

THE SOCIAL IMPACT ON THE PERFORMANCE OF SOCIAL ENTERPRISES IN YANGON

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Abstract

Social enterprises have been emerged for over a decade and the sector has rapid development in Myanmar. Social enterprises are registered as private company or co-operatives and aim to balance their social mission and core business to achieve financially sustainable social impact. The objectives of the study are to examine the social impact of social enterprises. The data are collected by using secondary data obtained from respective social enterprises, offices and organizations, reference books and literature reviews to obtain important information of 30 social enterprises in Yangon. The results of the study show a positive social impact of organization resources on organizational performance. As a result, also highlight that organization performance has significant effect on social impact of social enterprises in Yangon. This study suggests that socioeconomic activities of social enterprises can improve their organizational performance by continuously improving institutional information and organizational resources. Based on the findings, social enterprises in Yangon can benefit the social sectors such as education, health, culture, social welfare, etc.

Key Words: social impact, social enterprises, social sectors, organizational performance

1. INTRODUCTION

As the environmental changes constantly, innovation and entrepreneurship are critical elements for success and sustainability of any type of organizations including social enterprises. Running on social enterprises entails the achievement of the double line, that is, social missions and the business sustainability. The mode things are more difficult to social enterprises. Entrepreneurship in competitive business often refers to the capturing of new opportunities through innovation. In Myanmar, where social enterprise is not newly starting to emerge, mapping movement and surrounding landscape at an early stage systematically.

Social enterprises have the potential to make Myanmar's growth work better for citizens. There are several reasons for that Myanmar has to manage social enterprises to alleviate the poverty, including non-uniform infrastructure, low quality public goods

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provision by the government (especially in health and education) and resource limitations. By employing innovative business models, social enterprises are addressing Myanmar's development needs, while maintain sustainability through viable revenue models. Simultaneously, this space is an increasing number of impact investors who are interested in supporting businesses with triple bottom line returns that is, profit (or financial sustainability at the least) social impact and environmental impact. And, social enterprises may be registered as private limited companies, co-operatives, not for profit or other type of entities. The study provides an overview of the social enterprises in Yangon.

1.1 Objectives of the study

The objectives of the study are:

- (1) To explore the business and social activities of social enterprises.
- (2) To identify the social factors impacting on the performance of social enterprises in Yangon.

1.2 Methodology of the study

The research is mainly used descriptive research method in qualitative approach. The secondary data were used to study the case of performance on social enterprises in Yangon. Other needed information obtained data collection method from respective social enterprises, offices and organizations, reference books and literature reviews.

1.3 Scope and limitation of the study

This study was conducted to determine the social impact of social enterprises. The data of the study is 30 social enterprises in Yangon that is obtained from Social Enterprise Development Association Myanmar (SeDAM). The limitation of the study cannot cover all the social enterprises that have social impact in Myanmar.

2. LITERATURE REVIEW

2.1 Literature Review

“Social Enterprises are a new type of business, characterized by an entrepreneurial approach to delivering activities that are aligned with an explicit social mission” (Haugh & Tracey, 2004). As the analysis of the academic literature demonstrates, “there is neither a commonly agreed definition of social impact measurement nor a shared understanding of the

overall aim of social impact measurement”. Monetti, 2014; Nicholls, 2009; Palmer and Vinten, 1998 are defined as “accounting and measuring for social enterprises relies on three main approaches”. “Positivist accounting builds a picture of the real world .by adopting rational and objective value measurements” (Whittington, 1986, Watts and Zimmerman, 1979), “Critical accounting is grounded in the principles of democracy and accountability and plays a role between organization and society” (Lehman, 1992). In this perspective, organizations are accountable to a wide range of stake holders affected by their activities” (Gray, 1996). “Interpretive accounting serves as a symbolic mediator between social group and a tool for dialogue between companies and their stakeholders to simulate social change” (Ryan, 1992, Gray, 2002).

It follows that arriving at a universal definition of social impact measurement is difficult since these three conceptualizations correspond to different strategic objectives for social entrepreneurs; “positivist reporting practices aim to enhance operational performance and drive innovation; critical theorist practices support resource acquisition; interpretive reporting builds and maintains organizational legitimacy” (Nicholls, 2009). Moreover, the academic literature highlights “a number of different methods adopted by public actors, social enterprises and private funders to measure their social impact”. Among the debate regarding social impact measurement, the fact that it is measured by based on economic and social indicators such as living standard, social activities, social welfare etc.

While complementary definitions about social impact, it is important to note the conceptual different aspects of social entrepreneurs. According to Thompson, Alvy & Lees (2000), “social entrepreneurs are people who realize where there is an opportunity to satisfy some unmet need that the state welfare system will not or cannot meet and who gather together the necessary resources (generally people, often volunteers, money and premises) and use these to make a difference”.

