation offer new product or service through developing new process or technology for producing or delivering an existing product, service, program or project to new or previously underserved market. Creativity and innovation uses new sources of supply of raw materials and resources, new design organization structure, utilizing new source of labour or other production inputs. The result will be the creation of new funding models.

2.2.2. The Business Model

A business model is a conceptual tool which describes how a company offers value to one or several segments of customers and of the architecture of the firm and its network of partners for creating marketing and delivering this value and relationship capital, to generate profitable and sustainability revenue streams (Weerawardena & Mort, 2006). Social enterprises are created based on a unique business model. Taking the issue of access to Health Care for example to facilitate the access to Health Care. The money for an NGO might come from donors, foundations or from the government. The NGO develops programs to provide free access to health care for marinated communities. With a model of social enterprise, a structure (a business enterprise) where people would pay regarding with their incomes can be created. Part of the money (the income) would be used to cover the costs for people who otherwise could not pay for the services provided for them. The remaining money covers the costs of the structure (PowToon, 2014). In such unique business model, the structure (the business) is self-sustainable. No external money in the form of donation, is needed to grow and impact more lives. Like this, the innovative social entrepreneurial practice of enterprises can be incubated and scaled up the changes that we want to see in the world (PowToon, 2014).

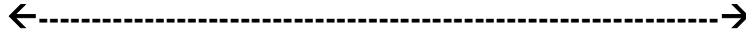
Leadbeater (1997) presented a model that highlights the social enterprise playing field. The model constitutes three big areas. The public, private and voluntary sector. The social entrepreneurial sector is the middle intersectional meeting area of the three sectors. And it is the sources of social entrepreneurship. Leadbeater (1997) also commented that to be in the intersection of the three areas are sometimes very tough for the social entrepreneur since the resources are very scarce and the motivation are low in doing something good for the nearby society. Younus (2008) suggested that established institutions such as government agencies, aid agencies, charities, foundations and non-government organs should not be included as social enterprises. This is because those enterprises have mix divide line for-profit institutions in terms of goals and means. In other words, the justification for the exclusion of the enterprises is mainly because for profit enterprises are not primarily funded by revenues from tax collection or charitable aid and are thus less isolated from market dynamics.

A social enterprise is a dynamic way of doing business which uses an alternative business model. It can transform communities and drive profound and lasting social change, social enterprises deliver solutions that are bigger, better, bolder and fitter. Solutions are bigger because social enterprises deliver joined-up social, environmental and economic outcome. The solutions are better because they are community-focused and sustainable. Bolder solutions enable social enterprises to be innovative and ambitious.

Figure – 2 - Alternative Business Model

Source: <http://www.4lenses.org/book/export/html/81>

Hybrid Spectrum



Traditional Non-profit Activities	Non-profit with Income Generating Activities	Social Enterprise Activities	Socially Responsible Business Activities	Corporation practicing Social Responsibility	Traditional For-profit Activities
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- Mission Motive* * * *Profit Making Motive*
- Stakeholder Accountability* * * *Shareholder Accountability*
- Income Reinvested in Social Programs
or Operational Costs* * * *Profit redistributed to Shareholders*

Figure – 3 – The Spectrum of Social Enterprises. - Arranged by Legal Form and Revenue Source

Source: Extracted from John & Elkington (2008)



The Different Organizational Models of Social Enterprises

Source: Extracted from John & Hartigan (2008)

Leveraged Non-profit – is one that does not have an income earning strategy but has secured sustainable partnerships and funding to move beyond the traditional donor dependent model. **Enterprising Non-profit** – is a registered nonprofit organization with a strategy for earning a part or all its income and thus recouping a part or all its costs because they are less reliant on or even completely independent from subsidies and grants. These types of nonprofit social enterprises can afford greater innovation, creativity and long-term planning. **Hybrid Enterprise** – combines aspects of the for-profit and nonprofit legal models, either through an innovative legal structure such as the low-profit, limited states or the Community Interest Company(CIC) in the United Kingdom or by using a for profit subsidiary to support the social alternatives of the

nonprofit. **Social Business** on the other hand is a registered for-profit company. Unlike traditional for-profit business which is primarily profit driven, the social business is primary and explicitly driven by social objectives.

Muhammed Yunus, the founder of Grameen Bank defines social business as a company that is cause-driven rather than profit-driven and that can be called a ‘non-loss, non-dividend business’. It generates revenues from its products or services but, by Yunus’s definition, all revenues are (or 50%) fed back into the business instead of being returned to its shareholders or investors as profit (Yunus, 2010).

2.2.3. Social Development and Sustainability

Sustainable development thinking is based on the concern about inequality between people and the vigour of ecosystem that form the basis for life. It focuses on economic, social and ecological sustainability. It mainly addresses social change that occurs and guided on a global, regional and local levels. Its objective is to ensure present and future generations can have the opportunity of a good life. Sustainable development play an important role in the strategies and developmental programmes of governments. Social sustainability is one of the focal points of social development. Its purpose is to diminish inequality between people, to ensure that every one’s basic needs such as food, education, freedom of speech, etc..., are met and to create preconditions that allow individuals to take care of their own well-being (MoFED, 2010). Sustainable community development is when people join to develop programs for improving the quality of life at the community level. Community development is a planned effort to produce assets that increases the capacity of residents to improve their quality of life. These assets may include several forms of community capital such as physical, human, social, financial and environmental (Phillips & Pittman, 2009). By providing small loans to entrepreneurs and small business, the Grameen Bank has empowered the poor, giving them the resources to generate additional income and contribute towards sustainable community development (Borzaga, 2013). On the other hand, the world commission on environment and development defines social development as a development which meets the needs and aspirations of the present without compromising the ability of future generations to meet their own needs (WCE, 1987).

2.3. Who are Social Entrepreneurs?

Dees (2001), Nandan and London (2013) defined social entrepreneurs as innovative, opportunity oriented, resourceful, value creating as well as social change agents with a mission to fix the system when a part of society is not properly working to solve the problem. Dees (1994; 1998) further explained social entrepreneurs as private individuals dedicated in solving social problems and those in need. Phipps and Friedrich (2012) wrote that social entrepreneurs are people with a vision and spreading solutions and persuading entire societies to take new leaps. Nandan and London (2013) argued that by taking social concern into consideration and setting out the objective to produce social value and promote social justice, social entrepreneurs tend to balance the economic and social goals.

A social entrepreneur is a change agent in social value by recognizing opportunities to serve that mission (Bornstein, 2004). Bornstein sees social entrepreneurs as persons with innovative ideas to address major problems in what business entrepreneurs are to the economy and social change. They are creative individuals who question the status quo, exploit new opportunities, refuse to give up, and remake the world for the better (Bornstein, 2004). Dees (1998) on his part defined a social entrepreneur as an individual who employs a mission to create and sustain social value by recognizing and pursuing new opportunities to support that mission and engaging in continuous improvement acting boldly without being limited to existing resources and exhibiting an increase sense of accountability to stakeholder.

Through many views and explanations, we will be able to understand that a social entrepreneur as being someone who can gather a group of peoples' interests to a strong commitment in a specific project. This strong commitment is based upon social values rather than purely monetary goals (Thompson, 2002). Thompson further explained that the social entrepreneur is equipped with similar qualities and manners that are being attached to the business entrepreneur. However; the purpose of their work differs a lot since they are operating in different business environments. They are active in the community and change people's lives because they value social causes so much. Innovation designed to uplift societal wellbeing supported by organizations with entrepreneurial capability is the essence of social entrepreneurship (Nichols & Young, 2008).

Leadbeater (1997) addresses different entrepreneurial skills that characterize social entrepreneurs in general. He claims that these skills are the sources that drive the actions of the social entrepreneur and are important for the existence of the organization. The common entrepreneurial skills that characterize the social entrepreneur are the abilities of entrepreneurial, innovative and transformational skills. The entrepreneurial skill deals with the ability of being entrepreneurial in general. It refers to the way individuals undertake underutilized discarded resources and how they identify ways of using them to satisfy unmet needs. Innovative skills refer to the ability to create something new that is to be innovative. It could be a matter of creating new services and products. New approaches of dealing with problems which is often done by bringing together approaches that traditionally have been kept separate. The transformational skill has to do with the way social entrepreneurs tend to transform the organizations. They are involved in the neighbourhoods and communities they serve by creating opportunities for self-development. They also recognize that economic displacement and the globalization to some extent has been contributing to the social problems that we have today.

As discussed by Stipanicev (2016), a social entrepreneur is one that successfully balance the economic, social and environmental goals of the enterprise. A social entrepreneur identifies social problems and use entrepreneurial skills to achieve positive changes like environmental protection and conservation, job creation and meeting public needs. Through the inclusion of the most vulnerable members of the community, social entrepreneurs make changes possible and contribute towards societal change. Social entrepreneurs achieve something larger than playing profit through the practice of social entrepreneurship and can positively affect their own community while maintaining steady income (Stipanicev, 2016). Brooks (2008) tried to discuss the personality of social entrepreneurs as change agents in the social sector. In practice this means that they adopt a mission to create and sustain social value, not just private value; recognize and relentlessly pursue new opportunities to serve that mission; act boldly without being limited by resources currently in hand as well as exhibit a heightened sense of accountability to the constituencies served and for the outcomes created. Brooks (2008) also argued that the social entrepreneur faces problems that are characterized with huge complexity. However, they can bind these challenges into a strong vision that make it possible to change public attitudes when it is implemented.

Bill Drayton, the founder of Ashoka emphasizes in his numerous presentations and speeches that: “Everyone is a change maker. Social entrepreneurs are critical in this change they have a vision, and they have a big impact.” He also points out that “97% of people are afraid to see the problem. Once when people love the idea of solving the problem, they would be more willing to see it.” Social entrepreneurs are visionaries who see beyond the usual. They solve social problems using synergetic approaches where the result is much higher than just the sum of individual ideas. They have an impact because they collaborate globally by investing time and creativity to change policies, legislation and frameworks. The most important policy objectives results of social entrepreneurship programs and projects are: Creating new jobs; Improving the living standards; Inventing new products and services; Activating citizens’ participation in decision making at all levels; Nurturing democratic processes; Integrating new comers, marginal groups, immigrants, vulnerable groups of the population; Developing intercultural competence; Creating wealth: Reinvestment and generation of investments; Improving the image of local areas; Using regional resources in a creative and effective manner; Empowering people to change their lives, to get motivated (Drayton, 2002).

Prominent individuals associated with social entrepreneurship include Pakistani actor Hamid Khan and Bangladeshi Nobel Prize winner Muhammed and founder of Grameen Bank Younus were the pioneers of the concept of micro credit for supporting innovations multiple developing countries in Africa, Asia and Latina America (Ashoka, 2009). Further the definition of social entrepreneurs by Ashoka as individuals with innovative solutions to society’s most pressing social problems. They are ambitious and persistent, tackling major social issues and offering new ideas for wide-scale change. Rather than leaving societal needs to the government or business sectors, social entrepreneurs find what is not working and solve the problem by changing the system, spreading the solution and persuading entire societies to take new leaps (Ashoka, 2009). Social entrepreneurs bridge the value gap over economic gap enterprises through generating a profit while fulfilling social need. They operate outside the context of traditional corporate businesses. They also insight broader social change through their innovations and drive innovation through applying creativity to social problems (Ashoka, 2009).

Generally, sustainable development thinking is based on the concern about inequality between people and the ecosystems that form the basis for life. It focuses mainly on three themes

economic sustainability, ecological sustainability and social and cultural sustainability. Social development is social change that occurs and is guided on a global, regional and local level. Its objective is to ensure that present and future generations can have a good life. It plays an important role in the strategies and programmes of the government of a country (Julkaisut, 2015). Social impact tells the story of the impact consists of the consequences of the actions. Social impact is the consequences of the actions organizations take to address the social needs which are identified (Hockerts, 2006). It is also being defined further as the portion of the total outcome that happened because of the activity of the venture about and beyond what would have happened anyway. Financial impact reflects various financial performance of the entrepreneurial venture such as return on equity, return on investments, operating income, profit after tax, sales revenues and turnover (Harding, 2004).

To summarize the main characteristics of social entrepreneurs are personalities, qualities, values and visions. Social entrepreneurs work towards more than just for profit motivates but also by their desire to create a better world for all. Albert Einstein once said that ‘we cannot solve problems using the same kind of thinking we used when we created them’. This tells us that today, we faced with a lot of social problems, global warming, poverty, increasing economic inequality, famine and terrorism are some of them, and we need a new innovative way of solving such problems in a sustainable manner (Baogous, 2009).

2.4. The Practice of Social Entrepreneurship

2.4.1. The Global Perspective

Entrepreneurship is a systematic process of applying creativity and innovation to needs and opportunities in the market place. It involves applying focused strategies to new ideas and new insights to create a product or service that satisfies customers’ needs or solve their problems (Zimmer & Scarborough, 2005). Social entrepreneurship hence stems from the concept of entrepreneurship to imply the innovative use and combination of resources to utilize opportunities to facilitate and address social change (Mair & Marti, 2006).

Innovative ideas and approaches are motivated by fast increase of competition and rivalry among organization. As Weerawardena and Mort (2006) asserted, innovative ideas and approaches are becoming crucial factors not only in for-profit organizations but also in the non-

for-profit organizations for the development of societies. In addition, the competitive environment along with the increased number of the need for funds visa-vis score donations forced non-for-profit organizations to find innovative ways that can fill the fund gap (Muhammed, 2017). While addressing and facilitating change within the society, social entrepreneurship activities can positively influence the economic growth and social development of the society through reducing poverty and improving large scale economic development (Zahra, 2009). However, this idea is challenged as mentioned in the work of Muhammed (2017) by Nega and Schneider (2015) who stated that the influence of social entrepreneurship activity is at micro level and it does not have great impact on poverty reduction.

Social enterprises address social and environmental problems through innovative solutions that improve people's lives in communities and societies. Social entrepreneurs maximize the social values and impact by addressing the social needs of people which are overlooked by other institutions (McMullen, 2011). The practice of social entrepreneurship is promoted and supported by many international organization in the world. These include the US Ashoka Foundation, the Schwab Foundation, Aspen Network of Development Entrepreneurs (ANDE) as well as The Skoll Foundation (SERI, 2016). Social movements like Ashoka Foundation, the Skoll Foundation and Schwab Foundation, over the last twenty years have begun promoting social entrepreneurship (Perrini & Vurro, 2006).

The British Council's global social enterprise program draws on the UK experience in social enterprise to promote its growth around the world. In the program building the capacities in the sector, forging international networks and supporting policy leaders to create ecosystems in which social enterprise and social investment can thrive. The program supports positive social changes, inclusive growth and sustainable development while building trust and creating opportunities between the UK and other countries (British Council, 2016). Such international organizations initiate various programs of support to promote, invest and expand the social enterprise sector across the globe (SERI, 2016).

Social entrepreneurship is a specific type of 'doing business' in a sustainable manner, pursuing both social and economic wealth. Globally, the attention to social economy and social entrepreneurship is growing with some scholars even affirming that these economic sectors are

the only ones that support a sustainable development of the labour market (UNWTO, 2014). The emergency and development of social economy and social entrepreneurship exerts a powerful impact that translates into better employment opportunities for vulnerable groups focus on community development, better access to public and private services as well as development incentives for small scale actors operating in various fields. At the level of society, social enterprises provide services across the three sectors – public, private and the third sector (NGOs). Social enterprises work together with disabled people, not for them, their aim being to ensure disabled people feel valued as human beings. In some countries, social enterprises have been defined as organs that deal with the employment problems of long-term jobless and disabled people (Galliano, 2009).

2.4.2 The Practice in Africa

Both SERI (2016) and the British Council (2017) discussed that despite the support of many countries and governments of the sector, currently no dedicated legal structure for social enterprise exists in Africa. But there are several options available which allow for flexibility including non-profit organizations, public benefit organisations and donor deductible status. The African Diaspora Network provides a knowledge sharing platform for investors, social entrepreneurs, volunteers and donors to connect and collaborate on social enterprise projects across Africa. Similarly, the Social Enterprise Academy Africa, established in 2012 provides learning and development for social entrepreneurs to help them increase their social impact ensure financial sustainability and gain international recognized qualification (SERI, 2016; British Council, 2017).

