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University of Southampton

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Sustainable Development and Community Empowerment through Tanzanian Tourism Social Enterprises

by

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**Thesis for the degree of Doctor of Philosophy in Business Studies and
Management**

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Abstract

Sustainable development and community empowerment through Tanzanian tourism social enterprises

This doctoral project intends to advance our understanding of the potential of social entrepreneurship (SE) towards sustainable development and community empowerment. While research studies linking social entrepreneurship and sustainable development (SD) are steadily increasing, in-depth and holistic investigation of if and how social entrepreneurship (SE), contributes to SD and community empowerment seems to be lacking. Therefore, the central question of this doctoral thesis is as follows: What is the potential of social entrepreneurship in contributing towards SD and community empowerment in developing economies?? To address this question, three papers were developed. Drawing on a systematic literature review and applying alternative development theory, the first paper set the disciplinary context for SE and sustainable development by identifying, synthesizing and critically evaluating the extant literature. The aim is to interrogate how and to what extent social entrepreneurship contribute to the seventeen United National Sustainable Development Goals. Paper one reveals variation of engagement by SE across all seventeen SDGs. SE seems to pay more attention on addressing problems related to SD1, SDG8, SDG3 and SDG17. The focus on SDG17 in particular reveals the importance of working in partnerships among all partners and across sectors by applying both bottom-up and top-down development approaches. These results have inspired the second paper, which aims to generate an empirically-informed picture of the extent to which SE empowers communities. The second and third paper use the context of Tanzania due to the emerging of social enterprises scholarship and practice, which has increasingly been applied in tourism sector, which is one of the key contributors to the country's GDP. Drawing on 56 qualitative interviews in Tanzania, the second paper reveals that community empowerment is both a process and outcome in multidimensional view. Connected to these community dynamics and social inclusion function of SE, the third paper has taken the study forward by investigating the ability of SE as a vehicle for women empowerment and gender equality. The findings demonstrate there are some issues that need to be examined in-depth and that entail policy/practical interventions, particularly in developing country contexts, such as Tanzania. To enhance the capacity of SE in empowering women, a balanced approach of collaborations and partnerships among actors are essential. The key contribution of the thesis to academic knowledge lies in its ability to advance our understanding on the instrumentality of SE in empowering and enhancing the wellbeing of communities in different domains of sustainable development. Overall, the thesis provides important theoretical and practical implications for academics, policy-makers and other stakeholders in the domains of sustainable development and social entrepreneurship in general.

Keywords: Sustainable development, Social entrepreneurship, Community empowerment

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Research Thesis: Declaration of Authorship

Print name: Joseph Modest Kimaro

Title of thesis: Sustainable development and community empowerment through Tanzanian tourism social enterprises

I declare that this thesis and the work presented in it are my own and has been generated by me as the result of my own original research.

I confirm that:

1. This work was done wholly or mainly while in candidature for a research degree at this University;
2. Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated;
3. Where I have consulted the published work of others, this is always clearly attributed;
4. Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work;
5. I have acknowledged all main sources of help;
6. Where the thesis is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself;
7. Parts of this work have been published as:-
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Signature:

Date:

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Abbreviations

Table 1: Abbreviations

Alphabet	Terms	Abbreviations
A	AD	Alternative development
C	CBT	Community based tourism
	CTPs	Cultural tourism programs
N	NGO	Non-governmental organisation
S	SD	Sustainable development
	SE	Social entrepreneurial
	SEF	Scheyvens' empowerment framework
	SDGs	Sustainable development goals
T	TSE	Tourism social entrepreneurship
U	UN	United Nations
W	WMA	Wildlife Management Areas

Chapter 1 Introduction

1.1 Thesis overview

This thesis focuses on advancing the knowledge and understanding on the potential of social entrepreneurship to contribute towards sustainable development and community empowerment, drawing on alternative development theory and Scheyven's empowerment framework. There is a growing scholarly interest on discourses and applications of Social Entrepreneurship (SE) in achieving Sustainable Development (SD) (Pless and Appel, 2012; Littlewood and Holt, 2018; Tarnanidis, Papathanasiou and Subeniotis, 2019). Attaining development that meets the present needs without compromising the ability to meet future generations' needs, (Brundtland Commission, 1987). Sustainable development has been on the global agenda for many years now (Langan and Price, 2016; Mensah and Ricart Casadevall, 2019). Thus United Nations (UN) developed 17 sustainable development goals (SDGs) to address poverty, unemployment, exclusions, gender inequality, environmental problems, community ill-being, illiteracy and injustice throughout the world (Elkins, Feeny and Prentice, 2018). This thesis, therefore, contributes to international discussions on sustainable development and its guidelines to ameliorate the global social-economic and environmental aspects (Degai and Petrov, 2021; Estoque *et al.*, 2021). More specifically the study contributes to SDG5 (gender equality), SDG10 (reduced inequalities), SDG11 (sustainable cities and communities) and SDG17 (partnership for the goals) by showing how social entrepreneurship can be the