2.2 The need for communicating social value

The aim of social enterprise that the social entrepreneur run is to deliver goods and services in order to address social needs while operating in the markets, which do not always recognize the social value that they create. “Social Value is when resources, inputs, processes or policies are combined to generate improvements in the lives of individuals or society as a whole” (Richmond, 2008; Acharya, 2010). Based on definitions provided in literature, it can be assumed that social enterprises broadly operate on this principle. Social enterprises also depend on a whole range of resources: human and financial just like any other business.

Barraket & Anderson are defined as “among financial and physical resources, they depend on a variety of sources such as individual contributions, philanthropic grants and debt or equity finance depending on the maturity of the organization”.

2.3 Social Impact of Social Enterprises

“Social enterprises are required to demonstrate their delivery of ‘social value’ to create the social impact” (Barraket & Anderson, 2010). “The term “social impact” is often replaced by terms such as social value creation and social return with the differences arising out of the entrepreneur’s and social scientist’s definitions of the words impact, output, outcome, and social return”(Maas, 2008).

While perspectives on social impact can differ from on the basis of divergent philosophies, “impact can be differentiated in terms of internal impact (employees’ health and economic security, the environmental effects of the company’s supply chain and operations, and impact on issues of access, fairness and trust in company policy and management practices) and external impact (health, economic, environmental, and other effects on parties outside the company such as customers and communities)” (Golden, Hewitt, & Mc Bane, 2010). Although not currently recognized as formal social enterprises, there are number of informal social enterprises like NGO, INGO, Foundation and Cooperatives that emphasis the social mission or social impact as a part of their business model.

3. THEORETICAL FRAMEWORK

3.1 The Social Enterprise Frameworks

There are seven general social enterprise frameworks. Here we would like to think of them as frameworks to show how the IMPACT MODEL and BUSINESS MODEL of a social enterprise fit together.

These frameworks are by no means exhaustive, and of course they can mix and match or blend together. A successful social enterprise could possess qualities from several of these frameworks.

What they have in common is that they are jumping off points for envisioning how your social enterprise could generate income while delivering on its social impact goals. The frameworks are:

1. Free for Service
2. Cross Compensation

3. Employment and Skills Training
4. Market Intermediary
5. Market Connector
6. Independent Support
7. Cooperative

These 7 frameworks are not typically seen in traditional for-profit business, because traditional business tends to optimize only for revenue, with less (or no) emphasis on social and environmental considerations. The reason these frameworks work well for social enterprise is that they are not only optimized for social and/or environmental considerations, but they present innovative ways to create value in unexpected places! And where value is created, there is an opportunity to generate revenue.

The components those are common to each framework:

Impact Activities refer to the purpose-driven goals and driving mission of the social enterprise to serve Beneficiaries in some way.

The role of generating Impact Activities is sometimes fulfilled by a Social Mission Organization (a non-profit, charity or NGO).

Beneficiaries are the underserved populations that are benefiting from the social impact programs provided by the socially entrepreneurial initiative.

Commercial Activities are representing earning money through the sale of goods or services. Profits earned then serve to offset all or part of initiative's expenses that are incurred while fulfilling the social and/or environmental mission.

The role of generating Commercial Activities is sometimes fulfilled by an independent Social Business (a separate for-profit legal entity).

Lastly, the **Customers** are the individuals who are buying something they desire or need.

Each of the social enterprise frameworks takes the components above and connects them in a unique way, with the following interactions.

PAYMENT - who pays who?

GOODS - the product or service being delivered and who it is delivered to.

DEMAND - the desire for a product or service by a players in the framework.

SUPPLY - the desire to provide a solution for the demand.

FUNDING - the way in which money is flowing to further the social/ environmental mission.

IMPACT - where the social mission is being achieved.