In South Africa, institutions are now beginning to incorporate the concept of social enterprise in practical and experiential learning style courses. There is also ample evidence of local and international partnerships between higher educational institutions and social enterprises in South Africa that particularly focus on developing communities, creating employment opportunities and improving access to sanitation facilities. The type of social enterprises in Africa would be most likely to support developing a specific community, supporting vulnerable adults, children and young people, improving health and wellbeing, addressing social exclusion, promoting education and literacy, creating employment opportunities and contributing to international development goals (SERI, 2016 ; British Council, 2017).

2.4.3 The Practice of Social Entrepreneurship in Ethiopia

According to Montero (2016) and Haugh (2007), social entrepreneurship is not about conference, accelerators, charity and philanthropy or wealth distribution. It is about power distribution among the poor so that they will enable themselves and they will be independent of aid. Nega and Shneirder (2015) are with the view that social entrepreneurship in Ethiopia can play an important role in the development of the country. It has potential for structure transformation and poverty alleviation. It can also underline support for state led development and democratic reforms making social entrepreneurship a useful microeconomic strategy that can contribute in small ways to development.

For this research work, there is a significant shortage in finding evidence-based study articles on the practice of social entrepreneurship in Ethiopia. The only few research materials and articles available are those prepared by the British Council (2010, 2016, 2017), Muhammed (2017), Reach for Change (2013), Ministry of Urban Construction and Development (2013), Ethio-Canada Cooperation as well as Micro and Small Enterprises (2014). Therefore, to explore and understand the level of awareness and practice of social entrepreneurship in the country, these very few and limited research studies are reviewed here under.

Wearawardena and Mort (2006) stated that the use of the term social entrepreneurship is gaining popularity in the world in general. And in Ethiopia, some awareness is created in specific (British Council, 2010). The concept of social entrepreneurship is rarely discussed in Ethiopia even though the practice of delivering social values to the population has been around for years. Only in recent years the concept is making some significant development and getting more interest from social entrepreneurs (Mohammed, 2017). In the 2017 publication of the British Council that describes the general situation needed to accelerate the development of the sector, it was estimated that numerous social enterprises are operating in the country; mostly in the areas of education, poverty, rural development, and environmental sustainability, employment for the marginalized and at risk. The publication highlighted that social enterprises domain in Ethiopia has been largely driven by isolated communities in a specific geographic region or a theme.

The study conducted by the British Council (2017) states that in Ethiopia, there is no distinct legal form or registration process for social enterprises. Besides; most of the social enterprises in

Ethiopia are registered as Micro and Small Enterprises (MSEs) followed by sole entrepreneurship, cooperatives, partnership, and charity respectively. The main problem for the country is that the practice does not get proper attention even though it is very useful in solving many social and other problems of the country. Another major barrier reported in the study was lack of access to capital and financial institutions while obtaining grant fund (British Council, 2017). Given the absence of legal form for social enterprise, social entrepreneurs in Ethiopia need to be careful to not confuse the very essence of the social enterprises. In addition; there is a very limited research work on social enterprises in Ethiopia that can tell us about the practices, challenges, and opportunities of social enterprises (British Council, 2017). Nevertheless; there is a common recognition among key stakeholders that social enterprise has the potential to solve many social challenges by utilizing the best of for-profit and non-profit sectors which also underlines the 'hybrid' approach currently being practiced in the country (British Council, 2012). The publication further discussed the need for integrated efforts from various agencies to increase level of awareness on social enterprises and the practice of supporting the community with various social entrepreneurship activities. There is also a need to educate the public and the community on the importance and potential of the social enterprise sector in promoting nationally sustainable social economic development.

Another article by British Council (2016) presented an analysis of the current context, regulatory framework challenges and opportunities social enterprises face in Ethiopia. The report confirmed the presence of social entrepreneurial activities in the country and the growing nature of the social enterprise. The survey also aimed at providing a summary of the current size and scale of the social enterprise sector in Ethiopia. It found out that social enterprise activities in the country is mainly practiced in four sectors namely service, business development and enterprise support, agriculture, fishery and retail businesses. In addition, it was suggested that the result of the survey is expected to serve as a baseline to allow actions to access progress and identify possible intervention to support the growth of the sector. Finally, the main recommendation for this report concluded by addressing the need for an improved information and understanding of the social enterprise sector, enhancing the capacity of social enterprise institutions and practitioners including social entrepreneurs, CSO Leaders, intermediaries and educators and increasing the awareness and capacity of government official and policy influences. The survey

also confirmed the existence of limited research on social entrepreneurship activities and social enterprises in Ethiopia.

Most other existing researches that are relevant to social enterprise in Ethiopia focus on Micro and Small Enterprise Development. The Ethiopian Ministry of Urban Development and Construction and Ethio-Canada Cooperation Office commissioned a 2015 survey on urban micro and small enterprises in Ethiopia with the aim of better understanding the role, status and challenges of MSEs in the country. Both reports concluded by confirming on the limited research-based evidence for the sector and the need to provide a deeper understanding of the opportunities and challenges of MSEs in Ethiopia.

A mapping of social entrepreneurship practices and social enterprises in Ethiopia was conducted by an organization called Reach for Change in 2013. The result revealed that there are enormous social needs in Ethiopia and both existing and aspiring social entrepreneurs seek to use innovation for social good (Reach, 2013). Another very good attempt of a literature review available is a research conducted by Mohammed (2017) asserts that the use of the term social entrepreneurship is gaining some understandings and awareness in Ethiopia in recent time.

Mohammed justified his motivation for conducting the literature review by stating the social injustice in developing countries is because of income gap, absence of unified definition for social entrepreneurship and the legitimacy issue of social enterprise. Accordingly, he reviewed the literature to reveal the debatable issues regarding definition, legitimization and school of thoughts under the social entrepreneurship construct and to forward future direction in Ethiopia. The review study focuses on briefly discussing the definition and concept of social entrepreneurship, school of thoughts as well as on legal form of social entrepreneurship in the country. In trying to present the practice of social entrepreneurship in Ethiopia, Mohammed however, only presented the type of social enterprises operating in the country and due to lack of legitimacy, he claimed that the social enterprises are not really considered as social enterprises. Mohammed further explained in his research study that there is the need to identify crucial points that can be used to make social enterprises and the practice of social entrepreneurship in Ethiopia more functional.

The British Council (2012) suggested that in present Ethiopia, it is difficult to differentiate social enterprises from business enterprises because there is no separate legal form for social enterprises. The establishment of Ethiopian Social Entrepreneurship Forum (ESEF) in September 2016, seeking to drive forward a sector with the potential to transform lives across the country, the idea of planning to bring together, innovators, entrepreneurs, investors and actors from government, business and NGOs who will join forces to empower social entrepreneurs to create lasting positive change initiated (British Council, 2016).

Havertkort briefly discussing on social entrepreneurial practices in Ethiopia wrote that it is well common for individual entrepreneurs to set up a business as a social enterprise in the country. However; there are some well-established social enterprises that offer products and services alongside employment and training of disadvantaged young boys and girls and they have made a real impact in society over the years (Havertkort, 2016).

2.5. Challenges, Opportunities and System of Incubation for Social Entrepreneurship

2.5.1. Challenges

The British Council (2012) discussed that the practice of social entrepreneurship is most applicable in nations which have developmental issues. Ethiopia, as one developing country, has its own social challenges and such social developmental issues. The country has developed different social and social related policies to address the pressing social problems in the country. The most directed policy was the National Social Policy issued in May 1994 which was revised and renamed as Developmental Social Welfare Policy issued in 1996 by MoLSA (2012). The development of social policies of the country justified the need for the policy by accepting social problems as by-products of misguided public policies by previous regimes (MoLSA,1996).

The overarching objective of social protection policy is ‘creating an enabling environment in which Ethiopian citizens have equitable access to all social protection services that will enhance their growth and development’ (MoLSA, 1996; MoWUD, 2006).

Social entrepreneurship has the capacity to solve major social inequalities which are prevailing in a country (IRJET, 2018). Further discussing the issue, IRJET asserted that social entrepreneurship has a wider scope than economic entrepreneurship. It focuses on the deprived

or weak section of a society. It sees social benefits as primary while profits as secondary. It addresses social problems and helps in meeting these problems by capitalizing the local resources and applying entrepreneurial principles which can minimize the impacts of the social problems. The social innovation in social entrepreneurship focuses upon the social problems.

Some challenges of social entrepreneurship are the problem of creativity, the problem of arranging finance, shortage of talented/ dedicated workforce, the problem of setting and communicating value objective, the problem of elevating the individual, lack of unethical framework, the commercial assumption, lack of evidence-based analysis, lack of planning and appropriate structure (Roberts, 2005).

Based on institutional theory, organizations gain legitimacy by aligning with social rules, norms, and values which allow them to status and access to resources (Meyer & Rowan, 1977). Social enterprises are hybrid organizations that entertain conflicting social welfare and commercial logics (Battilana & Dorado, 2010; Battilanna, 2012). A Social welfare logic focuses on improving the welfare of society whereas a commercial logic stresses profit, efficiency and operational effectiveness. Each logic is represented and supported by distinct institutional structures. Social welfare logic is associated with philanthropic actors and a non-profit legal form. A commercial logic relies on earned revenues and a for-profit legal form (Battilana, 2012). Many social enterprises find it difficult to balance the business and social mission and they tend to shift to priorities their business venture over their social mission (Grimes, 2010; Mohammed, 2017). The field of micro finance illustrates this tendency as several prominent organizations have drifted away from their initial social mission in search of increased revenues (Marshland & Rossman, 999; Younus, 2010).

The major challenge for social enterprises is to sustain commitments to both social welfare and commercial logics. Legitimacy for an enterprise is very important and it is a challenge in a country like Ethiopia. In USA, UK and Italy there is a new legal form for social enterprises. In Ethiopia, however; there is no legal form in which social enterprises get licenced. Capital debt or equity, grant funding, suitable premises, support and advisory services, cash flows and managerial skills are the main challenges and barriers. Hence policy and law makers in Ethiopia need to consider the special feature of social enterprises and it is better if they revise the existing legal forms of organizations (British Council, 2017). In the conclusion remark, Bornstein (2007)

wrote that ‘mission driven businesses that improve the lives of the poor and generate a profit has become a national phenomenon in developing countries’.

Quoting the word of Eric Schwarz in DTI (2002), ‘the best social entrepreneurs have great results. Government is looking at ways to get results at low costs. Social entrepreneurs can help them achieve this. They can test new ideas and innovations, and partner with government to bring successful ones to scale up.’ Integrating the profit and social value in a single organization is the challenging task among many practitioners that has now become the priority of social enterprises. The legal boundary limits non-for-profit organizations (NPOs) from realizing profit due to their social mission. NPOs are legally limited from participating in other organization forms and hence cannot distribute profit to investors/shareholders (British Council, 2017).

In its 2009 publication, Ashoka listed the many challenges social entrepreneurs face to cluster in three broad categories

2.5.1.1. Challenges Related to Policy Making and Governance: Because most social enterprises are registered as non-for-profit organizations, social entrepreneurs find themselves struggling with restrictive regulatory environments and bureaucratic procedures that often limit their ability to become sustainable or to scale up. In addition, several social entrepreneurs note that they lack knowledge of current laws and how to positively use the provisions of these laws, for instance, to create income-generations activities for sustainability.

2.5.1.2. The Need for Greater Institutional and Operational Support: The growth of social entrepreneurship is limited due to a gap in access to finance and investments geared toward the sector. Many social entrepreneurs rely on funding from international donors and note the difficulty of securing funds for their core operations and activities from these donors. Because funding tends to focus on short-term projects, financing the sectors ability to engage in long-term planning, develop self-sufficiency and achieve larger impact is limited access to other sources of financing such as repayable commercial loans from banks remain a limited option for non-profit social enterprises. To enable social entrepreneurs to flourish, wide-ranging collaborations with the private sector and a more evolved support sector are needed. However, social entrepreneurs have limited access to technical support that is management consulting services, financial and business planning, legal counselling impact evaluation and marketing and training.

2.5.1.3. Lack of Social and Cultural Awareness and Recognition of Their Work: Social entrepreneurship is neither widely recognized nor understood as a concept in many parts of the world particularly in the third world. Academic institutions have yet to capitalize on this growing field of study and to integrate its ideas, impact and potential in their work. Furthermore, local media has not played a role in showing its existing success. Educational systems and social norms in most developing countries create an environment that often discourages innovation and dissuades/persuades young people from acting assertively and creativity on the challenges they face.

Defoury and Nyssens (2008) discussed the legitimacy of social enterprises to minimize the legal complexity of social enterprises by mentioning the practice in Europe and America. They list several legal forms that have appeared like Social Cooperatives in Italy, the Community Interest Company in the UK, the Social Purpose Company in Belgium.

2.5.2. Opportunities

Schwab (2010) explained the opportunities and future perspective for social enterprises and discussed on the role of critical institutions as shaping the social enterprise sectors that play a defining role. The media represents a powerful tool for bringing attention to the efforts of social entrepreneurs and social enterprises profiling them as role models and helping to encourage more entrepreneurial mindsets and behaviours. Online media platforms have emerged as a critical component in introducing and sharing the concept of social entrepreneurship with a wider audience. Equally important is the influence of religious beliefs and institutions. Religion is a driving force for values and attitudes among young people and thus in how they choose to interact with their communities and conceive their civic roles. Furthermore, many faith-based organs in country can lead the way in innovating solutions to development needs on the grassroots level.

On the role of the government as Schwab (2010) wrote that in any country, the impact of social entrepreneurship is strongly influenced by the stance of the local or national government including how and to what degree governments engage with home-grown social entrepreneurs and enterprise. Government might adopt a ‘Do No Harm’ approach removing barriers and allowing social enterprises to grow on the more positive side. They might encourage social

enterprises to take an active role in addressing social problems. In analysing the array of rapidly developing innovative practices being tested by governments around the world. It is apparent that they can affect the growth and development of social entrepreneurship in three main areas. Creating and enforcing the appropriate regulatory framework (policy and legitimacy) for the functioning of social enterprises; rewarding successful social enterprises and social entrepreneurs through recognition, procurement and partnership; and developing and supporting the broader ecosystem for social enterprise comprising the government, the corporate sector, the investor, the intermediaries, the international donors and the education system (Schwab, 2010).

The British Council (2017) highlighted the opportunities for social entrepreneurship in Ethiopia and discussed that the sector has the potential to attract new customers, investment and new products and services. It expands into new geographic areas, increase sales with existing customers as well as the possibility of merges of enterprises. The survey by the Council also estimated that there are close to 55,000 social enterprises operating in Ethiopia and their number is expected to grow. Many social enterprises in Ethiopia exist to create employment opportunities, selling products and services, improving a community, improving health and well-being addressing financial exclusion and supporting other social enterprises. A typical social enterprises ecosystem in Ethiopia comprises Reach for Change Development Forum, East Africa Social Enterprises, Ice Addis, Ethiopia Social Entrepreneurs Forum as well as Micro and Small Enterprises (British Council, 2016; 2017).

To conclude and summarising reviews on the literature , recognizing that there are no standard definitions of social enterprises and any definition vary from country to country and context, a working definition used in this study is one provided by Ashoka (2009) which states that an attempt at new social enterprise activity or new enterprise creation by an individual or team of individuals with social or community goals as its base and where the profit is reinvested in the activity or venture itself rather than returned to investors. The rationale for the limited growth and development of social enterprises in Ethiopia can be seen with respect to the lack of recognition given to them in terms of innovation and job creation.

The social entrepreneurship sector is believed to play instrumental role in bringing innovative solutions for many societal problems in the country by successfully capitalizing on innovative entrepreneurs. Entrepreneurial innovation and job creation in the socioeconomic environment

were used as proxy measures of the existence and practical contribution and sustainability of social enterprises while exploring and discussing the nature and phenomenon of local social entrepreneurship for this research study (British Council, 2016).