conduit of achieving those SDGs, which is through a balanced partnerships and collaborations between development actors.

Social entrepreneurship is viewed as a potential model to achieve sustainable development and community empowerment by addressing grand and complex, economic social and ecological challenges (Littlewood and Holt, 2018; Finlayson and Roy, 2019). With its social mission, innovation characteristics and objectives could address chronic social problems and create social value cross path with SD (Mair and Marti, 2006; Dahles *et al.*, 2020). Despite various efforts at the global and national levels, although progress is being made, the pace is very slow. Current indications suggest that SDGs might not be achieved by 2030. The lives of millions and, in some SDGs, billions of global citizens are still clouded with interconnected social injustices, unemployment, poverty, global warming, health problems, hunger, and lack of access to clean water and education (Kharas, McArthur and Rasmussen, 2018; Arora and Mishra, 2019). Social entrepreneurship's endeavors to address chronic problems are looked at in societal, economic and ecological constructs. Arguably, "Organizations that are social entrepreneurial maintain their economic viability while implementing innovative solutions to address social problems, whereby making them truly economically and socially – and possibly also environmentally – sustainable"(Zhang and Swanson, 2014). Obviously, these dimensions are tightly connected to the three key pillars of sustainable development – *economic, social, and environmental* – which are also called dimensions, components, aspects, or perspectives(Purvis, Mao and Robinson, 2019). However, the link between SE and SD or its practical guiding principles- SDGs is not explicitly shown in many scholarly works (Rihter and Zidar, 2018a). Therefore, the few attempts to research how

SE facilitates SD or the SDGs framework such as Bublitz *et al.* (2019), Eng *et al.* (2020), Erro-Garcés (2020), Intindola *et al.* (2020), overlook the critics of SE (Chalmers, 2020) as well as the broader picture of community empowerment dimensions. Thus, the multidimensionality, complexity and interconnection view as well as gender equality issues are missing (Rahdari, Sepasi and Moradi, 2016). Furthermore, even though the continent of Africa presents suitable setting to advance SE debates (Rivera-Santos *et al.*, 2015) as some of these societal challenges around inequality and unequal treatment or exclusion of communities are more evident in such parts of the world whereby level of socio-economic development is a complex and multi-faceted phenomenon. There is a dearth of studies on SE in Africa; and thus the relationship between SE and SD remain under-researched (World Bank, 2017b). This gap in knowledge and the need for intervention on practice and policy levels has motivated the overarching research question:

“What is the potential of social entrepreneurship in contributing towards SD and community empowerment in developing economies?”

This PhD study contributes to the understanding of whether, and if so how, and to what extent SE empowers and enhances the wellbeing of communities in different domains of sustainable development. The departure point is that social entrepreneurship can be instrumental in sustainable development if the activities of social enterprises are well-connected to the needs of communities, and they include community interests and contribution in starting and scaling up the SE activity. The question of if and how to apply SE to bring sustainable development and community empowerment in a

multidimensional manner with wider inclusivity remains to be addressed. A broader and all-round picture of sustainable development, which covers *social aspects* such as strengthening social cohesion and integrity, *psychological issues* such as self-esteem, pride and confidence, economic issues such as employment, income generations, and *political matters* such as a fair representation of the members of community in decision making (Scheyvens, 1999) is lacking. This doctoral thesis is an attempt to develop such a holistic and in-depth understanding of the phenomenon and contribute to scholarly knowledge, practice and policy.

1.2 The context of in Tanzania

Tourism plays a major role in globalisation and creation of employment and opportunities to earn substantial income in developing countries (Sheldon, Pollock and Daniele, 2017). In Africa for example, (including Tanzania), tourism sector, is the second fastest-growing sector (5.6%) in 2018, only behind Automotive manufacturing (7.1%). It also takes the sixth position when it comes to GDP contribution (8.5% of the total GDP) and fourth in terms of employment, where it creates 24.3 million jobs, 6.7% of all employment (World Travel & Tourism Council, 2019a).