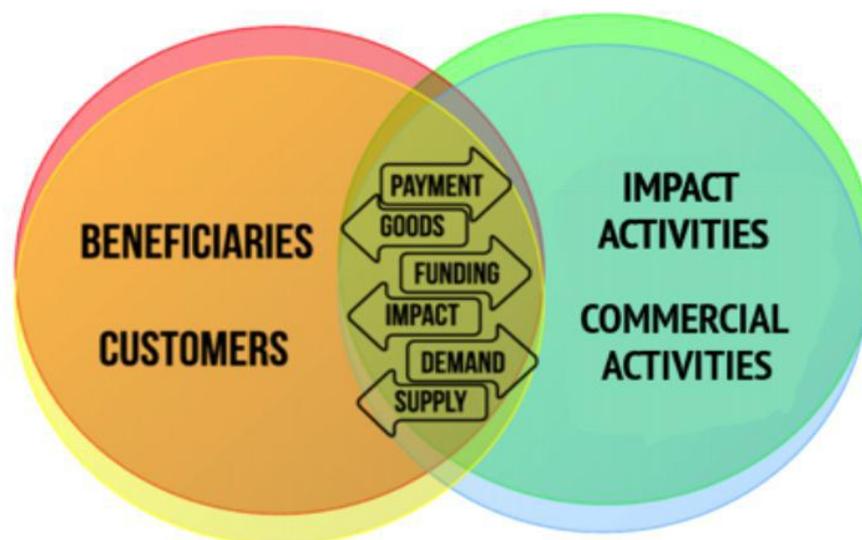
Independent or Blended

In the frameworks, in some cases the Impact Activities the Commercial Activities are distinct. This would most often be the case when an existing non-profit, charity or NGO that is funded in large part by grants and philanthropic donations diversifies their revenue with a new venture for the purpose of generating an additional stream of cash flow. However, there are also many examples where there is less (or no) distinction between a social enterprise's Impact Activities and Commercial Activities. For example, this could be the case for a brand new venture that is being designed and built from the ground up as a triple bottom line social business. In these cases, social or environmental impact is very much fully intertwined with the financial sustainability and revenue-generation.

1 - Fee for Service

Perhaps the simplest and most common social enterprise framework is Fee for Service.

In this framework, the beneficiaries pay directly for the goods or services provided by the social enterprise. This is most similar to a traditional for-profit business, where those receiving product or benefit pay for the services directly to the business supplying it.



As shown in the diagram, the beneficiaries and customers are the same, and they provide the demand and pay for goods and services provided by the social enterprise. The impact and commercial activities of the social enterprise are again the same.

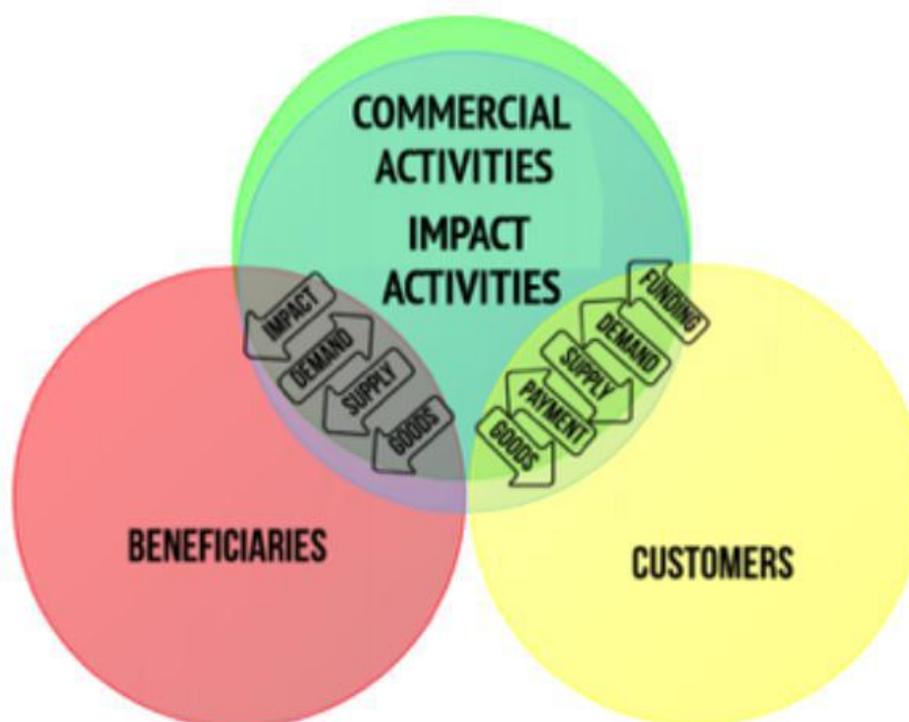
As a result, the beneficiaries' lives are improved, and the social enterprise funded in a financially sustainable way.

2 - Cross Compensation

Cross compensation is a variation of Fee-for-Service for low income clients. This framework is able to serve the beneficiaries by taking advantage of another market that has higher purchasing power.

The product or service produced by the social enterprise is delivered to the beneficiaries at an affordable price or at no cost. This is made possible by clients or customers in another market paying market rates (higher rates).

In this framework, the product or service offered to both the underserved market and the higher purchasing power market is generally the same or very similar. For this reason, the social enterprise is able to use its core business capabilities, resources, supply chains, and sometimes distribution, to reach both markets – essentially doubling up its strength.