CHAPTER THREE

METHODOLOGY

3. Introduction

In the preceding chapter, the study provided a discussion of conceptual definitions such as social entrepreneurship, social enterprise, social entrepreneurs, social innovations and the business structure and model. The practice of local social enterprises in Ethiopia with their prevailing challenges, constraints and opportunities was also discussed. The parameters used for the analysis to justify local enterprises as practicing social entrepreneurship towards bringing solution for social problems also presented. This chapter provides a discussion of the type of research conducted, the data collection procedure and tools for data analysis, the collected data in the study, quality assurance and ethical considerations.

Jane and Lewis (2003) asserted that research methodology needs to match the study subject and context of the study. Hence, this part of the study details the research methods used. Accordingly; it explains the research paradigm, the study design, description of the study area, study participants, data collection tools and procedures. In addition; data analysis methods, quality assurance and ethical consideration are also discussed in the section.

3.1. Research Paradigm

The study employed the assumption of social constructivism as its research paradigm. Creswell (2007) discussed the assumptions of social constructivism in that individuals seeking understanding the world in which they live and work. He explained that individuals develop subjective meanings of their experiences directed toward certain objectives or things. These meanings are varied and multiple, leading the researcher to look for the complexity of views inductively rather than narrowing meanings into a few categories or ideas. Social constructivists view knowledge and truth as created by the interactions of individuals within a society (Andrews, 2012). Hence, as the phenomenon of the practice of social entrepreneurship is vast and complex, the research study attempts to get as much broader views as possible from study participants. Unstructured and open-ended guiding questions are used to get more and more information from participants.

Bulmer (1982) explained that social research is at its most useful when theoretical insights and social investigation are mutually enhancing such that the collection of evidence is informed by theory and interpreted in the light of it. Subjective meanings are not simply imprinted on individuals, rather are formed through interaction with others and through historical and cultural norms that operate in individuals' lives (Creswell, 2007).

In terms of ontological position on what is possible to know about the world, Harmmerssel (1992) stated that the social world does exist independently of individual subjective understanding. But it is only accessible to us via the respondents' interpretations which may then be further interpreted by the researcher. Participants' different point of view yield different types of understanding. But this does not negate the existence of the reality. The diversity of perspectives thus adds richness to the understanding of the various ways in which reality has been experienced (Harmmerssel, 1992). The meanings others have about social entrepreneurship is believed to help the research study to make sense of and interpretation of its phenomenon and practice.

3.2. Research Design

This research study aims to explore and analyse the practice of social entrepreneurship towards its efforts in solving societal problems. The selected approach is qualitative. Alston and Bowles (2003), Creswell (2007) stated that qualitative method enables to further the knowledge of the situation during seeking to describe social reality. Qualitative research approach is used when a problem or an issue needs to be explored and analysed. It is better to explore a problem rather than to use predetermined information from other research studies. Qualitative method is used to address research questions that require explanation or understanding of social phenomenon and its context like the theoretical and conceptual framework of social entrepreneurship.

Exploratory case study research design is used to see what effects the practice of social entrepreneurship has in solving social problems. Kreuger and Neuman (2006) highlighted that exploratory studies are used in situations where little is known or written about a certain issue. They stated that exploratory research answers 'what' questions 'whose' aims are to become familiar with basic facts, setting, and concern about an issue. Since there is little study available on social entrepreneurship in the context of Ethiopia, the choice of qualitative research approach

and the use of exploratory study is needed to explore the local practice and efforts of social entrepreneurship.

Dezin and Lincoln (2000) explained that a qualitative researcher studies things in their natural settings, attempting to make sense of or interpret phenomena in terms of the meanings people bring to them. This idea is also supported by Bryman (1988). Bryman is with the belief that the way in which people study, understand and interpret their social reality is one of the central motives of qualitative research. Hence; the objective of this research study is to explore and understand the practice of social entrepreneurship and its efforts in solving underlying social problems of a community.

Several authors like Denzin and Lincoln (1998), Marshall and Rossman (1999) argued that if the main purpose of the research is concerned with exploring to understand the nature and context of the subject matter, then qualitative evidence is needed. Therefore, qualitative approach will be the best approach needed to address a research question. One of the main reasons for conducting a qualitative study is that the study is exploratory. This usually means that not much has been written about the topic being studied, and the researcher seeks to listen to participate and build an understanding based on what is heard.

Ritchie and Lewis (2003) discussed that qualitative research is also used when the subject matter, here the practice and efforts of social entrepreneurship, a newly developing social phenomena to be clear and understood with respect to its nature and issue, but where measurement of its extent is not of interest. Creswell (2007) stated that qualitative approach enables to further our knowledge of the situation when seeking to describe social reality. Qualitative research is conducted when a problem or an issue needs to be explored. This idea is also shared by Alston and Bowles (2003).

A good qualitative research study design is one which has a clearly defined purpose in which there is a coherence between the research questions and the methods or approaches proposed that generate data which is valid and reliable (Bechhofer & Paterson, 2000). As explained by Bryman (2001) a case study is strongly associated with qualitative research. Several cases are selected and used to explore the phenomena of social entrepreneurship and the contribution in solving social problems. According to Kreuger and Neuman (2014) qualitative research design

enables to understand the details and interpret the social world of research participants by learning about their experience perspectives and histories.

This research study was designed to be qualitative study to gain an in-depth understanding of the subject matter of the practice of social entrepreneurship particularly with local enterprises. The study will also have attempted to assess the social, economic and environmental contribution of the social services of TEBITA Ambulance. Creswell (2007) explained that the process of research involves emerging questions and procedures, collecting data in the participants setting, analysing the data inductively, building from to general themes and making interpretations of the meaning of the data. Hence, qualitative research is the strategy of inquiry used in this study for exploring and understanding the meaning and phenomenon of social entrepreneurship in Ethiopia.

3.3. Study Area

Qualitative studies are almost invariably confined to a small number of geographical community or reorganizational location. This is partly because of the research conducted is known and for reasons of resources and efficiency (Jane & Lewis, 2003). The data collection and study area of the research was TEBITA Ambulance Pre-Hospital Emergency Medical Service premises. The enterprise is located in Yeka Sub City; Woreda 7; House. No. 668 on Haile Gebreselasie Road; Behind Axum Hotel in Addis Ababa. TEBITA is strategically located at the centre of Addis Ababa.

3.4. Study Participants

The participants of this research study were the management and selected employees of TEBITA Ambulance as well as some willing service users (clients and subscribers) of the enterprise. The management of TEBITA were requested to discuss organizational philosophy and strategy and the business model. Those employees who are directly responsible for different programs and activities related with service provisions were consulted and asked to give information on their respective field of service provision and delivery. In addition; several service users of TEBITA were also invited to sit for individual case studies and discussions to explain on the type of services they received and the reason for choosing TEBITA as their service provider and with respect to their satisfaction on service delivery. To complement the

above data collection procedure, a systematic field observation was also done so that a general understanding of TEBITA was comprehend.

The criteria for selection of study participant was based on some pre-identified selection points. The two members of the management of TEBITA were selected because of their resourcefulness in the organization. Both have all the knowledge and understandings of TEBITA from its inceptions till the present. The seven employees from TEBITA’s operational and support departments were actively participated in the FGDs. They were selected due to their direct responsibility and involvement of the entire pre-hospital emergency medical service provision and delivery. Four service users were also met and requested to sit for discussion in the individual case study sessions. One service user called subscriber and another three services users called clients of TEBITA provided their understanding of the enterprise and their satisfaction on the emergency ambulance and medical services. They were selected because they have got the enterprise’s service and benefited from it.

Table – 1 - Study Participants and Criterion of Selection

No.	Participant	Participated in	Sex	Criteria for Selection
1.	General Manger	KII	M	Knowledge on organizational structure and Business Model
2.	CEO & Founder	KII	M	Knowledge on organizational inception and Business Model
3.	HR Head	FGD	F	Knowledge on organizational Structure and HR
4.	Head of Ambulance Dispatch	FGD	F	Knowledge on Ambulance Dispatch and Operation
5.	Logistic & Maintenance Coordinator	FGD	M	Knowledge on Ambulance Dispatch and Operation
6.	Paramedic Training in Charge	FGD	M	Knowledge on Training of Paramedics
7.	Finance & Administration Head	FGD	F	Knowledge on Finance and Social Responsibility Fund
8.	Emergency Medical Technicians Nurse	FGD	F	Knowledge on Emergency Medical Service Provision
9.	Emergency Medical Technicians Nurse	FGD	M	Knowledge on Emergency Medical Service Provision
10.	Service Subscriber	ICS	M	Knowledge on service used
11.	Service user # 1	ICS	M	Knowledge on service used
12.	Service user # 2	ICS	F	Knowledge on service used
13.	Service user # 3	ICS	M	Knowledge on service used

3.5. Data Collection Tools

For triangulation purpose, this research study employed a variety of data gathering tools. Both primary and secondary data collection methods were used. Primary data are original in nature and directly related to the issues under study. They are more relevant to the topic of the research and improve the degree of accuracy of the research study. Moreover; primary data are current, and they can better give a realistic view about the topic under consideration (Maxwell, 2008).

In-depth interview with key informants, focus group discussions with employees who directly work in organizational service provision and operation as well as case studies with service users were used as tools to obtain primary data. Besides, journals, articles, dissemination materials and video presentation related to the study and TEBITA were also being reviewed to gather secondary data. A combination of different primary data collection methods was used for this study to ensure the validity of data collected. The study uses triangulation of sources and methods. These includes Key Informant Interview (KII), Focus Group Discussions (FGD), Individual Case Studies (ICS) and Systematic Observation.

The study used qualitative data, both primary and secondary, collected from the study site. Miles and Humberman (1994) and Silverman (1993) explained that qualitative data deals with phenomenon that relate to qualities or types. It is based on information expressed in words, descriptions, accounts and on the opinions and feelings of the people. The primary data were collected using the data collection procedures and techniques described in the following sections.

3.5.1 Primary Data Collection Tools

For this research study and during the field work of data collection, primary data was collected through Key Information Interviews (KIIs), Focused Group Discussion (FGD), Individual Case Studies (ICS) as well as Observation.

3.5.1.1 Key Informant Interviews (KIIs)

According to Mikkelsen (2005), Key Informant Interview aimed at obtaining special knowledge and understandings of an issue. The information usually generated from key informants is of complementary nature. KII was used to explore the concept of social entrepreneurship and the nature of the innovative social entrepreneurial business model of

TEBITA. Key Informant Interview is a two-way method which permits an exchange of ideas and information. Interviewing is fundamentally a process of social interaction (Bechhofer & Paterson, 2000). In the study, two members of the management of TEBITA were contacted as key informants and requested to discuss all about the enterprise to further enrich the data collected through other tools. To conduct KII, open ended guiding questions based on the specific objectives of the study was prepared and used.

3.5.1.2 Focused Group Discussion (FGD)

Most of the time as Kitchin and Tale (2000) explained, in many qualitative studies one-to-one interviews are supplemented by FGD consists of a group of six to twelve individuals discussing a topic under a guidance of a moderator who promotes interaction and directs the conversation. FGD has been proven instruments to illustrate and explore the inter-subjective dynamics of thoughts, speech and understanding of the members of a group (Pratt, 2001). The researcher of this study moderated and facilitated the entire FGD and took care of the note taking work. Through FGD information on issues like context, the practice of social entrepreneurship by TEBITA, the contribution and impact of the service provision, the business model were collected. The FGD was conducted with a group of crucial employees of TEBITA who are directly responsible for service provisions across different programs and activities of the organization. The use of FGD was important to gather data about the issue that would not possible by using other methods in terms of attitudes, feelings, beliefs, experiences and realities of group participants. It helped the study to triangulate data collection through other methods (Suhonen, 2009). Moreover; FGD is a group perspective and shared understanding of participants about the issue (Maxwell, 2008). The FGD was guided by questions prepared based on the specific objectives of the study.

A focus group discussion is a type of group interview that concentrates on an in-depth discussion of a particular theme or topic. In most cases, the group is made up of people who have experience or knowledge about the subject of the study or who have a particular interest in it (Kothari, 2004). The interviewer's job is a delicate balancing act and he or she should be seen more as a moderator of the resulting discussion than as a dominant question; one who prompts the discussion without unduly influencing its direction. Moreover, the moderator should provide

a suitable introduction and conclusion to the sessions, providing information about the research and what is to be done with the data (Kothari, 2004).

3.5.1.3 Individual Case Studies (ICS)

Case studies were used to explore the contribution of the innovative nature of social enterprises towards bringing sustainable solution for the community. Some service users of TEBITA were contacted and interviewed using guiding questions and asked how to do they came to know TEBITA and its service as well as their satisfaction on the service provision of the enterprise. All information obtained from each case were documented using field notes during the field work.

3.5.1.4 Observation

Observation becomes a scientific tool and a method of primary data collection when it serves a formulated research purpose and is systemically planned, recorded and subjected to checks and controls to ensure the validity and reliability of the data (Nicolas, 2008). When using this tool, the researcher should keep in mind what things should be observed, how the observations should be recorded and how the accuracy of the observation can be ensured (Holloway & Wheeler, 1996).

Systematic observation is a qualitative collection tool that was employed and applied during the field work to understand the overall situations of the innovative entrepreneurial nature and strategies of the service provision by TEBITA. Systematic observation method of data collection was used to see the real contribution of the different programs and service provisions of the enterprise in tackling the prehospital emergency societal problems of the community (Morse,1991). Moreover; during observation, all the data collected through other methods were evaluated and verified. Therefore; observation guideline was prepared to collect and document field observations. During the field observation, field notes were taken to further analyse the conformity or deviation of data collected through other methods and to understand the day-to-day activities and service provisions of TEBITA with respect to the study community.

Observation is a checklist consisting points to look for the behaviour of members of the setting. According to Bryman (2012), a kind of non-participant observation designed to be used

to describe a situation in which the observer observes but does not participate in what is going in the social setting. Structured observation is usually based in the non-participants setting (Bryman, 2001).

3.5.2 Secondary Data Collection Tool

Secondary data collection was done through literature reviews on social entrepreneurship as well as visiting TEBITA's archive. Broachers, reading materials and publication from the virtual environment was extensively used.

3.6 Data Collection Procedures

The research study utilized both primary and secondary information accessed from various sources. The primary data was collected mainly through KIIs, FGD and Individual Case Studies which, according to Kitchin and Tate (2000) allows a research to produce a rich and varied data set in a less formal setting with more detailed examination of experiences, feelings or opinions. In addition; systematic observation and referring and reviewing TEBITA's Resource Centre was also extensively employed to further substantiate the data gathered from primary sources. In addition to primary data collection sources, relevant secondary data sources like books, academic journals, electronic soft copies, YouTube video materials and presentations, related conceptual and theoretical framework and different research studies, locally written and presented documents were consulted and used. This helped to identify the research gaps with respect to the secondary data analysis, the research consulted several broachers and promotional materials on TEBITA to grasp and understand the core organizational philosophy, business model and service provision as well as its performance in the socioeconomic sector (Tebita, 2008-2019).

Multiple forms of data collection tools were used and considerable time in the natural setting gathering information is spent. Conducting Key Informant Interview, Focus Group Discussion and Observation were only possible through a field work organized at the main office of TEBITA. Individual Case Studies with clients and subscribers of TEBITA prehospital emergency medical care services were conducted by directly contacting and going to each respective individual's home office or inviting them to TEBITA's premises. Precaution was taken not to make the study disruptive so that KII and participants in the FGD are consulted to

provide convenient time for their participation without affecting their normal duties and responsibilities.

3.7 Method of Data Analysis

Analysis of data involves several closely related operations. These are performed with the purpose of summarising the data and organizing them in such a way that they answer the research objectives of the study and estimate the values of the unknown parameters of the population (Sharma, 1983; Silverman, 1993). Data analysis is studying the organized material to discover inherent facts. Analysis of data is a challenging and exhaustive stage of qualitative research process. It requires a mix of creativity and systematic use of methods (Ritchie & Lewis, 2001).

