



Kasarani Campus  
Off Thika Road  
Tel.2042692/3  
P.O Box 49274,00100  
NAIROBI  
Westland Campus  
Pamstech House  
Woodvale Grove  
Tel. 4442212  
Fax: 4444175

**KIRIRI WOMEN'S UNIVERSITY OF SCIENCE AND TECHNOLOGY**  
**UNIVERSITY EXAMINATION, 2024/2025 ACADEMIC YEAR**  
**SECOND YEAR, FIRST SEMESTER EXAMINATION**  
**FOR THE BACHELOR OF COMMUNITY DEVELOPMENT AND SOCIAL WORK**  
**KCD 2206: SOCIAL ENTREPRENEURSHIP AND SME DEVELOPMENT**

Date: 11<sup>TH</sup> DECEMBER 2024  
Time: 8:30AM-10:30AM

**INSTRUCTIONS TO CANDIDATES**

**ANSWER QUESTION ONE (COMPULSORY) AND ANY OTHER TWO QUESTIONS**  
**QUESTION ONE (30 MARKS)**

**SMILING UPON THE HOMELESS: THE NEW SOCIAL ENTERPRISE IN TOWN!**

Ivy Wangari, a community development graduate of KWUST University, noticed a dozen homeless persons in her neighborhood whom she decided to help. Being an aspiring businesswoman and a compassionate human being, she came up with the idea of fulfilling her dream and goal. And after holding open dialogue with the community gatekeepers and the local administration with a view to build trust, gain valuable insights, and align her actions with the needs and aspirations of the communities, Wangari opened a cafeteria downtown—one of its kind—and employed those homeless persons in her green business initiative. She paid them fair wages and ensured they maintained a good work-life balance.

Running the business helped Wangari make money that she used to expand her café and support many more social causes. To ensure she operated her enterprise responsibly and lawfully, Wangari pursued the registration of her organization under the Societies Act. Learning from the COVID-19 pandemic impacts on social businesses Wangari has sought to locally partner with likeminded organizations such as Shelter of Hope Center (SOHC) and Undugu Society of Kenya, among others. In addition, Wangari's initiative has been partnering with foundations of global standing like Bill & Melinda Gates Foundation. These partnerships have yielded Wangari's initiative massive support and donations that have come in handy in sustaining her initiative's operations. Since its inception, Wangari's initiative has been holding an annual global stakeholders' meeting virtually where an annual progress report is disseminated.

In 2023, Wangari's initiative features in national and regional social business magazines that feature the who and who in the African social business arena. In the same year, she received numerous awards, among them the one for the fastest-growing, impactful, and environmentally friendly enterprise addressing the plight of the homeless in Kenya and with potential for replication across the East Africa community regional bloc and trans-continentially.

***Guided by the study above, and using your knowledge on Social Enterprise & SMEs, attempt all the questions in this section.***

- a) Characteristically, Wangari's business is a social enterprise. With evidence from the case study justify this claim. **(5 Marks)**
- b) Evidence from the case study points to three target areas of interest by social entrepreneurs that Wangari's enterprise seeks to provide social benefits to. Identify and briefly describe the **THREE** of these target areas. **(6 Marks)**
- c) Briefly describe how Wangari's business is grounded in the context of the following pillars of social enterprises.
  - i. Social objective. **(2 Marks)**
  - ii. Economic viability. **(2 Marks)**
  - iii. Profit distribution. **(2 Marks)**

- d) While providing reason(s) from the case study, identify **TWO** possible types of social entrepreneurs that Ivy Wangari could be. (4 Marks)
- e) Before launching her seemingly successful idea Wangari seems to have designed her thinking around **TWO** of the **six Ps** of social entrepreneurial enterprises. Identify and explain **TWO** of the 6 Ps that are evident in Wangari's design. (4 Marks)
- f) Social enterprises like the one Wangari runs are operated courtesy of the underpinning of key principles that propel their transformative potential. Citing evidence from the case study, highlight **FIVE** of the principles of social enterprises that appear to guide Wangari's enterprise. (5 Marks)

### **QUESTION TWO (20 MARKS)**

- a) In order to bring about real social change, social entrepreneurs seek to empower marginalized groups in society. Describe **FOUR** possible strategies deployable by social entrepreneurs to empower the marginalized. (8 Marks)
- b) In their endeavor to measure success, many social enterprises do not focus on a single bottom line—earnings—but instead base their evaluation on a triple bottom line. Outline the **THREE** parameters used to evaluate the success of social enterprises on this triple bottom line. (6 Marks)
- c) It is said that “effective collaboration is to social entrepreneurship as chocolate chips are to cookies: the more, the better.” Explain **THREE** strategies applied by social entrepreneurs to realize effective collaboration with local stakeholders. (6 Marks)

### **QUESTION THREE (20 MARKS)**

- a) There will inevitably be difficulties in social entrepreneurship, just like in many other human endeavors. Give a brief explanation of any **FOUR** challenges that today's social entrepreneurs confront. (8 Marks)
- b) During both the millennium development and even now during the sustainable development era, it is said that community development, particularly in developing countries, benefited significantly from the social entrepreneurs. Outline **FOUR** roles social entrepreneurs may have to play in community development for the aforesaid benefits to be realized. (8 Marks)
- c) As is the case with many other human social ventures, the future of social entrepreneurship in local communities is closely tied to technological utilization and advancement to scale up impact and reach a wider beneficiary. Highlight **FOUR** roles that technology plays in promoting social entrepreneurship. (4 Marks)

### **QUESTION FOUR (20 MARKS)**

- a) Social entrepreneurship aims to strengthen social capital in full recognition that the realization of a lasting social change can only occur when it is based on the development of strong social capital. Briefly describe **FOUR** ways that social entrepreneurs use to build social capital in their local communities. (8 Marks)
- b) Micro, small, and medium-sized enterprises (MSMEs) have numerous obstacles that they must surmount in order to succeed. Briefly describe **FOUR** suggestions you would provide to MSMEs to help them overcome the obstacles. (8 Marks)
- c) Social entrepreneurship and Sustainable Development Goals are interdependent and interrelated in a number of ways. Highlight **FOUR** points to explain the interdependence and interrelationship between social entrepreneurship and sustainable development goals. (4 Marks)

### **QUESTION FIVE (20 MARKS)**

- a) Governments through a number of ways foster and promote social entrepreneurship by creating an environment to support it. Outline **FOUR** ways in which governments can promote social entrepreneurs through support and policies. (8 Marks)
- b) Engendering sustainability in social entrepreneurship is the mother's milk to—the sustainable solutions that communities eagerly await. Outline **FOUR** strategies that you would advise social entrepreneurs to use to create sustainable solutions for community challenges. (8 Marks)
- c) There exists a commonality between the role of social entrepreneurships and those of small and medium enterprises (SMEs) for local communities. Highlight **FOUR** such commonalities in economic benefits. (4 Marks)