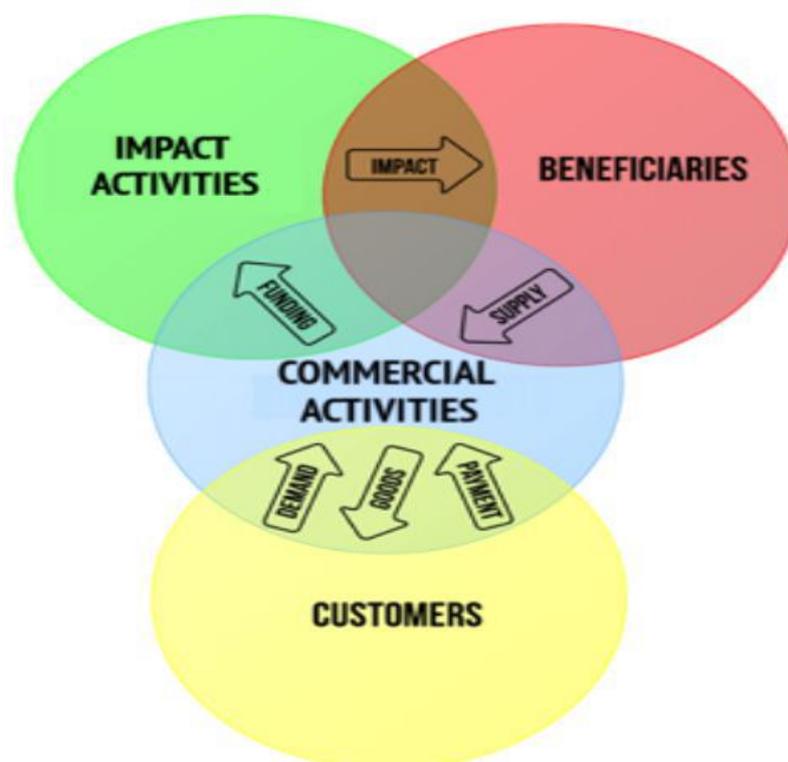
The diagram presents the commercial and impact activities of the social enterprise are essentially one in the same, sharing the same strengths and resources. A similar offering is provided to two different markets, beneficiaries and customers, with customers paying full price and funding the social impact provided to the beneficiaries.

3 - Employment and Skills Training

With this third common framework, the beneficiaries are an essential component of the supply of the social enterprise's product or service. In these cases, the beneficiaries are the same group that is involved in the creation or provision of the product or service. The core purpose of the social enterprise is to provide living wages, skills development and job training to the beneficiaries. The beneficiaries are typically part of a marginalized group that may not have the same employment opportunity if the social enterprise was not in place.

In this framework, the commercial activities of the social enterprise are crucial to delivering on the social mission. They allow the venture to provide access to jobs, training, and other development for the beneficiaries.

This relationship not only creates social value, but it creates economic value through the production of a good or service. This economic value is secondary to the social mission, but is still essential to generate sustainable income to cover costs. These costs are incurred to generate not only the economic value through the creation and supply of a good or service, but also include the cost of delivering the social value through added training, liveable wages, slower production, etc.

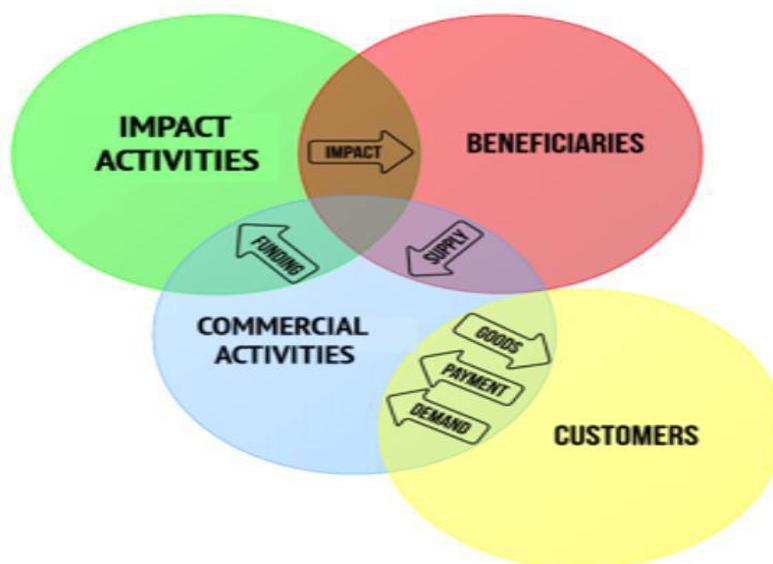


4 - Market Intermediary

In this framework, the social enterprise acts as an intermediary, or distributor, to an expanded market. The beneficiaries are the suppliers of the product and/or service that are being distributed to an international market. The new market benefits from added selection and choice presented by the social enterprise market intermediary. But this group is not dependent on the service or product.

In addition to added distribution, the social enterprise can also provide additional services to support their supplier, who in this business framework is also the beneficiary. This allows the supplier to improve their offering and increase their competitive advantage and success in the new marketplace.