After the field work was completed, collected data were recorded and transcribed manually. The transcribed raw data was categorized into different pre-determined themes based on the research objectives. Analysis was done thoroughly considering the practice and contribution of social entrepreneurship. To portray the multi-faceted effect and nature of the context in which TEBITA operates, unique informative and demonstrative statements by study participants were included in the thesis work as quotes to substantiate what has been commented and discussed before.

Qualitative raw data come in various forms. Most commonly, they comprise of verbatim transcripts interviews and observational notes. Whatever form they take, the material is likely to be highly rich in detailed but intertwined in content. For this reason, organizing to manage the data are essential. Hence, the study identifies the initial theme or concept; labelling or Tagging the data; sorting the data by theme or concept and summarising or synthesising the data which involves framework, indexing and chanting (Ritchie & Lewis, 2003).

Raw data in the form of text and field notes were collected through several visits to the study area and contacting study participants. Then, the raw data were organized and prepared for analysis. All collected and organized data were thoroughly read, comprehended and thematised by the researcher. Several themes were inductively constructed and interrelated. Finally, the meaning of each theme that ensures the occurrence of the information were interpreted. In this

study, the data analysis was based on the data collected and compiled from primary sources and supplemented by secondary sources. In addition, the ideas, opinions and explanations from TEBITA's management and other concerned staffs through KII and FGD discussions were analysed using descriptive narrations. The analysis of the interview data began soon after during the data collection to focus on the research questions and on the study paradigm. Guided by the research questions, each interview transcription was checked for consistency. Lists of key issues were prepared and the findings were organized according to these. All collected data were organized, summarized based on guiding research questions and based on relevance to the study objectives. After summarization and categorization of data based on research questions and specific objectives, it was analysed through triangulation of the various data sources to maximize the trust worthiness of the study findings by giving due attention to observed non-verbal expressions of the study participants. Hence; during the analysis process, all data obtained through different data collection tools were interpreted and presented in a proper and meaningful way. Besides; relevant conceptual and theoretical frameworks of social entrepreneurship in the literature review was critically reviewed to strengthen and support the findings of the study.

3.8 Quality Assurance

A good research is clearly defined with coherence between research questions and method which will generate valid and reliable data that can be achieved with the available resources. But social research always involves an element of the known and hence qualitative research offers the advantage of flexibility (Bechhofer & Paterson, 2000).

Validity concerns the soundness, legitimacy and relevance of a research idea or theory and its investigation (Kitchin & Tale, 2000). Reliability on the other hand is 'the repeatability or consistency of a finding'. Being a qualitative study, this research is mainly interested in validity. The salience of validity over reliability in qualitative inquiries is well recognized as well. To mention one among others, for instance Silverman (1994) cited in Kitchin and Tale (2000) and stressed the importance of validity in qualitative research when he wrote that qualitative research has to be more than 'telling convincing stories' and rigorous in nature so that its conclusions can be accepted more definitely. It is shown in the introductory part of this research report that the purpose of the research study is to explore the practice of social entrepreneurship and the effects

it brings in solving social problems of the community. This may not be easily replicated in other similar studies as to be reliable.

A qualitative research must establish credibility, dependability, transferability and confirmability which are its aspects of trustworthiness. Credibility is the first aspect or criterion that must be established. It is seen as the most important aspect or criterion in establishing trustworthiness. Because credibility essentially asks the researcher to clearly link the research study's findings with reality to demonstrate the truth of the research study's findings. Credibility has the most techniques available to establish it like triangulation and member checking. Triangulation involves using multiple methods, data sources and observation to gain a more complete understanding of the phenomena. It is a way of assuming the validity of research using a variety of methods to collect data on the same topic. Triangulation and member checks help establish credibility and contribute to trust worthiness. Triangulation asks almost the same research questions of different study participants and collects data from different sources through different methods to answer the same question whereas members checks occur when the researcher asks participants to review the data collected by the interviewer and the researcher's interpretations of that data. Participants generally appreciate the member check process because it gives them a chance to verify their statements and fill in any gaps from earlier interviewers. Credibility involves establishing that the results of qualitative research are credible or believable from the perspective of the participant in the research. Since the purpose of qualitative research is to describe or understand the phenomena of interest from the participant's eyes, the participants are the only ones who can legitimately judge the credibility of the results (Yvonna, 1985).

Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. From a qualitative perspective transferability is primarily the responsibility of the one doing the generalizing. The qualitative researcher can enhance transferability by doing a thorough job of describing the research context and the assumptions that were central to the research. Transferability refers to the degree to which the results of qualitative research can be generalized or transferred to other contexts or settings. From a qualitative perspective, transferability is primarily the responsibility of the one

doing the generalizing. Transferability is established by providing readers with evidence that the research study's findings could be applicable to other contexts, situations times and populations.

Research study provided the evidences of the practice and contribution of social entrepreneurs in Ethiopia that it could be applicable. Taking TEBITA as a case study, the study avoided generalizability which is basically a small group of people is representative of the larger population instead, trended to transferability which allows the option of applying results to outside contexts. Conformability in qualitative research can be conducted to replicate earlier work and when that is the goal, it is important for the data categories to be made internally consistent stated by Yuonna & Egon (1985). Qualitative research tends to assume that each researcher brings a unique perspective to the study. Confirmability refers to the degree to which the results could be confirmed or corroborated. However, this research study has found no other similar study in the same topic in Ethiopia.

Dependability is the quality of being trustworthy and reliable. It is a value showing the reliability to others because of integrating truthfulness of information to be trusted in which reliable or confidence may be placed (Glaster, 1967). To achieve dependability, the research study tried to avoid mistakes and limit damage to get easily able to be depended and accountable. As the research study employed a qualitative research, the study work tried to be dependable as the stability of data over time and over conditions. The dependability of the study can be compared to reliability and data and relevant supporting documents can be scrutinized by external reviewer. It is essentially concerned with whether we would obtain the same results if we could observe the same thing twice. But we cannot be measuring two different things to estimate reliability. Qualitative researchers construct various hypothetical motion to try to get around this fact. It emphasises the need for the researcher to account for the ever-changing context within which research occurs. The researcher is responsible for describing the changes that occur in the setting and how these changes affected the way the research approached the study.

Efforts have been made throughout the entire research process to ensure that the findings are repetitive of the concrete reality with the facts on the grounds. On the other hand, for meeting validity, credibility, transferability, conformability and dependability the research uses different combinations of data gathering tools. In line with this, Alain (2010) described that one way of

ensuring validity in qualitative research is triangulation which means confirming results by consulting multiple and varied sources. In ensuring internal validity, data were collected through multiple sources to include interviews and observation. The information collected serves as a check throughout the analysis process.

3.9 Ethical Consideration

Any research study raises ethical consideration, and this will have a resonance in qualitative research studies (Jane & Lewis, 2003). All research study participants involved were appropriately informed about the purpose of the study and their willingness and consent were secured before the start of KII, FGD and Individual Case Study Interview sessions. This means providing them with information about the purpose of the study that was to explore and understand the programs and service provision of TEBITA Ambulance in bringing tangible benefit for service users with their clear satisfaction. And how the data will be used, in this case only for educational purpose. What kind of participation required from them was also discussed. How much time participants should spend and in what way their participation would benefit the research study to understand the social service and contribution of TEBITA was clarified to each participant.

As discussed by Holloway and Wheeler (1996) informed consent of participants be based on the understanding that participation is voluntary. Consent to approach potential participants (selected service users and concerned staffs) first was sought from the organization as it is the service provider and employer. In protecting the right to privacy of the participants, the researcher and facilitator maintained the confidentiality and identity of each participant. In all cases, names were kept confidential and therefore a collective name such as ‘study participant’ was used.

Defined by Jane and Lewis (2003), anonymity means the identity of those taking part not being known outside the research work area. While confidentiality on the other hand means avoiding the attribution of comments, in reports or presentations of research finding to participation. Hence; in the research study, direct attribution to comments and indirect attribution to a collection of characteristics that might identify the participants were avoided. It was believed that there will be no harm for participants in taking part as the selected topic for the study was on

the practice of social entrepreneurship which is not sensitive. In addition; attempt was made to make sure that the study was carried out as per the code of ethics of social work that is ... (NASW, 2008). A letter of support from school of social work was presented to TEBITA Administration and management before the commencement of the field work and data collection process. During data collection activities, participants were communicated as they have the full right to stop the interviewer at any time if they did not understand what the interviewer was asking or if they did not feel comfortable, they might also skip questions. In other words, the issue of willingness and the right to privacy were secured.

CHAPTER FOUR

FINDINGS

This chapter addresses results of the study findings.

4.1. Findings

In total thirteen study participants were participated for this study during the field work. Specifically, two in the key informant interview (KII), seven in the focus group discussion (FGD), and four in the individual case studies (ICS) alongside the systematic observation conducted. In the KII, the general manager of TEBITA Ambulance, who has been working in the organization since its inception, actively and repeated participated and provided the necessary information during and after the interview session. The founder, owner and CEO of TEBITA also contributed through virtual environment and enriched the information needed. The two personnel in management position participated in the KII and explained and discussed the inception, establishment, organizational philosophy, the innovative social entrepreneurial structure and its business model of TEBITA. In the FGD, seven study participants who are responsible for different operational and support sectors and departments of TEBITA participated and discussed in detail the unique service provision and delivery of the organization and how TEBITA plans to contribute towards bringing solutions to prevailing social problems in the prehospital emergency with service sustainability through its innovative social entrepreneurial practice. They include the HR head, the head of ambulance dispatch, the logistic and maintenance coordinator, the paramedic training centre in charge, the finance and administration head as well as two representatives of emergency medical technician (EMT). To explore the practice and contribution and impact of TEBITA's service provision and delivery, three service users called clients from the 24/7 public category and one service user from the service subscriber group were also participated in the individual cases study interview.

Organizations exist for a variety of resources. Some pursue profits, while others promote the general social welfare. Regardless of its purpose or mission, any organization must be properly aligned with its environment if it is to be effective. However; there are disperse views on how this alignment should be achieved and how an organization can legitimately pursue and then use revenues or profits. Some companies aggressively seek to maximize their profits, grow at any

cost, and focus on nothing but what is best for the company. Others take a much different approach to business and activity work for the betterment of society, even when it means less profit for the owners. Clearly, the environmental context of business today is changing in unprecedented ways. Social responsibility is the set of obligations an organization must protect and enhance the social context in which it functions (Ricky, 2016).

The findings of the research study are presented in the following four themes in line with the research questions.

4.1.1. General Overview of TEBITA Ambulance as one Pioneering Local Social Enterprise in Ethiopia

As regard to the general overview of TEBITA Ambulance Prehospital Emergency Medical Service, first-hand information was received from the general manager of this institution and summarized as follows. TEBITA is a private enterprise which strives to operate on the principle of social entrepreneurship. The enterprise is conceived by the current CEO who is also the owner and founder. The CEO was an Anastacia in Tikur Anbassa Referral Hospital. He started thinking on how to tackle the problem of handling pre-hospital emergency accidents occurring across the country, like traffic accident victims. He and his colleagues pushed the idea of how to handle this social problem which needs a significant attention by all stockholders. Victims of traffic accidents and other emergencies which need prehospital medical care service reach hospital after they are severely injured lost a lot of blood and with other complication. Despite, hospitals and medical personnel working hard to save the life of victims who arrive in very critical condition, a lot of lives lost due to the lack of proper treatment and handling of victims at prehospital settings of the accident. This was the huge gap in the medical health service in Ethiopia particularly in Addis Ababa which was identified by him as critical social problem affecting a significant number of the population that needs immediate attention.

In his personal efforts to bring sustainable solution to this and other serious social problems which needs a prehospital emergency medical service, the CEO and his friends started thinking how to bring sustainable solution for the victims as well as the society. TEBITA Ambulance was conceived as the result. while trying to justify his iconic idea, the CEO visited several countries tried to get their experience on the so-called emergency medical care service. He got concrete evidences that prehospital emergency medical care services are determinantal to save lives in a

country. Finally, the CEO decided to contribute his part as a citizen of the country and embarked on the long journey. He worked hard to realize his vision. He stated generating money first by selling his own house. Later, he got the golden opportunity to participate in a business award competition and through his participation managed to secure a fund which was enough to buy new and better standard ambulances.

TEBITA Ambulance started as a private prehospital emergency medical service in 2008 after receiving licenses from Addis Ababa City Administration Health Bureau. It has achieved ISO certification in quality management systems. Since its establishment, TEBITA Ambulance has been dedicated to delivering the most professional, high quality and reliable emergency care services to the people of Ethiopia, multinational companies, non-governmental organizations, and many others. TEBITA means a drop in the Amharic language, the founder started striving to drop his own contribution in the efforts towards tackling one of this critical social problem of the country and promoted his idea and motivated other to do the same. ‘Drop Your Own Effort as a Citizen of the Country to Contribute in Tackling the Emergency Medical Problems of Ethiopia and hence Bring Sustainable Solution for the Victims/ Patients as well as for the Community’ was the motto to establish TEBITA.

The CEO then started the long way of the challenging legal process and securing finance. He sold his house to purchase three used ambulance cars. To take off, he and his friends used their private houses to be used as its office. Later, rented a small office. He also evidenced that TEBITA Ambulance was striving to work on the principle of social entrepreneurship and provides a pre-hospital emergency medical care service. TEBITA was structured and organized itself as a social enterprise with **a cross subsidizing business model**. Cross subsidizing was an innovative business model employed by TEBITA which provides subsidized services for the majority public 24/7 emergency ambulance service users. The service provided to big companies helped TEBITA to cross subsidizes the 24/7 service for the public. As narrated by the management, TEBITA is a private enterprise and needs to be paid. But payment is its second priority. The priority for TEBITA is to save live. TEBITA does not compromise somebody’s life due to payment issue. TEBITA strongly believes that by doing good for the community, it can do good for itself in turn. TEBITA pursues contacts and agreements with international companies (like mining and oil exploration companies) to provide emergency transport for employees

located in harsh, rural settings. TEBITA also partnered with AMREF's Flying Doctors in Nairobi, International SOS, and Africa Assist to facilitate internal evacuations, and works to provide other premium services that will attract international clients. The revenue generated from these partnerships allows TEBITA to continue to serve low-income clients (the 24/7).

Entrepreneurship is the process of planning, organizing, operating and assuming the risk of a business venture. And, an entrepreneur, in turn is someone who engages in entrepreneurship. The entrepreneur starts new business which may be owned by himself or a small group of individuals and has services or products that are meaningfully influence the environment (Ricky, 2016). Continuing the discussion, Ricky (2016) social enterprises on the other hand is particularly characterized by the practice and contribution of the enterprise measured in terms of its effects on key aspects of socioeconomic system including job creation and innovation. Enterprises are important sources of new jobs. Entrepreneurial business success more than business size and accounts for most new job creation.

From the above evidence based analysis and looking through the social entrepreneurial lens, the organizational effective business strategy in place and innovative business structure and model in hand as well as the overall performance of its entrepreneurial practices and contribution for the general public since its establishment in 2008, we can safely conclude that TEBITA is really striving and practicing as one local social enterprise in Ethiopia with visible contribution towards bringing solutions towards a significant social problem of emergency medical care service. In addition, the enterprise has proved its real social contribution in job creation initiative for marginalized youth group through its in-house trainings as paramedic emergency technicians to serve the enterprise as well as other public organizations including the government emergency health systems.

4.1.2. The Unique Service Provision of TEBITA Ambulance and its Practical Efforts towards Bringing Solutions to Social Problems with Service Sustainability

With pertaining to the unique provision of TEBITA, besides data gathered from the management and other staffs, the information obtained from document analysis presented as follows. Currently, TEBITA has become one of the pioneering local social enterprise in Ethiopia aims to provide the highest quality emergency ambulance care and pre-hospital medical services

and create awareness on first aid and health safety through formal trainings, and advocate for the development of well-organized emergency medical services management.