Over the years, the contribution of Travel and Tourism to the economy of Tanzania has been significant with billions of US dollars contributed to GDP, and the creation of 100,000 of direct and indirect jobs. Reports show that in 2019 tourism's contribution to Tanzanian GDP was US\$ 6577.3 million which was 10.7% of the GDP. In the same year, tourism sector had a significant contribution to Tanzania jobs creation (11.1% of total employment) with the creation of 1,550,100 jobs (World Travel & Tourism

Council, 2020b) . Unfortunately in 2020, this positive contribution of tourism to the economy of Tanzania slumped because of Covid-19 which restrict global tourists movements and travels (Kideghesho *et al.*, 2021). Its contribution to GDP dropped from 10.7% (equivalent to US\$ 6577.3 million) to 5.3% (equivalent to US\$ 3498.2 million)(World Travel & Tourism Council, 2020b). Nevertheless, with the world slowly heading back to normal, tourism sector in the world and in Tanzania is moving gradually into recovery from the effects of the Covid 19-pandemic. Thus World Bank report indicates that Tanzania has a unique opportunity to bounce back and use tourism to accelerate inclusive development over the long term (World Bank, 2021a).So amid crises such as (Covid 19), tourism industry remains very crucial to the world economy and in particular Tanzanian economy.

Unfortunately, tourism revenues in Tanzania do not really seem to benefit the local communities living in or around tourist destinations. The local economies in most destinations areas have not improved in tandem with development of tourism witnessed in those areas and poverty remains very high (Salazar, 2008; Kalembo, 2011). There are much evidence reported on the exclusion of local communities from benefiting from the fruits of tourism in all dimensions of sustainability (Goodwin and Santilli, 2009; Coria and Calfucura, 2012; Mwakalobo *et al.*, 2016).

Efforts to achieve inclusive sustainable development in Tanzania such as the application of high-value, low-volume tourism model [eco-tourism] (Mwakalobo *et al.*, 2016) as well as other initiatives such as, community-based tourism (CBT), cultural tourism programs(CTPs), Wildlife Management Areas (WMAs), indicate positive

contributions to the economy as a whole (Snyder and Sulle, 2011; Coria and Calfucura, 2012; Pasape, Anderson and Lindi, 2015). Nevertheless social-cultural benefits and meaningful inclusion and involvement of local communities appear to be insignificant (Goodwin and Santilli, 2009; Coria and Calfucura, 2012; Mwakalobo *et al.*, 2016). There is still evidence of revenue leakage to much larger economies, dominance of foreign companies, political interests (Snyder and Sulle, 2011; Mgonja, Sirima and Mkumbo, 2015; Mwakalobo *et al.*, 2016), unequal sharing of tourism revenue and other benefits (Pasape, Anderson and Lindi, 2015). Consequently, community members near tourist attractions remain poor, socially mistreated (particularly when they are used as tourists' objects) and less concerned with environmental protection and conservation (Salazar, 2008; Kalemo, 2011; Snyder and Sulle, 2011).

A good example of the local community around or in tourist attractions in Tanzania is pastoralist community, the Maasai people. Some of them reside in the Ngorongoro Conservation Area and it is reported that this community suffers from malnutrition and extreme poverty and very few Maasai secure jobs at the lodges as many employees come from more distant areas. Furthermore, tour operators from outside the area pocket most of the entrance fees paid by tourists to be entertained culturally by the Maasai people (Coast, 2002; Snyder and Sulle, 2011; Melubo and Carr, 2019).