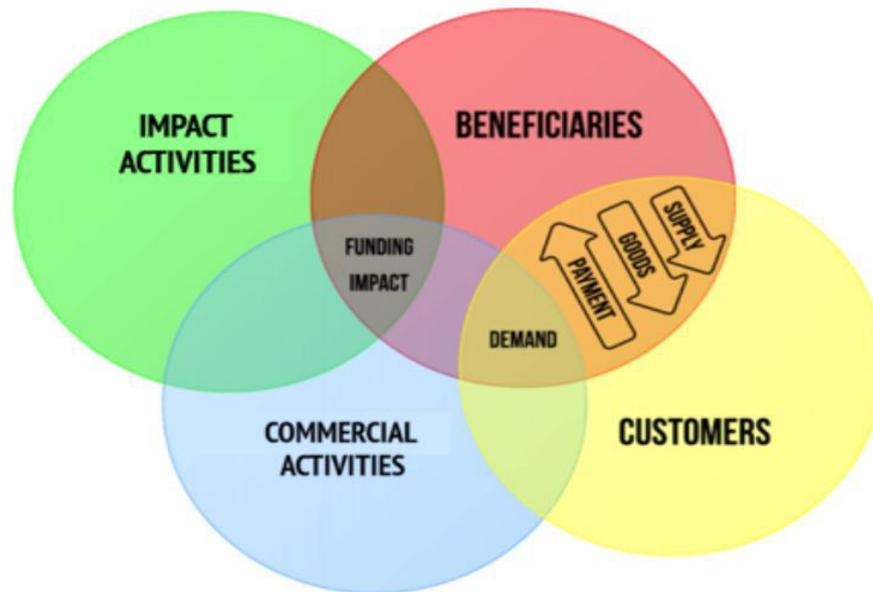
According to the diagram, the customers are not directly interacting with the beneficiaries who are supplying the product. The social enterprise acts as the intermediary to connect supply to this new market. The social enterprise generates funding to further the mission of supporting beneficiaries while also helping create more demand which expands the beneficiaries businesses.



5 - Market Connector

This framework sees the commercial activities of the social enterprise connecting two co-dependent parties together by facilitating relationships between beneficiaries and new markets. This could involve aiding the players in the process of importing or exporting, or it could mean providing other information or resources that are essential for players to connect with each other.

The main difference between this framework and the Market Intermediary framework is that the Intermediary is opening up an expanded market and widening the choices for customers and clients. In contrast, the Market Connector is not selling goods but is facilitating trade relationships.

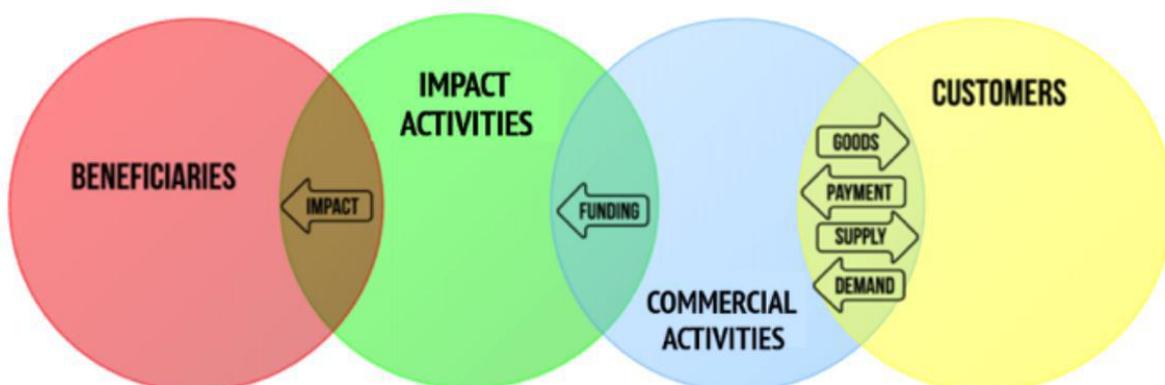


6 - Independent Support

In this case, the commercial activities of the social enterprise deliver products or services to an external market that is separate from the beneficiary and social impact generated.

Then, funds generated from the independent social business are funnelled back into social programs that support the beneficiaries.

There are cases where the social enterprise is somewhat integrated in with the social programs, but more often in these cases, the tie between the beneficiaries and the business is only loosely related.