TEBITA's general manager explained that generally, health care is public provision, private good. Therefore, some service in the health industry needs collaboration of the public and private enterprise. Otherwise, the free rider cost will fall on the shoulder of that service provider's enterprise. Emergency ambulance service is among this service. The remedy is third party must be there to compensate for the free rider service users particularly for low income segment of the community. For this reason, the government is the major stakeholder to finance while the private sector is responsible to provide quality service with acceptable response time. To start with, TEBITA provided First Aid Training, which is a pure private good, to finance its prehospital ambulance service for the public. Later, TEBITA with its remote ambulance service sub program continues providing its service for multinational and local companies which are working in remote areas of the country. TEBITA considers the remote ambulance service as a take-off for its innovative social service in the country.

Currently, ambulance services are provided by many actors in Ethiopia. The Ethiopian Red Cross Society, the Fire bridged, the government's making pregnancy safer woreda level program as well as many individual private medical centers and hospital have their own system and format of ambulance service across the country. All ambulance services provided in the country are mostly at hospital care and rehabilitation care level. As clarified by the general manger, the type of ambulance service provision by TEBITA is unique. TEBITA's ambulance service is an emergency medical care service created by an innovative thinking in which instead of waiting victims and patients at hospitals and/ medical centers, it is much better to reach them at the point of emergency that is at the pre-hospital care level. In addition, TEBITA believes that first aid and other emergency medical services should be provided at the scene of accidents to save more life before it is getting late.

The findings of key informant and focus group discussions stated that the enterprise created an emergency call system service with 8035 which is a very important and crucial system in an emergency medical service. It advocates for one call system and syncretized across the county for whatever problem the public face. The call system is supported and controlled by a GPS system. Subscribers and service users make calls either with the short number 8035 and/ or other

direct number 0911225464/0911641609 with the 24/7 standby dispatch center and inform TEBITA what program they have and where and when. Clients make call and request for ambulance dispatch for their emergencies. TEBITA's ambulances are unique because all basic lifesaving (BLS) and advanced lifesaving (ALS) cares are equipped with oxygen and all the necessary life support supplies and paramedic emergency care personnel with them. The dispatch center prioritizes emergency on the road and patients in house. Patients in hospitals are second priority for TEBITA. Mass accidents in the city or across the country get completely free access from TEBITA. Responding on such mass accidents and calamities is exclusively considered by TEBITA as its core social responsibility as one local enterprise in Ethiopia. After responding to emergencies and saving precious lives of the public, TEBITA demands appropriate payment from service users/ clients. For those who are unable to pay the partial or full payment of the bill for the service are requested to provide a copy of their ID so that this will be settled with TEBITA's corporate responsibility budget.

The findings of the discussions also provide the information that TEBITA is different from other ambulance providers in which its ambulances are equipped with Basic & Advanced Life Support Ambulance medical service, transportation ambulance service as well as special need people ambulance service. All ambulances have ventilation, intensive care unit, oxygen and some medical personnel who exactly know what to do (EMT). TEBITA, to finance and subsidize its public service which is most of the ambulance service provision, it created corporate social responsibility budget (CSR) and donation fund. The idea for creating CSR is just to subsidize the 24/7 public service users which TEBITA stands for and will continue to provide its service and discharge its responsibility as one social enterprise in the country. CSR as well as the system of cross subsidizing are sustaining the business of TEBITA and make it resilient.

In addition, TEBITA assists in implementing emergency preparedness and response. The first aid training to non-health professionals to equip staffs with the necessary skills to respond in an emergency is another service provided for the public. The peace of mind package which is available to organizations, families and individuals is another unique service by TEBITA. Unlike the Ethiopian Red Cross Society which provides its ambulance service for free, TEBITA charges a subsidized amount of money from its service users to stay in the business and to make its services sustainable. TEBITA believes that for emergency service providers letting them to

operate with a specified budget is a mistake. Instead they should be allowed to be paid exactly what they have spent. Budgeting will limit their operation and make them out of the business. The enterprise also believes that those who can pay should pay for the service they have received and those who cannot should get a subsidized service. TEBITA's focus and priority is to save life not to collect money. Money collection and generating revenue comes at second priority for TEBITA. TEBITA strongly believes that through its innovative medical service, it is supporting the Ethiopian government in its effort to tackle the health problem of the country. Hence, the government should give proper attention towards the work and efforts of TEBITA. TEBITA ambulance service uses ad-hoc payment system in which Birr 20 per one km for basic life service (BLS) ambulance and Birr 30 per one km for advanced ambulance service (ALS). This payment rate continues since TEBITA started its operation which is much cheaper than what a private taxi is charging per km.

Currently, the enterprise provides training on first aid for non-health professionals, basic and advanced life support trainings for in-service personnel and paramedic pre-hospital emergency medical care service for selected and competent students. TEBITA is the leading Pre-hospital Emergency provider in Ethiopia. Paramedic personnel/ emergency medical technicians (EMT) after receiving proper training on level - 3 (primary/basic lifesaving emergency training) and level four (advanced emergency lifesaving training) can manage trauma emergencies, medical emergencies as well as OB/GYN emergencies in all circumstances. In its effort to create and strengthen the public private partnership in the country, TEBITA has designed and worked out the curriculum and the project proposal, in collaboration with Kotebe University College, for such paramedic pre-hospital emergency medical care service training for all those who are in need in the country. The proposal is submitted to ministry of health and it is awaiting its approval.

From all discussions and systematic observation on the work and services of the enterprise, the following findings can be safely stated. It prioritizes the 24/7 public emergency medical care service across the country with BLS & ALS ambulances and EMT (house pickups, emergencies with oxygen users, delivery service, traffic accidents, ICU service, special care patients and emergencies, etc...). TEBITA's ambulances use calculated speed limits. They drive fast to reach and respond for emergencies but slow down after picking the patients or victim of accidents. It

provides a highly subsidized emergency medical care service. Provides peace of mind service with multi national and local companies (like Heineken, Foot Ball federation, embassy occasions etc...). Event emergency medical care service (like providing escorting for the Ethio -American Military Training and Drills, African Union Meetings, International Conferences, the Prime Minister and President of Europe visits to Ethiopia, Asia and other events across the country). It recruits, trains and creates employment opportunities for disadvantaged and vulnerable youth section of the community. It tries to create a public private partnership with the ministry of health through advocacy in the policy and legal procedure shift so that the service of pre-hospital ambulance medical care service is sustainable in the country. It creates a kind of business entity in the form of income generating scheme while it uses majority of the revenue to finance its own operation and subsidize its 24/7 public service users.

Thus, from the above findings of the data it is possible to conclude that TEBITA employed an innovative and unique social service as emergency medical care across different section of the Ethiopian society paying focus on the majority of 24/7 ambulance users/clients. It wisely applied the cross-subsidizing business model to finance the service provision and delivery of the emergency medical care for the majority through properly challenging the social responsibility fund and redirecting the revenues obtained from its few service subscribers.

4.1.3. The Challenges and Opportunities of Social Entrepreneurship as Practiced by TEBITA Ambulance

Data obtained from focus group discussion as well as key informant discussions with the management as regard to challenges and opportunities of TEBITA Ambulance summarised as follows. TEBITA is performing well in the new and less understood of the social entrepreneurship phenomenon. Through its eleven years of restless service delivery, it has encountered many challenges and constraints which restrict its rapid growth and service delivery. The biggest challenge is the nature of the service. Health care, the emergency health care is one basic human right of all people. Earlier, it was stated as public provision; private good in nature. That makes the service and its provision more challenging. The third party must be there to compensate the costs incurred by the service provide so that it only focuses on the delivery and quality of the service it provides for service users. Currently TEBITA and all its service provision including parking its more than fifteen ambulance cares is housed in a rented building

with very limited court yard. This prevents the proper parking of its ambulance cars ready for emergency take off. In addition, the increasing payment of the house rent is another challenge which threatened its philosophy of subsidizing the public. All the dispatch centre, the main office, the training centre as well as maintenance are all packed in one building which should not be the case for an emergency medical service provider

The solution for the above challenges according to the participants, TEBITA is requesting the government to provide a convenient site/ place in which it could build its own state of the art emergency medical care centre. For unavailability of medical supplies in the domestic market compromise the service delivery and the solution suggested by the same are make available emergency drugs and medical supplies at all time in the domestic market; ambulance service means using movable cares with all medical supplies and personnel spare parts, maintenance and other logistical constraints are also challenge.

As discussed by the research study participants, TEBITA advocates that there should be a health insurance scheme in Ethiopia. Such scheme allows TEBITA and others to do their professional work and focus on its service provision. The government will do the regulatory work. TEBITA does not want to be involved in collecting money from service users. The government, through the health insurance scheme, should pay TEBITA. It strongly believes that what is to be done in the emergency medical care service is that of the duties and responsibilities of the government. Any service or good needs the production/ or service provisions, distribution and regulations from the stage of production until it reaches to end users. The government cannot do all together. If this happens, the issue of efficiency and cost effectiveness will be compromised. Through Public Private Partnership (PPP), outsourcing the service production/provision and distribution to others like TEBITA and focus only on the regulatory part makes the government more efficient and cost effective. The government through creating a proper public private partnership should give the right work to the right enterprise i.e. TEBITA is the right enterprise in Ethiopia to work on pre-hospital emergency medical care ambulance service and the government should provide the fund and payment for TEBITA for its extra ordinary service for the public and of course for the country. TEBITA really wants to focus on its professional service provision.

Participants who participated in the focus group discussions listed the following challenges that TEBITA institution faces and suggested possible solution to the problems as follows. Lack of understanding and attention on the part of the community and the government for the nature and phenomenon of social entrepreneurship in the country. Academicians and practitioners should do more efforts to make social entrepreneurship understood by all. Lack of clear policy on social entrepreneurship is another constraint. Clear policy on social entrepreneurship should be integrated with the social policy of Ethiopia. The lack of legalisation (legal bases) and confusion in categorizing and registering social enterprise or as NGOs or charity organizations is also a challenge in the country. The legal base to distinguish the unique and innovative business model of social enterprise from other forms of organization should be legislated. The findings of the study also stated that the non-availability of the public health insurance scheme and public private partnership is also a challenge. Public Health Insurance Scheme and PPP should be created in the country. The government of Ethiopia should do its own analysis and select those sectors and enterprises which are more beneficial for the society and the country and engage in PPP.

The discussion with the management provided that to run a health provision with pre-budget system, TEBITA believes that health system needs to be paid what exactly it has spent because the small amount of the corporate responsibility budget available to subsidize the public 24/7 compromising the service provision. More and more local companies and enterprises should be involved and discharge their social corporate responsibilities to help minimize the social problems in the country. Problem with working Capital. Getting loans from banks is very difficult as banks consider social enterprises like TEBITA are not profitable enough to repay their loans.

The study uncovered many challenges facing local social enterprises in the study area. These were the results of several factors including scarcity of capital because of the reluctance of formal financial institutions to cater for the sector, lack of business premises and infrastructure and constraints related to policy and legal institutional linkages.

From this data it is possible to conclude that despite all the challenges and constraints faced and the lack of legitimacy for enterprises to register themselves as a full-fledged local enterprise exclusively working on social innovation, job creation for the marginalized and stay socially

sustainable, TEBITA is striving to be one best model social enterprise in the country and is leading the sector. TEBITA, through its active participation and even presiding the Social Entrepreneurs Forum Ethiopia, is making a deference.

4.1.4. TEBITA's System of Capacity Building and Mechanisms of Incubating its Innovative Social Entrepreneurship Practice in Ethiopia

Through document analysis made as well as the findings of the KII, FGD and ICS as regarding to TEBITA Ambulance's system of capacity building and mechanisms of incubation summarised as follows. TEBITA made a tripartite agreement with Ministry of Health and Kotebe Metropolitan University to promote PPP to train up to 5000 para medical trainees recruited across the country for the next several years. Partnering with East Africa Emergency Service for capacity building and exchange of professionals. With the support of the British Council, actively participate in the formation of Social Enterprise Ethiopia Forum (SEEF) and promotion of social enterprises in Ethiopia. TEBITA presides the forum and advocate the cause of social entrepreneurship in the country. Thinks big to establish air ambulance service and extends its operation in the regions in Ethiopia; started small with only three ground ambulance cars and limited staffs and service provisions; acts now with its innovative social entrepreneurial business model and with all its potentials and available resources despite all the challenges and constraints it is facing.

From the findings of the above, it is possible to conclude that TEBITA is also able to spread the innovative idea of social entrepreneurship and incubate the business model for the benefit of the majority across the country. TEBITA is actively engaged in peer capacity building activities and even has prepared a strategy and a project proposal on the bases of public private partnership and proposed the same for the Ethiopian government.

Currently, TEBIA seams fully controlling the prehospital emergency medical service in the country and has huge number of beneficiaries. In addition, there are no real competitors for TEBITA which operate on the same business model and purpose. However; as the concept of social entrepreneurship is speeding and gaining momentum, it is clear that the enterprise definitely will be challenged by some competitors hence needs to be prepared and be resilient.

CHAPTER FIVE

DISCUSSION

Social entrepreneurship can be reasonably explained using criteria instead of a definition. It has a broader social conceptualization or meaning. It is societal. This means that social entrepreneurship is not limited to target groups. According to British Council (2013), social entrepreneurship in Ethiopia has increasingly involved with issues of community.

The purpose of social enterprise is the maximization of social output, not profit. The societal goals of social enterprises don't exclude making income. They are not charitable institutions. They have sustainable business models and earn income from selling their products or delivering services. TEBITA, as an enterprise also has the plan to extend its services to other regions and east African Countries through Air Ambulance Services by opening dispatch centers to reach patients and people in need of emergency services as quickly as possible and contributing in the region.

In general, the social entrepreneurship environment in Ethiopia can be defined as one in its early stage. Social entrepreneurs created significant role to the society by creating employment, empowerment of youth, women and marginalized groups. They also work for social and environmental impact as well as a profitable organization. However, even if their contributions to solve social problem are large, their existence and work are not well appreciated. Social entrepreneurs faced many challenges through social, economic and legal factors like lack of awareness, the community and culture are not supportive, weak distribution channel, lower access to low interest credit, un stimulating tax system, constraints to initial capital, high labor cost, lack of working area influenced negatively (British Council, 2013).

Furthermore, social entrepreneurs are suffering from regulatory aspects like no explicit legal framework for social entrepreneurs/enterprises in Ethiopia, un-conductive government policies, unfavorable political climate and unaccommodating bureaucratic environment of government offices. Though these challenges exist there are some successful examples of social entrepreneurial ventures in the country.

Social entrepreneurship is an approach by startup companies and entrepreneurs, in which they develop, fund and implement solutions to social, cultural, or environmental issues. This concept may be applied to a wide range of organizations, which vary in size, aims, and beliefs. For-profit entrepreneurs typically measure performance using business metrics like profit, revenues and increases in stock prices. Social entrepreneurs however, are either non-profits, or they blend for-profit goals with generating a positive ‘return to society’. Therefore, they must use different metrics. Social entrepreneurship typically attempts to further broad social, cultural, and environmental goals often associated with the voluntary sector in areas such as poverty alleviation, health care and community development. At times profit-making social enterprises may be established to support the social or cultural goals of the organization but not as an end in itself.

Globally, there is a belief and trend that the best way to empower developing countries and tackle their massive societal problems is through incubation of private social enterprises and job creation, not charity. The research field work has found that TEBITA is the first private sector ambulance company in Ethiopia. It works in collaboration with EAES (East Africa Emergency Service) to transform Ethiopia’s health industry. The enterprise is making enormous changes to the health care industry in the country. It is a known fact that Ethiopia is one of the countries with the highest rate of car accidents and deaths which necessitates prehospital emergency medical service in the world (MoLSA, 2016). TEBITA is revolutionizing the industry by addressing the service gap that between the scene of an accident and the hospital and minimizing death rates and other consequences in the process.

Every paramedic at TEBITA has the know-how for life-saving equipment, in addition to the emergency services to clients. TEBITA also gives services to elderly citizens travelling to hospitals regularly. TEBITA Ambulances transport them to and from hospitals and other medical centers in a safe and guaranteed way. Such services were not available before the coming of TEBITA hence the new and innovative service is positively impacting individuals and the community needing the service. This is changing the entire picture of the industry. Currently, TEBITA is in the process of extending its iconic paramedic trained technicians placement in other organs like government and the fire bridge ambulance, etc.....