Overall, the sustainability of tourism and the achievement of sustainable development of Tanzania tourists' destination communities particularly in rural areas is questionable (Slocum, 2010; Dashper, 2015). Many local/rural communities in tourism destinations still encounter numerous economic, environmental and social problems,

notably: destitution, malnutrition, prostitution, ecological challenges, un-even distribution of wealth, unequal access to opportunities to basic social needs such as health care, education, access to water and sanitation, social exclusion and injustices to some segments of the population such as women, youth and people with disabilities (Coria and Calfucura, 2012; Mgonja, Sirima and Mkumbo, 2015; Suluo et al., 2020). These issues entail careful examination on all levels, academic, practice and policy levels; and the potential capacity of social entrepreneurship in tourism should be elevated to address some of these problems, mainly reducing poverty and addressing other social inclusion issues among the members of the local communities of tourist destinations and subsequently having a meaningful contribution toward sustainable development of indigenous and local communities in tourist destinations (Anderson, 2015; Sheldon, Pollock and Daniele, 2017). Failure of various approaches and initiatives (Eco-tourism, CBTs, CPTs) to boost the economic, social, or environmental status of communities living in or close to tourist destinations calls for an alternative approach to attain a more sustainable tourism model, which offers a more sustainable development for local communities. It is under these circumstances of government and/or community failure that the role of social entrepreneurship and associated SE interventions become important (Pratono and Sutanti, 2016).

More specifically, Sheldon, Pollock and Daniele (2017) have posited that the tourism sector would improve the positive net impact of tourism host communities by structuring tourism products in either social enterprises or cooperatives. They further argued that social enterprises could improve working conditions of employees in the tourism sector and address environmental problems emerging from tourism through

waste food management, recycling operations and renewable energy. This is because social entrepreneurship aims to solve not the symptoms of the problems but rather the root causes of the problems themselves, with significant and long-lasting changes (Bloom and Dees, 2008). Although tourism sector has significantly been contributing to global SD, the industry usually encounters different crises which halts its contributions. In different years there have been diseases, epidemics and global pandemics such as black swan, SARS and the current Covid-19 (Yeh, 2021). Covid-19 has so far caused a global loss of US\$ 2.86 trillion with Africa reported a 47% decline in tourist arrivals, Tanzanian tourism, in particular deeply affected by the pandemic (World Travel & Tourism Council, 2020b; Abbas *et al.*, 2021). However, with government support and creation of efficient, reliable and transparent business environment, sustainable recovery of tourism sector in Tanzania is underway (World Travel & Tourism Council, 2020b).

Due to the significance of the tourism industry to the development of Tanzania as well as the tensions arising from the same tourism sector, this doctoral thesis uses Tanzania's tourism settings to investigate the application of social entrepreneurship to achieve a more thorough and holistic sustainable development. With the gradual decline of donor and government support in Tanzania, most NGOs, community organisations and even some Small and Medium Enterprises (SMEs) have shifted towards the social entrepreneurship models to become sustainable whilst still being able to support sustainable development through addressing grand community challenges. Tourism has always been one of the sectors where the SE activity has been prevailing (World Bank, 2017c). This thesis focuses on tourism-related social enterprises because of their

uniqueness in achieving sustainability and community well-being and their potential for meaningful and long-lasting contribution to sustainable development (Sharpley, 2000).

1.3 Thesis objectives

The overall aim of the thesis is to advance the knowledge and understanding on the potential of social entrepreneurship within the tourism sector to contribute towards sustainable development and community empowerment, particularly in developing countries such as Tanzania, drawing on alternative development theory and Scheyven's empowerment framework. In order to address this aim, three research objectives were formulated as below and as addressed by the three papers of the thesis:

Objective one: To investigate the extent and how social entrepreneurship scholars and practitioners research and address all seventeen United Nations Sustainable Development Goals. To do so, alternative development is used as a theoretical lens.

This objective is addressed by the first paper entitled: *The contribution of Social entrepreneurship to UN Sustainable Development Goals: A systematic literature review*. In this paper, the existing literature of social entrepreneurship linked with sustainable development goals and/or sustainable development was systematically reviewed to understand the extent and how social entrepreneurship rectify issues targeted by SDGs and thus inform practice and policy formulation and identify new research avenues.

Objective two: To critically investigate if and how social entrepreneurship within tourism settings can contribute to community empowerment multidimensionally, using Scheyvens' Empowerment Framework.

Objective number two is addressed by the second paper of the thesis entitled:

Accounting for impact: The role of tourism social entrepreneurship for community empowerment.

Objective three: To examine the potential and instrumentality of social entrepreneurship within tourism in empowering women as one of the disadvantaged communities, using Scheyvens' Empowerment Framework.

An article entitled: *Empowering women through social entrepreneurship: An investigation of tourism social enterprises*, addresses this objective.