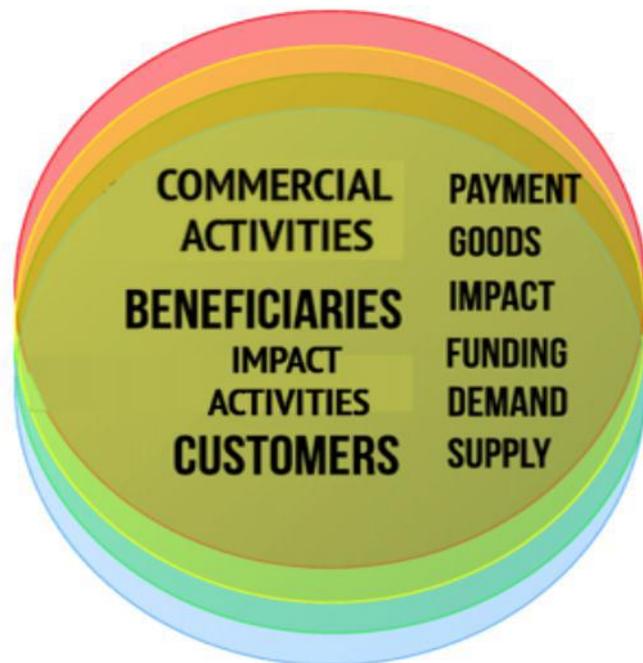


7 - Cooperative

The discussion of social enterprise frameworks wouldn't be complete without talking about a very unique model - arguably the oldest established social enterprise framework - which has existed for hundreds of years throughout history.

7th and final business framework is a Cooperative. A cooperative is a profit or non-profit business (providing virtually any type of goods or services) that is owned by its members who also use its services.

There are many examples of co-operatives ranging from food producers, financial services providers, workers co-ops, and others. Cooperatives are unique, in that they are wholly member-owned, with each member having an equal and democratic voice into the operations of the business. With values of honesty, social responsibility, and caring for others - integral within the cooperative framework, it is a business model truly built for social enterprise.



3.2 Typology of Myanmar Social Enterprises

In spite of the awareness of the social enterprise concept is starting to emerge and the space in Myanmar has begun to take shape, there is already a number of social enterprises in Myanmar engaging in different industries. Because of the concept is still new and of the limited data available, there is a lack of clarity how many entities provide socially and environmentally beneficial services through revenue generating activities (British Council, 2013).

While lack of strong legal definition in Myanmar, social enterprises in this region are separated by two “Formal social enterprises” and “Informal social enterprises”. ‘Formal’ social enterprises are entities that identify themselves as social enterprises and have understanding of the social enterprises concept. ‘Informal’ social enterprises comprises entities that have positive social impact and are exploring revenue generating activities as a way of financing social impact. These include NGOs with characteristics of a market-driven organization and SMEs with positive social impact (British Council, Burma Report 2013).

There is a wide spectrum of development organizations in Myanmar with different legal forms, different degrees of market orientation and financial viability, and different social missions, however Myanmar social enterprises and social organizations are mainly operating in five types of socially beneficial services to create a positive impact on the society. According to a report conducted by the British Council Skills for Social Entrepreneurs (SfSE) programme, the services include:

- (1) Provision of basic services (basic education and health care, disaster relief)
- (2) Civic engagement and civil society promotion
- (3) Targeted livelihood enhancement programs (including vocational training)
- (4) Access to finance
- (5) Provision of socially beneficial products and services.

The majority of social enterprises in Myanmar are currently engaging in livelihood enhancement, vocational training and micro finance, where in this sector, they are the strongest in financial sustainability. Civil society organizations like NGOs and associations primarily focused on dissemination of specific knowledge and behavioral change. Civic engagement organizations often supplement their activities with basic health and education services, as well as disaster relief activities.

In creating positive impact on livelihood enhancement, social enterprises emphasize on core activities, such as sustainable forestry or vocational training. In some operations, organizations provide micro finance services to their beneficiaries. These generate revenue and become fully or partially sustainable (British Council, 2013). The major ways of creating a social impact in livelihood enhancement programs includes women empowerment activities, creating job opportunities for underprivileged people who include victims of nature disaster, human trafficking and victims of HIV/AIDS, and some vocational training programs for local youths, and some groups of people.

Both private entities and cooperatives and NGOs create socially beneficial products which they tend to produce favorable results on fair trade, providing affordable and socially conscious products. The most successful example might be Proximity Designs which provide water pumps and water filters to local farmers in the same time they give training services about agriculture.

4. THE SOCIAL IMPACT ON THE PERFORMANCE OF SOCIAL ENTERPRISES IN YANGON

4.1 Social Impact of Social Enterprises in Yangon

Myanmar social enterprises and social organizations are mainly operating in five types of socially beneficial services to create a positive impact on the society. Social enterprises are operating business functions with their social mission creating positive impact on the community. The social impacts created by social enterprises are socially beneficial services to create a positive impact on the society. According to the table (4.1), most of the social enterprises provide the basic needs of the community and closely related with other beneficial impact by creating social value. It can be assumed that social enterprises create positive impact on the society.

Table (4.1): Social Impact of Social Enterprises in Yangon

Social Impact	Number of Social Enterprise
Provision of basic services (basic education, healthcare, disaster relief)	10
Civic engagement and civil society promotion	5
Targeted livelihood enhancement programs (including vocational training)	7
Access to finance	-
Provision of socially beneficial products and services	8
Total	30

Source: Social Enterprise Development Association Myanmar (SeDAM), 2019

4.1.1 Provision of basic services (basic education, healthcare, disaster relief)

There are 10 social enterprises in the provision of basic services that build and donate fully equipped primary, middle and high schools in remote areas as required and appoint staff and teachers. Moreover, fully equipped dispensaries, clinics and hospitals were built in remote areas as necessary and staff, nurses and doctors will be appointed to run the facilities. It is common case that the access to basic services such as education, healthcare is a daily struggle facing people living in conditions of poverty.