Pre-hospital care should comprise basic strategies with proven effectiveness, such as accessible and rapid transportation and the deployment of personnel with basic life-support skills. Social entrepreneurship, social enterprises and social innovation in the working group's mandate. Social entrepreneurship is understood as a type of enterprise with the following three characteristics. It is targeted at a **social objective where there is an unmet welfare need. It contributes innovative solutions to these challenges. It is driven by the social results, but also by a business model that can make the enterprise viable and sustainable.**

The following challenges are the main challenges identified during the field work. Lack of access to funding and inadequate or non-existent support structures. To deal with these challenges, participants pointed to the need for better funding options from both government and other sources. Regulations and their implementation. Attention was drawn to the challenges linked to public procurement regulations and their implementation. They highlighted the need for changes in these regulations and greater emphasis on quality, social responsibility and social value. Lack of awareness of social entrepreneurship and social innovation. Participants pointed to a lack of awareness in society in general and among public authorities. To deal with these challenges, they mentioned a wide range of initiatives, including research and education, analysis and exchange of experiences with good examples, and information campaigns. Attitude, culture and organization in government.

CHAPTER SIX

CONCLUSION AND IMPLICATIONS TO SOCIAL WORK

This chapter summarized and concluded the general findings of the study and made recommendations to policy makers, researchers in the academician circles as well as practitioners or social entrepreneurs in the social entrepreneurship sector. The analysis and discussions of the data allowed for conclusions and suggestions to be made. The findings of the study have important implications for appropriate actions to be considered for social work discipline.

6.1. Conclusion

From the obtained results, the following conclusions have been made. TEBITA is really practicing social entrepreneurial activities and striving to be one important local social enterprise in Ethiopia with visible contribution towards bringing solutions towards a significant social problem in the country namely prehospital emergency medical service. In addition, the enterprise has proved its real social contribution in job creation initiative for marginalized youth group through its in-house training as paramedic emergency technicians to serve the enterprise as well as other public organizations including the government emergency health systems. It employed an innovative and unique social service as emergency medical care across different section of the Ethiopian society paying attention on the majority of the 24/7 ambulance service users/clients. The enterprise wisely applied the cross-subsidizing business model to finance the service provision and delivery of the emergency medical care service for the majority through properly channeling the social responsibility fund and redirecting the revenues obtained from its few service subscribers.

Despite all the challenges and constraints faced and the lack of legitimacy for enterprises to register themselves as a full-fledged local enterprise that exclusively working on social innovation, job creation for the marginalized and stay socially sustainable, TEBITA is striving to be a best model social enterprise in the country and is leading the sector. TEBITA, through its active participation and even presiding the Social Entrepreneurs Forum Ethiopia, is making a difference. It also actively participating and largely contributing in the consecutive Social Enterprise World Forum with the last forum held in Addis Ababa in October 2019. TEBITA is

also capable to spread innovative ideas of social entrepreneurship and incubate the business model for the benefit of the majority across the country. It is actively engaged in peer capacity building activities and even has prepared a strategy and a comprehensive project proposal based on public private partnership and proposed the same for the Ethiopian government.

6.2. Suggestions and Implication to Social Work

From the obtained results the following suggestions have been made: -

6.2.1. Clearly Defining the Phenomenon

There is a strong potential for social entrepreneurship to bring sustainable solution for many societal problems, through its practice and contribution, in Ethiopia. However; neither the concept nor the term has been fully and clearly understood. Academicians should take the lead actor and provide a clear and workable definition with clarifications on important terminologies for the new concept and they should also try to integrate it in social work, social science and business education and curricula. Students of social science and social work must dare to embark on more and more evidence-based research works as social entrepreneurship and the practical phenomenon is believed to be one direct practical aspect of the social work profession. Measures to create awareness towards social entrepreneurship that is to disseminate the understanding that it has a social output. Through the local broadcast and the print media concerning the impact of social enterprises for communities, the environment and society. So that the current low level of awareness and understanding in Ethiopia. The few social enterprises that are really practicing social entrepreneurship should focus greater attention to their business models to ensure their sustainability.

6.2.2. Standardization and Bench Marking

There is the need to standardize and bench marking for measuring social and environmental returns and impacts for local innovative social entrepreneurship practices by enterprises in Ethiopia. Currently, many social investors like TEBITA are searching for new ways to evaluate their financial and social returnees in a clear, standardized and transparent fashion. Increased access to measurement tools and services allow to evaluate the effectiveness of interventions like TEBITA's emergency medical care service. TEBITA is striving to build social returns on its

investment that measure the social, environmental and economic costs and benefits. In addition, policy makers, social enterprises and other stockholders should actively engage in seeking new ways to measure projects or interventions that have positive impacts to achieve both qualitative and quantitative results.

6.2.3. Support for Pioneers and Incubators

Supporting innovative start-ups is critical for evaluating their chances of success and sustainability. Incubators like that of TEBITA, can provide subsidized services such as social business planning, management and leadership mentoring, etc.... for social enterprises start-ups. They should be provided strong with support from the government and could be taken as role model for incubating the practice of social entrepreneurship in Ethiopia. Because of its service for larger community, contribution towards bringing sustainable solutions for many societal problems as well as its crucial play to impact socioeconomic outstanding issues, local social enterprises like that of TEBITA needs to be provided with the necessary support and assistance by the government. The challenges and constraints which render their innovative entrepreneurial efforts should get proper consideration and quick actions. To bring significant contribution and impact on the socioeconomic arena and hence poverty reduction, social enterprises in Ethiopia should work in collaboration to each other through the social enterprise forum and with that of the government in PPP model. This will further increase their social contribution and impact on both at micro as well as macro level. Worldwide experiences prove that the business incubator as a successful mechanism for nurturing of social enterprise business start-ups. The main objectives of incubation are to transit developing enterprise societies into knowledge-based societies. Appropriate business incubation mechanism minimizes the high level of the failures of business start-ups in the social entrepreneurship sector.

6.2.4. Formation of Public Private Partnership (PPP)

Public Private Partnership refers to forms of cooperation between public authorities and the private sector which aim to ensure the financing, construction, renovation, management, operation and/or maintenance of infrastructure and/or the provision of service. It involves some form of risk sharing between the public and private sector in the provision of an infrastructure or service. The PPP has two forms-contractual and/or institutional (USAID,2012). PPP should be

promoted in the country so that individual private social enterprises can directly work with the government structure. The ongoing debate should get its final and the PPP should be soon realized in Ethiopia.

6.2.5. Policy and Legal Framework

Introducing legal policy and frameworks to encourage the establishment of social investment funds, policy dialogue should aim to produce introducing legal structure for social entrepreneurship in Ethiopia. This needs in-depth discussions and analysis on the country's current social policy and legitimacy as well as identifications of areas of modifications and amendments on outstanding issues. Doing so in turn will create more conducive environments for PPP more innovative social investments.

There is a clear need to have a policy on social entrepreneurship for Ethiopia. Law makers in Ethiopia need to consider and investigate the special feature, characteristics and business model of social enterprises. There is also the need for revising existing legal forms of organizations, as there is no workable legal framework for the many social enterprises to fit in which are operating across the country.

6.2.6. Setting Up of National Social Investment Forum

Socially responsible corporations can be important role models for social enterprises. They can also be major players in promoting a fair and competitive environment for social enterprises development and growth. This further can be integrated and work together with Ethiopian Enterprise Forum. Forming such a forum brings together social investors, philanthropists and venture capitalists with small scale social enterprises in a common platform. This can serve the purpose of matching demand with supply means demand for channeling smaller investments with a supply of sustainable, innovative efforts on the ground. The forum can also provide opportunities for cross-country learning of experiences and awareness raising.

6.2.7. Strengthening and Incorporating Social Entrepreneurship

Strengthening and incorporating the phenomenon and concept of the social entrepreneurship in the country's education system and curricula is paramount. Promoting educational initiatives

related to social innovation and civic engagement can bring more opportunities for community services and skills building, it can also provide needed support for emerging social enterprises. Social entrepreneurship can be integrated into educational course curricula across a number of disciplines and subjects helping students develop the necessary skill setups to succeed in both the business and social sphere.

Finally, to highlight the importance of development and promotion of social entrepreneurship in Ethiopia, further suggestions are stated as follows. The field of social entrepreneurship is vast, covers diverse and interesting topics and areas with many unresolved issues that can attract the interest of academicians that calls for more research works. Future research works, and undertakings could investigate more deeply the potential of the social entrepreneurship sector in bringing real solutions to mitigate outstanding socioeconomic issues and problems both at micro and macro level in Ethiopia. From policy perspectives, some practical and outstanding debates that are going with respect to the formation and legalizing of the Public Private Partnership in Ethiopia should quickly get solution and enter in to practice for the betterment and development of the social entrepreneurship sector.

With respect to Social Work study, higher educational institutes and universities should be encouraged to incorporate and integrate the social entrepreneurship as part of their practical project works to complete the theoretical classroom studies. They must start conducting research studies on social entrepreneurship with its Undergraduate and Graduate Area of Concentration so that the discipline could be integrated in the higher educational curricula and given as part of social work studies and research endeavors.

Today's social problems demand the attention of the world's brightest minds and entrepreneurs. To prepare future innovations, the institutions that nurture tomorrow's leaders (our universities) are equipped students with the skills they need to effect meaningful change. The social entrepreneurship programs and the respective concentrations and courses will empower students to join the next generation of thought-leaders who change the society hence the world. Such courses and research endeavors help students to bring their innovative ideas for social good to fruition and success. Such programs provide students with an understanding of how to use business skills and market knowledge to create social solutions. The specific courses

also help students to focus on a wide range of topics as well as flexibility to focus on a specific industry within the social sector. Students may dedicate their studies to environmental sustainability, health, economic opportunity or education. Such programs also allow students to approach their area of interest as they see fit through either a nonprofit leadership or social enterprise/business approach (SEWF, 2018).

The work of social entrepreneurs Bill Drayton Founder of Ashoka, in its publication ‘Innovators for the Public,’ stated that *‘Whenever society is stuck or has an opportunity to seize a new opportunity, it needs an entrepreneur to see the opportunity and then to turn that vision into a realistic idea and then a reality and then, indeed, the new pattern all across society. We need such entrepreneurial leadership at least as much in education and human rights as we do in communications and hotels.’*

Students can learn how social policy and institutions have the power to impact society. Students can also learn how to look at the root causes of social issues and think critically about how they can create sustainable, scalable business solutions to the social and justice challenges of our world. Such programs can also help create life changing experiences for socially minded entrepreneurs. Through a multidisciplinary approach, students can acquire the tools they need to launch their own enterprise or achieve success at an existing organization. Tailored and specific course helps students to use their business degree to solve societal problems. Students also learn that real change must begin from within both on an individual and a community level.

In line with international experience, a Center for the Development and Advancement of Social Entrepreneurship in the School of Social Work can be created and provide the following Undergraduate and Graduate Concentration Courses in the respective programs Social Work Vs Social Entrepreneurship; Social Entrepreneurship Vs Social Responsibility and Impact ;Social entrepreneurship Vs Social Policy and Practice /Nonprofit Leadership; Social entrepreneurs Vs Social Welfare, Nonprofits, Social Enterprises and Public Sector Social entrepreneurship; Social entrepreneurship Vs Social Impact Strategy; Social entrepreneurship Vs Social Innovation and Design and Development; Social entrepreneurship Vs Performance and Social Change and Change by Design; Social entrepreneurship Vs Leading as a Social Entrepreneur; Social entrepreneurship Vs Impact and Advanced Social entrepreneurship; Social entrepreneurship Vs

Global Social entrepreneurship or Managing Social Enterprises or Urban Poverty and Economic Development; Social entrepreneurship Vs Public Management and Social Innovation; Social entrepreneurship Vs Environmental Sustainability, Health, Economic Opportunity or Education; Social entrepreneurship Vs Corporate Social Responsibility, Energy and Clean Technology and Social Sector Leadership; Social entrepreneurship Vs Philanthropy, Cross Cultural Perspective, Topics in Nonprofit Management, Global Poverty; Social entrepreneurship Vs Public Economics for Business Leaders; Social entrepreneurship Vs Leading Mission-Driven Enterprises; Social entrepreneurship Vs Public Policy and Social Impact Law; Social entrepreneurship Vs Nonprofit Finance, Fundraising and Development; Social entrepreneurship Vs Nonprofit Incubators and Societal Solutions; Social entrepreneurship Vs Crowd funding; Social entrepreneurship Vs Culture, Society and Entrepreneurship in Developing Economies; Social Entrepreneurship Vs Social Responsibility through Eco-Enterprise; Social entrepreneurship Vs 21st Century entrepreneurship, Business and Social entrepreneurship; Social entrepreneurship vs Business Solutions for the Developing World, Learning through Service, Integrated Reporting for Socially Responsible Strategies and Geographies of Global Change; Social entrepreneurship Vs Socially Minded entrepreneurship; Social entrepreneurship Vs Innovation for the Underserved Communities; Social entrepreneurship Vs Design and Policy for Humanitarian Impact; Social entrepreneurship Vs Social Innovation Incubator; Social entrepreneurship Vs Sustainability, GLOBASE, Business Leadership/Social Outreach, the Nonprofit & Voluntary Sector, Fund development for Nonprofits; Social entrepreneurship Vs Investing in Impact Ventures and Social entrepreneurship Vs Design, Develop and Deliver.

Such programs and concentration course can be supported by Core Courses, Elective Field Interests and practices, Internship and Professional Development trainings, Management Sequence and Consultancy Projects, Systemic Perspectives, Analytical Capabilities, Experimentation in Design, Implementation and Impact Assessment, Problem-Solving Activities, and Interaction with Social Enterprise World Forum as well as Ethiopia Social Entrepreneurs Forum.

6.3. Questions for Debates and Future Research Initiatives and Undertakings

Does the practice of local social entrepreneurship have its impact on micro economic level or it has also significance at macro level, at socio economic sector on poverty alienation and social change?

What type of legal forms of social enterprises is feasible for Ethiopia that is compatible with the country's current development and economic reforms?

How Public Private Partnership can solve the current challenges and between private enterprises and the government sector for rapid development and sustainability in the socioeconomic arena in Ethiopia?

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TEBITA online Material

TEBITA Ambulance Crowdfunding – Matchboxology

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New Life: Urgent Care (Tebita Ambulance Service) – ebstv worldwide

TEBITA Ambulance – Kibret Abebe – capacity4dev

Tebita Ambulance Services – Abinet Asefa

'Let's be part of the solution' Mr. Kibret Abebe, founder of Tebita Ambulance Service – Ethiopian Embassy in Brussels

What is New: Coverage on TEBITA Ambulance – One Ethiopia

Appendix – I. Informed Consent

Confidentiality and Anonymity: the information that will be collected from this research project will be kept confidential and anonymous. Right to refuse or withdraw, participants have the full right to refuse from participating in this research if not wish to participate. Participants will have also the full right to withdraw from the project at any time they wish to do so without losing any of their rights.

I am a master Student of Addis Ababa University; College of Social Sciences; School of Social Work. This consent form is prepared for the main aim to explain for study participants that the collection of data through several data collection methods is solemnly for educational study. The findings and results of the research study is used as a partial fulfilment for a Master Thesis work in MA Social Work Distance Learning Study.

Incentive: participation in this study work will not bring any incentives. However, the willingness to contribute is vital and appreciated. Participants may not get direct benefit, but their participation can contribute to the knowledge gap resulting from the limited research on SE in the country.

Risks/ Discomfort: By participating in this research project, participants may spend some of their time (about 60 – 90 minutes). However; comparing with its potential benefit, it is not too much. Participation will have a great contribution in the overall improvement and efforts to understand the current practices of SE in the country and to helps to suggest mechanisms for scaling up the practice and experience. There is no risk at all in participating in this research study.