1.4 Paper one

The first paper applied a systematic literature review (SLR) to understand the manner and the extent at which social entrepreneurship contributes to sustainable development. This is performed by applying identifying and investigating sustainability concerns targeted by all the 17 United Nation Development Goals. This paper uses the Alternative Development (AD) paradigm as a theoretical lens linking SE and SD discourses to offer a comprehensive understanding of how SE scholars and practitioners approach, participate in resolving problems which SDGs aim to resolve and in that way to enhancing best practices of social enterprises and policy makers.

The objective of this paper is to enhance our understanding on the potential of SE's contribution towards SD by exploring the extent of engagement between SE research and SDGs. To meet this objective, an SLR was conducted. All the available conceptual and empirical studies on SE's role on issues related to all 17 SDGs were identified and synthesised under the lens of the alternative development theory.

This research found that, SE researchers paid more attention on the issues related to SDG1 which is to end poverty in all its form. One explanation for this is the fact that poverty comes in different facets which are not limited to economic decline (lack of jobs

or income) but also include inequality issues and other forms of social-political concerns (Scheyvens and Hughes, 2019). This means that while addressing SDG1, social enterprises indirectly address many other interlinked SDGs which deals with poverty related issues such as lack of voice, power and independence, health centers, shelter, water, education (SDG2, SDG3, SDG5, and SDG10 etc. Indicator 1.a.2 of SDG1 which requires a fair percentage of the state spending on essential services, essential services here are education, health and social protection, shows that poverty issues go beyond economic deprivation (Adams and Judd, 2016).

Furthermore, this paper shows that SE ambitions towards helping the realisation of SDGs depend on achieving the seventeenth goal. SDG17 call for partnerships among key actors of development, this is due to fact that all 17 SDGs are complex and interlinked as such their achievement requires collaboration. Through the lens of alternative development theory, this finding points and calls for inclusion of social enterprises as agents of development along with other agents as propounded by AD towards attaining SD. Furthermore, this paper's findings dispute the heroism and solutionism conceptualisation by social entrepreneurs who also incline to single development approach- i.e. *bottom up approach*. The findings of this paper reveal that for better results all stakeholders of sustainable development must be involved. This includes actors within the community (bottom-up approach) as well as actors form outside the community (top-down approach). Combining both approaches would potentially help to avoid the risk of missing out on social benefits from outsiders if the focus is only on the community participation while excluding outsiders such as investors, government institutions, and international organisations.

Furthermore, this paper reveals the growth in scholarly interest exploring the role of SE towards sustainable development and community empowerment within tourism sector (Haugh and Talwar, 2016; Littlewood and Holt, 2018). With multidimensionality, dynamism and interconnection of the facets of SD and community empowerment emphasised (Cornel and Mirela, 2008; Blancas *et al.*, 2010), this paper presents a new research problem for the second paper of the thesis. Does SE within tourism sector really matter? How can SE in tourism sector deliver a thorough SD and community empowerment? To answer these issues that emerged from the review, this paper informs the second paper of the thesis as presented in chapter three. The second and third paper uses Tanzania as the context of the study, justifications for using Tanzania is discussed in chapter three of thesis.

1.5 Paper two

The second paper of this thesis investigates the understanding of community empowerment by looking at the impact of SE on empowering community members within tourism sector. This paper addresses the following questions: (1) Do tourism social enterprises in Tanzania empower members of the community? (2) How is community empowerment demonstrated by tourism social enterprises? (3) Should community empowerment be viewed as a process, an outcome, or both? Accordingly this article applies the enhanced Scheyvens' Empowerment Framework (SEF), which consists of economic, psychological, social, and political dimensions (Scheyvens, 1999) and environment and tourists empowerment dimensions as suggested by other scholars such

as (Aghazamani and Hunt, 2017) to assess the SE relationship with community empowerment in a holistic manner. Prior empirical literature on the association between community empowerment and social entrepreneurship, indicates the inclination of scholars to emphasise economic empowerment over other critical constructs of the community empowerment dimension (Madrigal, 1993; Nunkoo and Ramkissoon, 2012). Accordingly, literature does not give much attention to empowerment as process as it does to empowerment as an outcome (Luttrell *et al.*, 2009).