Table (4.2): Provision of basic services (basic education, healthcare, disaster relief)

Sr. No.	Name of Social Enterprises	Performance of Social Enterprises	Social Impact
1	Trust Oo M-Health Social Enterprise	❖ E-health has been proposed to help improve healthcare services as a nationwide-accessible tool by overcoming geographical boundaries, and fulfil the health needs of Myanmar inhabitants.	Provision of basic services (basic education, healthcare, disaster relief)
2	FXB Myanmar Social Enterprise	❖ FXB Myanmar is an NGO active in the context of the nationwide anti-human trafficking, anti-HIV/AIDS programs and poverty reduction.	
3	SoyAi Myanmar	❖ Donate to monasteries and orphanages and support for the elderly.	
4	Phoenix Social Enterprise	❖ The scope of work from humanitarian assistance to development work not only for the HIV community but also for the general community.	

5	CC Educare Social Enterprise	❖ This project aims to educate youth in ICT literacy, using the internet as a tool for education and information. The goal is for the community to practice safe and legal use of information and technology, to become critical thinkers.	Provision of basic services (basic education, healthcare, disaster relief)
6	360ed Universe Social Enterprise	❖ 360ed is an Edu Tech venture based out of Silicon Valley with major operations in Myanmar.	
7	Mote Oo Education	❖ Mote Oo Education is provide Curriculum Development for teachers.	
8	CVT Myanmar Social Enterprise	❖ The aim of poverty reduction through skills development and vocational training school for community.	
9	Lamtib Social Enterprise Myanmar	❖ Lamtib Social Enterprise is dedicated to address the rural poverty of Myanmar through leapfrogged technologies, education, job creations and SMEs development.	
10	Third Story Project Social Enter	❖ Donate story books to children who will start teaching basic education.	

Source: Social Enterprise Development Association Myanmar (SeDAM), 2019

The social enterprise framework is Fee for Service, the beneficiaries pay directly for the goods or services provided by the social enterprise. This is most similar to a traditional for-profit business, where those receiving product or benefit pay for the services directly to the business supplying it.

4.1.2 Civic engagement and civil society promotion

The involvement of 5 social enterprises in civil society organizations like NGOs and associations primarily focused on dissemination of specific knowledge and behavioral change. Civic engagement organizations often provide their activities with basic health and education services, as well as disaster relief activities.

Table (4.3): Civic engagement and civil society promotion

Sr. No.	Name of Social Enterprises	Performance of Social Enterprises	Social Impact
1	Orient Travel Social Enterprise	❖ Social Enterprise is Community-based Tourism (CBT). CBT creates opportunities for training and technical assistance and develop the community's capability to manage marketing, sales and financial income.	Civic engagement and civil society promotion
2	Greenovator Social Enterprise	❖ Social Enterprise model is inclusive, sustainable and have good impact on the improvement of farming sector.	
3	Kiwi Go Social Enterprise	❖ It is contributing to local communities by promoting community-based, responsible and Eco-Tourism.	
4	Tun Yat Farm Equipment Service Social Enterprise	❖ Social Enterprise is to facilitate the small and marginal farmers in Myanmar who have doubled their net farm income through their engagement.	
5	Genius Social Enterprise	❖ Teaching coffee farmers how to grow organic to improve their lives. ❖ Providing natural mountains, natural forests and coffee plantations for eco-tourists.	

Source: Social Enterprise Development Association Myanmar (SeDAM), 2019

This social society as cross compensation is a variation of Fee-for-Service for low income clients. This framework is able to serve the beneficiaries by taking advantage of another market that has higher purchasing power.

The product or service produced by the social enterprise is delivered to the beneficiaries at an affordable price or at no cost. This is made possible by clients or customers in another market paying market rates (higher rates).

4.1.3 Targeted livelihood enhancement programs (including vocational training)

The 7 social enterprises in targeted livelihood enhancement programs (including vocational training) are currently engaging in livelihood enhancement, vocational training and micro finance, where in this sector, they are the strongest in financial sustainability. In addition to regular school education, and will establish training centers to support vocational education.