Name of Facilitator: Salih Bashir

Name of Participating Organization: TEBITA Ambulance Pre hospital Emergency Medical Service

Name of Sponsor: Self sponsored

Appendix – II. Key Informant Interview Guide (Management / Program Staffs)

General Introduction:

The purpose of this interview is to collect data about the general understanding of the practice of social entrepreneurship taking the organizational structure and philosophy as well as the business model of TEBITA Ambulance. Participants are expected to provide information on how TEBITA as one pioneering social enterprise in Ethiopia structured and organized to provide its innovative services in the crucial emergency medical service for its service users and clients.

The Interview Guide is prepared only for educational study for the final Thesis Work in the Master of Arts study in the School of Social Work at AAU. Therefore; as a key informant participating in this interview, you are requested to participate and provide available information which helps the research study in understanding how TEBITA is working, practice and contribute as one social enterprise in Ethiopia. During and after your participation in the interview, all information provided and discussed will be kept confidential, protected and valued.

Thank You in advance for your participation and time

Part – I. Questions Related on Profile of Key Informant

1. Position & Responsibility in TEBITA _____
2. Age _____ Sex _____
3. Educational Background& Qualification: _____
4. Year of Service: _____
5. Contact Details _____
6. Place of Interview: _____
7. Date of Interview: _____
8. Starting Time: _____
9. Finishing Time: _____
10. Name of Interviewer/Facilitator: _____

Part – II. Questions Related to Basic Information on TEBITA

1. Who is TEBITA Ambulance? _____
2. When TEBITA was established? _____
3. How was TEBITA conceived & established? _____
4. Who was the founder? _____
5. What was the basic motive to establish TEBITA? _____

6. What looks like the organizational structure of TEBITA? _____
7. Information on Organizational Philosophy, Vision & Mission of TEBITA _____
8. What leadership & Management Style TEBITA has?
9. TEBITA's capacity in its service provisions
 1. Staffs
 1. At management level _____
 2. Employees at program level _____
 3. Employees at service provisions _____
 4. Support staffs & subordinates _____
 5. Volunteers _____
 2. Number of Ambulance & type _____
 3. Training facility _____
 4. Other

Part – III. Questions Related to Programs, and Services Provision and Trends of TEBITA

1. What are the Major Program and Service Provisions of TEBITA? _____
2. Who are TEBITA's Service Users & Clients? _____
3. How TEBITA is providing its service (the strategy)? _____
4. Would you please explain what is exactly mean by **Tier Pricing** and **Cross Subsidizing**?
5. What is TEBITA's Social Business Model? _____
6. Do you really consider TEBITA a Social Enterprise? How? _____
7. How TEBITA addresses the Social, Economic and Environmental Issues and tries to Solve Problems of its Service Users? _____
8. How TEBITA is fulfilling its social responsibility through its Innovative Social Enterprise? What is the logic for this? What Contribution and Impact has TEBITA at Nationally?

9. How TEBITA's Performance & Achievements Are Measured? _____
10. What Challenges TEBITA is Encountering during its Service Provision? _____
11. What is TEBITA's Future Plan and Perspective? _____
12. Does TEBITA have System of Capacity Building and Experience Sharing Program? _____

13. How TEBITA works to Incubate and Spread its Innovative Social Entrepreneurial Reputation in Ethiopia? _____
14. How does TEBITA ensures the sustainability of its program and services? As well as its own existence? _____
15. What Measures and Coping Mechanisms TEBITA must stay resilient? _____
16. Any other point you want to add _____
17. Do you have any question to forward? _____

Thank You Very Much for Your Time

Appendix – III. Guiding Questions for Focused Group Discussion

General Introduction:

The purpose of this group discussion is to collect data about the specific activities and service provision of TEBITA to its Service Users/Clients. Participants in this group are selected among staffs based on their professional work and contribution in TEBITA as they are the main service provider with direct contact and interaction with Service Users. Participants are expected to provide information on how social service program of TEBITA is implemented and different activities and service are directly provided to Service users. Details on Service Users/Clients are discussed. TEBITA's performance and best practices as well as challenges of service provision are also discussed in the FGD. The discussion guide is prepared only for educational study for the final Thesis Work in the Master of Arts study in the School of Social Work at AAU. Therefore; as a participant in the FGD, you are kindly requested to participate and provide available information which helps the research study in understanding how TEBITA's social service is provided, for whom. the participant is also expected to discuss what best practices are there for TEBITA and challenges during service provision During and after your participation in the interview, all information provided and discussed will be kept confidential, protected and valued.

Thank You in advance for your participation and time

Part – I. Questions Related on Basic Information of FGD Participants

1. Number of FGD Participant _____
2. Male: _____ Female: _____
3. Educational Background & Qualification: _____
4. Years of Service: _____
5. Positions & responsibility _____
6. Place of Interview: _____
7. Date of Interview: _____
8. Starting Time: _____
9. Finishing Time: _____
10. Name of Interviewer/Facilitator: _____

Part – II. Questions Related to Information Programs and Service Provisions

11. What are the Major Program and Service Provisions of TEBITA? _____
12. Who are TEBITA’s Service Users & Clients? _____
13. How TEBITA is providing its service (the strategy)? _____
14. How many departments/sections are there in TEBITA? _____
15. In which department do you work? _____
16. How do you provide the service in your own department/section? _____
18. What is 24/7 service mean? _____
20. How do you contact Service Users/Clients? _____
21. How the service users directly reach TEBITA? What is the call service (8035)? _____
22. What other methods are there to reach TEBITA? _____
23. Is there a membership system for service users? _____

Part – III. Questions Related to Capacity, Performance & Challenges of TEBITA

24. On average, how many service users are benefited from TEBITA
1. Per day _____ 2. Per month _____ 3. Annually _____

25. How many staffs are there who directly work with service users? _____
26. How many Ambulance are there? What is the condition of the Ambulances? _____
27. What makes TEBITA’s Ambulance service unique? _____
28. What looks like the work relationship between the management and staffs? _____
29. What are the major constraints for you during service provisions? _____
30. How do you try to solve such problems of service delivery? _____
31. Is there operational procedures & standards for TEBITA’s service delivery? _____
32. What is TEBITA’s system of service dissemination and promotion? _____
33. Do you get on job trainings that may help you increase your capacity and quality of service delivery and update yourselves? _____
34. Any Other Business (AoB) _____
35. Do you have any Question _____?

Thank You Very Much for Your Time

Appendix – IV. Guiding Questions for Case Study

General Introduction:

The purpose of this Individual Interview Questions is to collect data about the specific service provision of TEBITA to its Service Users/Clients. Participants are expected to provide information on what type of service is provided for them, When? How? In addition; they are asked what made them choose TEBITA as their service provider? Their satisfaction level is also discussed. Do they recommend TEBITA for others? Why? The Interview Guide is prepared only for educational study for the final Thesis Work in the Master of Arts study in the School of Social Work at AAU. Therefore; as a participant in the Case Study, you are kindly requested to participate and provide available information which helps the research study in understanding the service provisions of TEBITA for its Service Users/Clients. During and after your participation in the interview, all information provided and discussed will be kept confidential, protected and valued.

Thank You in advance for your participation and time

Part – I. Questions Related with the Profile of Case Study Participants

1. Real Name _____ Pseudo Name _____
2. Age _____ Sex _____ other _____
3. Contact Details _____
4. Palace of Interview: _____
5. Date of Interview: _____
6. Starting Time: _____ Finishing Time: _____
7. Name of Interviewer: _____

Part – II. Questions Related with Service Provision

8. Type of Service used. what type of service you get from TEBITA? _____
9. When & How service is provided _____
10. Is that your first time to get service from TEBITA? _____
11. How much does it cost you for the service? Was it fair in your sense?
12. What makes you choose TEBITA for the service? Ambulance service is also provided by the Red Cross & other private hospitals and medical center. why TEBITA?

13. Could you explain your satisfaction level? Were you satisfied by the service you get from TEBITA? _____
14. Will you continue to use the service of TEBITA? Do you recommend TEBITA for others? Why? _____
15. What is your opinion on the establishment of more organizations like TEBITA which works on the principle of social entrepreneurship in the country? _____
16. What is your suggestion contributions and Impacts it will bring in tackling and reducing the many social problems in the country? _____

Appendix V- Checklist for Field Observation

1. Observing on TEBITA's Office and Premises Arrangements
2. Study TEBITA's Organogram, Organizational Structure & the Business Model
3. Observation on Number and Qualification of Staffs and Employees
4. Observation and Understand the Management and leadership style
5. Observation on Number & Qualities of Ambulance and the Service
6. Observation on Training Facility & Training Provisions
7. Observation on Service Users and Clients List
8. Observation on Type & Quality of Programs, Activities and Services
9. Observation on System of Service Provision & Coordination
10. Observation on Quick Wins
11. Observation on Challenges in the Service Provision
12. Observation on the Practice Social Entrepreneurship & Contribution of towards tackling problems of its Clients
13. AoB

VI. Organizational Profile of TEBITA Ambulance Prehospital Emergency Medical Care Service

Enterprise Name: TEBITA AMBULANCE PREHOSPITAL EMERGENCY MEDICAL SERVICE (PLC)

TEBITA Ambulance aims to provide the highest quality emergency ambulance care and pre-hospital services, create awareness on first aid and health safety through formal trainings, and advocate for the development of well-organized emergency medical services management.

The organization is licensed by the Addis Ababa Health Bureau and has achieved ISO 9001:2008 certification in quality management systems.

Core Values

C: Commitment to save life and provide the highest quality service

A: Always be compassionate

R: Respect and dignity for our fellow man

E: Enhance and improve the emergency medical field

THE SERVICES

Since its establishment, TEBITA Ambulance has been dedicated to delivering the most professional, high quality and reliable emergency care services to the people of Ethiopia, multinational companies, non-governmental organizations, and many others. TEBITA has received several awards from the Government of Ethiopia, foreign governments and development organizations for its role in bringing about life saving services to Ethiopia. The company is licensed by the Addis Ababa Health Bureau to provide emergency medical services and offers certified trainings on first aid and health safety.

Remote Ambulance Services

Multi-national and local companies who are working in remote areas and are involved in mineral mining, oil exploration, rail and road construction, etc. are vulnerable to injuries and acute illness.

The Team

Ato. Kibret Abebe: is a professional anesthetist with over 25 years' experience. Mr. Abebe, established TEBITA Ambulance after witnessing the poor conditions of victims of traffic accidents and other emergency medical patients when they arrived at local Addis Ababa hospitals. Very few patients arrived via ambulance, while the majority traveled by public transportation. In a country where the rate of traffic accidents per capita is among the highest in the world, Mr. Abebe saw the need to improve patient transportation and pre-hospital care. He

proposed the concept to the Ministry of Health, helped craft the government regulatory standards for the industry, and received the first ambulance license for TEBITA Ambulance in 2008. Six years later, TEBITA remains the only licensed for-profit ambulance and pre-hospital trauma care business in the country.

Ato. Yitages Mengistu: as a comprehensive registered nurse, Mr. Mengistu worked in the operating rooms Tikur Anbessa Hospital for 15 years, the biggest and tertiary hospital in Ethiopia's capital of Addis Ababa. He also served as the executive director of the Ethiopia Midwives Association. Mr. Mengistu holds a Master of Science in Resource and Environment Economics, and has taught different courses at colleges and universities, including biostatistics, health economics, and principles of economics and operating room technique. Mr. Mengistu joined TEBITA Ambulance as the Operations Manager because he too understands Ethiopia's need for top quality pre-hospital and emergency care. His life's passion is to save lives and assist those in need.

Picture – 1 – TEBITA Ambulance – Dial 8035 to Save Life

TEBITA
AMBULANCE
ጠብታ አምቡላንስ

የምንሰጣቸው አገልግሎቶች

- 24 ሰዓት የኤምቡላንስ አገልግሎት
- ሰጠ ሕመምኙን ከከንድ ጠና ተቋም ወደ ሌላ ማዘጋጀት
- በመተንፈሻ ማሽን ሕመምኙን በማጥክ ከከንድ ጠና ተቋም ወደ ሌላ ጠና ተቋም ማዘጋጀት
- በሰፊና አጠቃላይ ለሌሎች ለተለያዩ ሰዎች ደርጊቶች አምቡላንስ ማቅረብ
- በቅድሚያ ስምምነት በግንኙነት ሰዎች ለተለያዩ ግብይቶች የኤምቡላንስ አገልግሎት ማቅረብ
- የመጀመሪያ ደረጃ ሕክምና ሰርዲት ለሕመም ማስጠን
- የመጀመሪያ ደረጃ ሕክምና ሰርዲት ማስጠን ኪት ማቅረብ
- የመጀመሪያ ደረጃ ሕክምና ሰርዲት ማስጠን ሲዲዲ ማቅረብ

Our Service

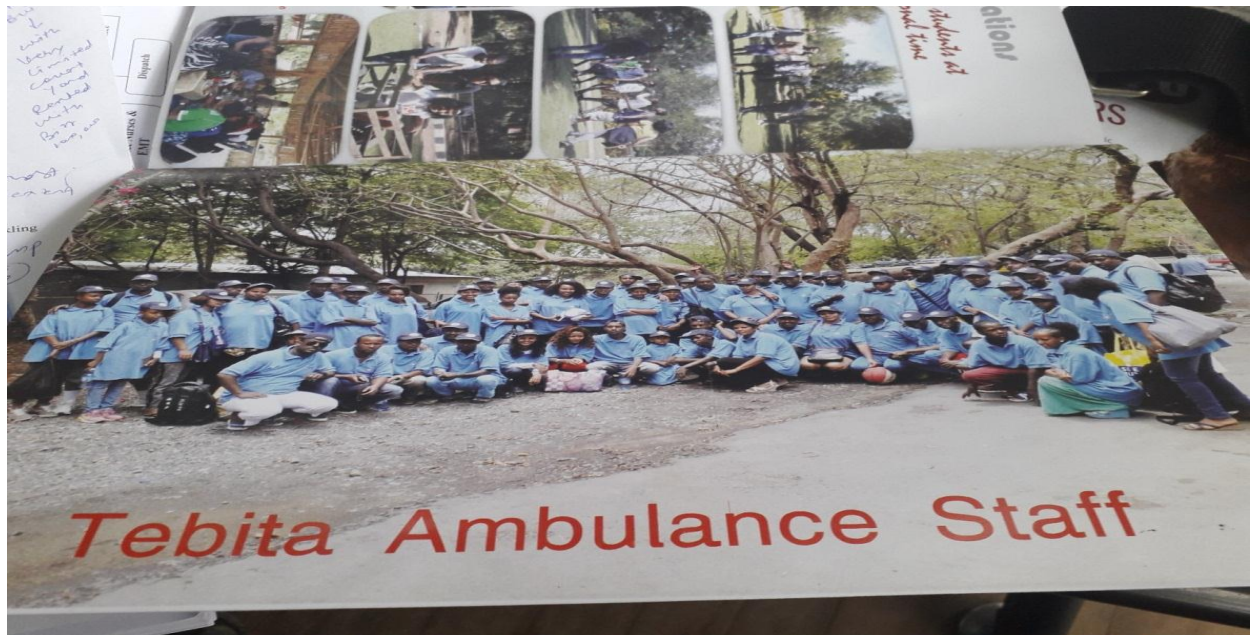
- 24- Hours Ambulance Services
- ICU Patient Transfers
- Mechanical Ventilation service for patient transfer
- Remote Medical Assistance
- Ambulance standby service for different Events
- First Aid Trainings
- First Aid kits
- Amharic First Aid Teaching DVD

TEBITA is ISO 9001:2015 accredited in Quality Management System

**ሕይወት ለማዳን በ8035 ይደውሉ-
DIAL 8035 TO SAVE LIFE**

Addis Ababa, Yeka Sub-City, Woreda 7, House No. 668
 Haile Gebreselassie Road, Behind Axum Hotel
 www.tebitaambulance.com
 © Short Code 8035
 ☎ +251 911 225 464 +251 911 641 609
 📠 +251 116 674 733

Picture – 2 - TEBITA Ambulance Prehospital Emergency Medical Care Service Staffs



Picture – 3 – TEBITA Ambulance Emergency Medical Technicians



Picture – 4 - TEBITA Emergency Medical Technicians Trained as Paramedics



Benefits :

1. 24/7 equipped ambulances at your project site reduce needless death or medical complications due to airway obstruction, cardiac arrest, bleeding, etc.
2. Assist in implementing emergency preparedness and response and fulfill your occupation's safety and health standards at national and international levels.
3. Integrate TEBITA's ambulance service with the appropriate the health facility for definitive care.
4. TEBITA's availability helps reduce disabilities after traumatic injuries (e.g.: spinal injuries and bone fractures).
5. TEBITA's Remote Ambulance Service reduces your organization's health care work burden, and therefore increases your overall work efficiency.