Table (4.4): Targeted livelihood enhancement programs (including vocational training)

Sr. No.	Name of Social Enterprises	Performance of Social Enterprises	Social Impact
1	Pan Nan Ein Social Enterprise	❖ Providing employment opportunities for people with disabilities and providing a secure future.	Targeted livelihood enhancement programs (including vocational training)
2	LinkAge Restaurant & Art Gallery Social Enterprise and Hospitality Training School	❖ Delicious Myanmar Food prepared by Myanmar Youth with full of hope.	
3	Sunflower Social Enterprise	❖ Support genuine local products and educating uneducated young women to become weavers and provide employment.	
4	Yangon Bake House Social Enterprise	❖ To make a difference in the lives of women and their families, communities, and the greater economy.	

5	YK Collections Social Enterprise	❖ Offer the Myanmar traditional Souvenirs with unique designs.	
6	Three Good Spoons Social Enterprise	❖ Promoting decent work for domestic workers in Myanmar.	
7	Amazing Grace Social Enterprise	❖ Supporting people with disabilities (PWD) specifically woman.	

Source: Social Enterprise Development Association Myanmar (SeDAM), 2019

These social enterprises beneficiaries are an essential component of the supply of the social enterprise's product or service. In these cases, the beneficiaries are the same group that is involved in the creation or provision of the product or service. The core purpose of the social enterprise is to provide living wages, skills development and job training to the beneficiaries. The beneficiaries are typically part of a marginalized group that may not have the same employment opportunity if the social enterprise was not in place.

In employment and skills training framework, the commercial activities of the social enterprise are crucial to delivering on the social mission. They allow the venture to provide access to jobs, training, and other development for the beneficiaries.

4.1.4 Provision of socially beneficial products and services

Involvement of 8 social enterprises in provision of socially beneficial products impact are private entities and cooperatives and NGOs create socially beneficial products which they tend to produce favorable results on fair trade, providing affordable and socially conscious products. The most successful example might be proximity designs which provide water pumps and water filters to local farmers in the same time they give training services about agriculture.

Table (4.5): Provision of socially beneficial products and services

Sr. No.	Name of Social Enterprises	Performance of Social Enterprises	Social Impact
1	Hla Day Social Enterprise	❖ Work with Myanmar artisans, disadvantaged groups and small businesses and support the livelihoods of producers to overcome disability, exclusion and poverty.	Provision of socially beneficial products and services

2	Gaia Green Social Enterprise	❖ Provide customers with the highest quality of organic fertilizers and natural soil amendments.	Provision of socially beneficial products and services
3	Chu Chu Social Enterprise	❖ Provide training in handicraft with waste material and can customize techniques and designs depending on the context and provide for the setup of general solid waste management system.	
4	Pomelo Social Enterprise	❖ It is a creative outlet in Yangon for artisans to hone their design and business skills.	
5	Tree Food Social Enterprise	❖ The new version of Myanmar traditional palm jiggery with new design and different tastes.	
6	Shwe Taung Nyo Gyi Organic Grocery Store	❖ Free Range Egg to help for farmers.	
7	Zero Plastic Social Enterprise	❖ Eco friendly products for household use to reduce plastic usages for green environment.	
8	Super Solar Social Enterprise	❖ Through a social enterprise, creating products that provide jobs and improve the quality of life for families living in poverty.	

Source: Social Enterprise Development Association Myanmar (SeDAM), 2019

This social enterprises framework is a Cooperative. A cooperative is a profit or non-profit business (providing virtually any type of goods or services) that is owned by its members who also use its services.

There are many examples of co-operatives ranging from food producers, financial services providers, workers co-ops, and others. Cooperatives are unique, in that they are wholly member-owned, with each member having an equal and democratic voice into the operations of the business. With values of honesty, social responsibility, and caring for others

integral within the cooperative framework, it is a business model truly built for social enterprise.

5. CONCLUSION

5.1 Findings and Discussion

The first objective of the study is to explore the business and social activities of social enterprises. Therefore it is indicated that their activities based on the respective framework to state the social impact of social enterprises. Among organization resources, financial and physical resources have positive effect on social impact of social enterprises. The second objective of the study is to identify the social factors impacting on the performance of social enterprises in Yangon. According to the study, organizational performance of social enterprises have positive effect when generating social impact. Measuring the effectiveness or impact of social enterprises' efforts continues to be a major challenge for both researchers and practitioners. New insights that raise awareness about the importance of social impact and social responsibility, and would possibly improve methods for understanding and assessing social performance.

5.2 Recommendations

The nascent social enterprise movement in Myanmar is grappling with the many divergent views on almost every aspect of what it means to be a social enterprise. Thus suggest the following factors to develop the social sector of the social enterprise in Yangon.

- Social Enterprise is wide promotion in the social media; in particular, success stories need to be captured to help encourage other people to get involved with social enterprise.
- Building social enterprise into the education system; there needs to be a focus on empowering young people to address the social issues either within their communities through more entrepreneurial approaches.
- More research; there is a real lack of evidence on how social enterprise is really developing, particularly interpretations of what the concept means.
- Transparency; there will be benefits to encouraging greater transparency in the functioning of organizations working in the social enterprise space.

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