Training Non-Health Professionals

First aid training to non-health professionals. TEBITA provides a 1 to 3-day course on location or at its training facility to equip staffs with the necessary first aid skills to properly respond in an emergency.

Benefits:

1. Reduce immediate deaths and medical complications due to cardiac arrest, airway obstruction and bleeding that occur in the workplace.
2. Increase your organization's emergency preparedness.
3. Increase your staff's work quality and fulfill your organization's health and safety standards.

Provision of Emergency Equipment

Interested in purchasing first aid kits for you and your staff? Participate in one of TEBITA Ambulance's first aid trainings to receive a 20% discount.

Training Health Professionals

Basic, advanced life support and CPD training for health professionals. TEBITA provides a 1 to 5-day course to train health professionals about emergency care techniques in the context of Ethiopia

Benefits:

1. It is a requirement to renew your first aid license every 5 years.
2. It increases the overall emergency service efficiency at your health facility.
3. It reduces death rates due to poor handling in the emergency service department.

Medical Equipment

First aid kits that provide standard medical equipment for your medical emergency needs.

Benefits :

1. Obtain first aid kits or replacement medical equipment for expired or used items for a nominal price.
2. For those who have taken a TEBITA emergency response training, a 20% price reduction will be given to participants who require a first aid kit.

Peace of Mind Ambulance Services

The Peace of Mind package is available to organizations, families and individuals. It is standard and fully equipped ambulances for advanced life support management with well-experienced emergency professionals. Sleep well at night knowing the Peace of Mind services ensure fast and reliable response times to meet the emergency needs of your key personnel living in and around Addis Ababa, Ethiopia.

Benefits Package for Ambulance Membership

Our reliability and accessibility.

1. Our dispatch availability at different points in the city.
2. In certain situations, we will waive the out of pocket service expenses and will work with your insurance company to process your medical bills.
3. Free consultation for health-related problems.
4. Members can receive a 20% discount on them at home oxygen supply or on other services.
5. Evacuation from any corner of the country to Addis Ababa.
6. Assisted evacuation from Ethiopia to abroad with ground ambulances and planes, if the need arises.
7. Commit ment to Local Citizen
8. TEBITA is committed to local citizens by providing annual basic first aid and CPR trainings for schools and organizations, as well as community outreach and prevention programs, including Heart Healthy Communities and Car Seat Safety, as well as providing public service announcements.

Remote Ambulance Services

Each ambulance is fitted with state of the art equipment to meet the requirements of the client. Our remote ambulance services come with a highly professional crew, including a first aid trained driver and an emergency trained nurse.

Staffing

We will staff your project with proper emergency medical personnel to ensure the highest quality care for your employees. TEBITA specializes in:

- Emergency medical doctors
- Specialized emergency nurses
- Critical care medical Professional
- First and trained general staff
- Other specialists as needed from Ethiopia or abroad

International Evacuation

Through partnerships, we will ensure the proper evacuation systems and protocols are in place to evacuate your personnel, when necessary, to the international location of your choice.

Clinic Set Up

Need a temporary clinic at the site of your project or camp? Based on your unique requirements, we can provide the equipment and facility to meet your project's needs. **CLIENTS:** **TEBITA** has transported more than 30,000 patients in Ethiopia and provided specialized services to a variety of diplomatic missions, non-governmental organizations, hospitals, multinational companies, construction companies, banks and hotels. The company has evacuated patients from across Ethiopia. **TEBITA** has facilitated more than 500 international evacuations. Specific clients include UNWFP, Oil Libya, The British Council, Heineken Brewery, Tullow Oil and Total Oil, among others.

PARTNER

In May 2015, **TEBITA** Ambulance formed a working partnership with East Africa Emergency Services, LTD (EAES), an Ethiopian and American joint venture. EAES works with providers of emergency medical services and training in East Africa, to ensure that international and domestic clients have access to reliable, high-quality emergency care. EAES offers business development, procurement and administrative support to **TEBITA** Ambulance. EAES seeks to help medical service companies, like **TEBITA** Ambulance, operate more efficiently and to free them up to focus on their core functions, primarily caring for patients in crisis. In meeting this need, **TEBITA** Ambulance and EAES aim to improve the quality and scope of emergency services for thousands across East Africa and create jobs in the local Ethiopian economy. Together, **TEBITA** Ambulance and EAES are working to establish the first trauma center and air ambulance system in Ethiopia.

Tebita Ambulance and Pre-Hospital Emergency Medical Services

Ethiopia is home to over 80 million people, 80 percent of whom live in rural areas without proper roads or nearby hospitals. Ethiopia also has high rates of maternal and infant mortality, with 1 in 27 women dying in pregnancy. The country's highly fragmented emergency medical transport system means a complicated pregnancy can easily become a life-threatening situation for a woman trying to reach a hospital. While the Addis Ababa Red Cross has 10 ambulances, their budget limits them to running only four per day, which are staffed by minimally-trained volunteers. The Ministry of Health is working to expand the country's ambulance fleet, but there are few trained emergency medical staff. With few options, Ethiopia's pregnant women often resort to using taxis, motorbikes, or bicycles to reach a hospital in an emergency. In rural areas, transport options are further limited to mules, horses, or being carried by neighbours and relatives. The HANSHEP Health Enterprise Fund, implemented by the SHOPS project, selected **Tebita** Ambulance and Pre-Hospital Emergency Medical Services to receive a grant to expand the first private ambulance fleet in Ethiopia to fill this unmet need.

THE BUSINESS MODEL

Tebita offers professionally staffed, well-equipped, door-to door ambulance services. With this level of service Tebita keeps patients stable while transporting them to one of four different hospitals. With the slogan, “Dial 8035 to save lives,” Tabita’s four-digit telephone number makes access to ambulance services fast and easy for those in an emergency. Many Ethiopians in need of emergency services cannot afford typical ambulance rates, which are often high due to substantial maintenance and fuel costs. However, Tebita finds limiting services to high-income patients to be unacceptable. Thus, the company is working to perfect a tiered-pricing and cross-subsidization model for their services. To subsidize services for the poor, Tebita pursues contracts with international organizations and multi-national companies. For instance, Tebita holds contracts with mining companies to provide emergency transport for employees located in harsh, rural settings. Tebita also partners with AMREF’s Flying Doctors in Nairobi, International SOS, and Africa Assist to facilitate international evacuations, and works to provide other premium services that will attract

Tabita’s ambulance team is prepared to serve Ethiopia

Grantee at a Glance

- Vision: Serve as a comprehensive, internationally-accredited emergency medical service hub in East Africa □□ Innovation type: Ethiopia’s first private ambulance and emergency medical service provider
- Health focus: Maternal and child health
- Target population: Men, women, and children in need of emergency care
- Country: Ethiopia



international clients. The revenue from these partnerships allows Tebita to continue to serve low-income clients. To complement their emergency transport services, Tebita is starting a home-based nursing care service to reduce the burden on hospitals with limited bed space. The company also offers first aid and paramedic training and sells well-equipped first aid kits. In the future, Tebita expects to launch the country's first paramedic training centre.

BUILDING A STRONG BUSINESS

The HANSHEP Health Enterprise Fund is supporting Tebita to expand its existing emergency response capabilities through complementary activities, including expanding to a network of multiple dispatch centres with a larger ambulance fleet, training additional paramedics, creating first aid awareness videos in three major local languages (Amharic, Oromifa, and Tigregna), and developing a home-based nursing service.

SHOPS sponsored a team of MBA students to conduct a costing exercise and market analysis of cross subsidization within Tebita's existing offerings. This support helped Tebita better understand its underlying cost structure, segment the market, and select locations for the new dispatch centres. SHOPS also provided support to improve Tebita's technology platforms. At a Health Enterprise Fund event, Tebita's founder, Kibret Abebe, learned of impact investing organization, Acumen, and was selected as Acumen's first East Africa Fellow from Ethiopia. In addition to leading to an executive MBA in leadership, this fellowship will connect Abebe with onward investors and other social entrepreneurs for training and networking. Tebita has also networked with the other fund grantees during technical assistance activities, most notably, Telemed Medical Services. As a result, Tebita is partnering with Telemed to offer seamless ambulance service to Telemed's call centre customers when they require emergency assistance.

THE IMPACT



"We are ambitious, and we know we will grow, and if you give us the chance we will do it." - Kibret

Tuffa, General Manager, Tebita

With support from the Health Enterprise Fund, Tebita provided emergency transport to over 1,800 patients in just one year. Approximately 20 percent of ambulance patients used the

services for maternal and child health emergencies, including pregnancy complications and neonatal pre-hospital care. Tebita has also provided first aid and health safety training for more than 25,000 trainees, and produced a video on first aid principles, which includes 12 topics related to first aid management. This program aired on Ethiopian television to teach the public about basic life support. Tebita has also signed a contract with a popular radio station to broadcast first aid programming once a week for the coming year. The number of patients served by Tebita's ambulances grew by more than 50 percent within the first year of the Health Enterprise Fund, and growth should continue. Tebita expands its fleet and improves support services.

Social entrepreneur who saves lives in Ethiopia aims to win minds in Europe

The screenshot shows a Guardian article page. At the top, there's a navigation bar with 'the guardian' logo and various section links like 'UK', 'world', 'sport', etc. The main headline reads 'Social entrepreneur who saves lives in Ethiopia aims to win minds in Europe'. Below the headline, it says 'Paid for by BRITISH COUNCIL'. The author is 'Adam Pillsbury' and the date is 'Wednesday 8 June 2016 12:40 BST'. There are social media share buttons and a 'Save for later' option. The main image shows a group of people in blue and yellow uniforms, likely ambulance staff, with a red ambulance. Below the image, there's a caption: 'Kibret Abebe Tuffa sold his only home to launch Tebita. Today, the Ethiopian social enterprise has 11 ambulances, 63 employees and has provided ambulance services to more than 40,000 clients. Photograph: Tebita Ambulance Pre-Hospital Emergency Medical Service'. A small portrait of Kibret Abebe Tuffa is shown with a caption: 'Tebita founder Kibret Abebe Tuffa'. To the right, there's an advertisement for the British Council with the text 'THIS PROMOTES SUSTAINABLE GROWTH AND PROSPERITY'.

Social entrepreneur who saves lives in Ethiopia aims to win minds in Europe

At the European Development Days, Kibret Abebe Tuffa will make a powerful case for the role that *social enterprise* can play in support of the *Sustainable Development Goals*. Kibret Abebe Tuffa sold his only home to launch Tebita. Today, the Ethiopian social enterprise has 11 ambulances, 63 employees and as provided ambulance services to more than 40,000 clients. Photograph: Tebita Ambulance Pre-Hospital Emergency Medical Service. Kibret Abebe Tuffa is the founder and owner of Tebita Ambulance Pre-Hospital Emergency Medical Service, a social enterprise that developed the first private ambulance service in Ethiopia. While working for 17 years as a nurse anaesthetist at the largest teaching and referral hospital in Addis Ababa, Kibret handled numerous emergency cases and saw first-hand how many lives were unnecessarily lost due to lack of ambulance services.

many lives were unnecessarily lost due to lack of ambulance services. In a country with some of the world's deadliest roads, the absence of critical life-saving support was for him a daily tragedy. He asked his colleagues: "How can we wait for a victim to come to us without any life saving measure rather than going out to assist him or her?". So in 2008, Kibret sold his house to acquire three old ambulances, the necessary license and launched Tebita Ambulance. He did so against the advice of nearly all of his peers and relatives who questioned the impact he could deliver and argued that ambulance service was the responsibility of government or the Red Cross. His response was, "I prefer to start challenging this problem rather than sit and complain about it."

From the outset, Kibret wanted Tebita to generate income so that it would be financially self-sustainable, not aid dependent, but it took time to find the right formula. "When we started, we knew nothing about any practical business model," says Kibret, who credits a one-year training program on business strategy offered by SIDA, Sweden's international development agency, with helping him to develop a successful social enterprise. He has since developed a business model based on cross-subsidization. Tebita offers high quality, ISO-certified ambulance service, remote medical assistance and emergency aid training to multinationals, diplomatic missions, foreign NGOs and expatriates. Surplus income from those activities to subsidises the cost of a local 24/7 ambulance service in Addis Ababa and in surrounding provinces. As a result, Tebita can offer ambulance service to the public for an average of \$15-20 (£10£13), even though the actual cost is \$51 (£35).

Kibret began with a team of two employees and for the first five years he continued working as a hospital anesthetist to help pay his staff. Today, Tebita has 11 ambulances and 63 employees and has opened Ethiopia's first emergency and paramedical training center. It has launched a motorcycle service to send first aid responders quickly through Addis Ababa's snarled traffic to provide support before its ambulance can arrive. And it has provided ambulance services to more than 40,000 clients and emergency training to more than 25,000 trainees. In addition, Tebita provides emergency medical services to Ethiopia's national football team and Kibret himself travels with the squad offering his services pro bono. In 2014, Tebita received a grant and technical assistance from USAID and DfID through their joint Health Enterprise Fund which, says Kibret, helped Tebita to scale up and enhance its strategic planning and financial

forecasting. In 2015, he also became an [Acumen Fellow](#) which offered him the opportunity to participate in a one-year leadership program. Tebita faces several challenges, chief among which is access to finance. They generate a healthy financial surplus, but local banks are hesitant to provide loans, citing a lack of collateral. A US impact investor has conducted due diligence and would like to offer financing to Tebita, but current investment regulations in Ethiopia prevent foreign investors from participating directly in the emergency medical services sector. Another challenge is Tebita's fragile supply chain. Their current business license only allows them to import ambulances, not medical supplies, which are not available locally. So Kibret wants to apply for an import license and start manufacturing emergency medical supplies locally. Despite these hurdles, Kibret says, "We are very committed individuals who have a very clear vision to change the emergency medical service system of our country and even East Africa."

Advertisement

For Kibret, launching Tebita Ambulance was about more than saving lives. It was also about changing mindsets. Tebita is an Amharic word meaning "drop" and Kibret chose it to inspire others to consider their own "drop" of contribution to humanity. He believes that by encouraging people, especially the young, to reflect on how they can become active agents of change, he can inspire them to develop solutions to the problems they face. This is one of the messages Kibret will bring to the [European Development Days](#), Europe's leading forum on international development, where he will be on a panel alongside speakers from the British Council, World Bank and European Commission, that will examine the role that social enterprises, social investment and responsible business can play in achieving progress on the [Sustainable Development Goals](#). Another message he will deliver is that, "without responsible private sector involvement, tackling social problems is like clapping with one hand."

The debate "Achieving the Sustainable Development Goals: How can we make business more social?" will be hosted by the British Council in partnership with the World Bank as part of the European Development Days 2016. The debate will be held in Brussels on 16 June. Kibret has also been invited to share insights during a Roundtable on Social Enterprise in Africa held by the European Parliament.

<http://www.theguardian.com/british-council-partner-zone/2016/jun/08/social-entrepreneur-who-saves-lives-in-ethiopia-aims-to-win-minds-in-europe-european-development-days>

CONTACT

TEBITA Ambulance Pre-Hospital Emergency Medical Service

Addis Ababa, Ethiopia

+251-11-661-6342 / +251-91-122-5464

Head Office:

+251-11-662-2225

Training Center :

+251-11-868-4868 / +251-11-868-1323 / +251-11-868-1324