The results of this paper demonstrate the contribution of social entrepreneurship in tourism enterprises to community empowerment. This study shows that both empowerment processes and empowerment outcomes do emerge from social entrepreneurship activity in tourism. The author shows that community empowerment through social entrepreneurship occurs in the form of processes, which, over time they bring about empowerment outcomes. It is evident from the current doctoral research that community empowerment is multi-faceted and complex. Its multiple dimensions are overlapping and interconnected. Thus, community empowerment has an ever-evolving nature, which should be taken into account in all academic, practice and policy works. In this study, in the Tanzanian tourism context, Scheyvens' Empowerment Framework is further enhanced to seven empowerment dimensions with the inclusion of environment empowerment, tourists' empowerment, and women's empowerment.

1.6 Paper three

The third paper investigates social entrepreneurship's potential contributions within the tourism sector towards empowering women, as one of the important

communities disadvantaged by mainstream tourism and socio-economic activity, holistically through all empowerment dimensions including social, cultural, economic and environmental empowerment.

While gender equality and women empowerment through social entrepreneurship are widely addressed in various contexts (Pareja-Cano, Valor and Benito, 2020; Rosca, Agarwal and Brem, 2020), an SLR by paper one of this thesis, reveals a deficiency of attention by social entrepreneurship studies within the context of tourism to the issues of gender equality and women empowerment. Empirical findings of the second paper show that there is a need for an in-depth look at women empowerment as an important for community empowerment and holistic SD development. In order to do that, a multidimensional empowerment theoretical framework by Scheyvens was used.

This paper seeks to establish an understanding of why and how social entrepreneurship within tourism empowers women and how tourism social enterprises empower women. The paper contributes to social entrepreneurship and women's empowerment literature within the tourism industry in the under-researched context of Tanzania. This is achieved by showing the importance of understanding and pursuing women's empowerment in many dimensions equally and refutes the emphasis on economic growth alone. It is also emphasised that moral principles should be the genuine motivating factors for social entrepreneurs when focusing on women's empowerment.

1.7 Theoretical perspectives of the research

In a Doctoral thesis, the theoretical framework is one of the most important aspects in the research process. The theoretical framework is the foundation from which

all knowledge is constructed (metaphorically and literally) for a research study. It serves as the structure and support for the rationale for the study, the problem statement, the purpose, the significance, and the research questions (Osanloo and Grant, 2016).

This doctoral study is guided by the alternative development theory (Pieterse, 1998) and Scheyvens' Empowerment Framework (Scheyvens, 1999). The first paper used the alternative development paradigm to advance the understanding of social entrepreneurship as a conduit to attain sustainable development. The Alternative development theory emerged in the 1970s following the dissatisfaction with mainstream development approaches such as dependency theory which tends to emphasises on structural macroeconomic change. Major critics of mainstream developmentalism includes anti-capitalists, green thinkers, feminists, and new social movements. Alternative development is an alternative model of development to mainstream development. This paradigm emphasises development which is people-centred, endogenous, self-reliant, participatory and in harmony with the environment (Pieterse, 2010; Brun and Blaikie, 2016).

To be able to understand the multidimensionality of sustainable development within local communities, the second and third papers apply Scheyvens' Empowerment Framework (Table 2). This is a multidimensional framework which is an eligible mechanism for social, economic, psychological and political impact analysis of tourism to marginalised communities (Scheyvens, 1999; Aghazamani and Hunt, 2017). This theoretical framework is originaive and it details what empowerment should look like

within tourism (Boley and McGehee, 2014). It consist of four dimensions as discussed below:

1.7.1 Economic empowerment or disempowerment

A handful of scholarly works highlight economic empowerment; most of them draw from the works of Scheyvens (1999;(2002). Scheyvens' works elaborates on and outlines the signs of economic empowerment or disempowerment in tourism. Tourism is reckoned to have empowered members of the community if enterprises offer economic benefits which are durable; for example, sustainable employment and business opportunities. It is also emphasised that the generated income should be fairly distributed and shared within the community. In SE, the emphasis is not on profit making for the enterprises, but generation of surpluses which are recycled and reinvested within the community (Chell, 2007; Teasdale, Lyon and Baldock, 2013).The results of such initiatives are clear signs of life improvements such as durable houses or water supply system. However, if there are tensions over the equitable distribution of the economic benefits, there is no continuation and reliability of income for the citizens: in this case tourism is disempowering rather than empowering (Scheyvens, 1999;2000;2002; Pasape, Anderson and Lindi, 2014;2015; Winkler and Zimmermann, 2015).

1.7.2 Psychological empowerment or disempowerment

Zimmerman (1990) propounded that psychological empowerment is influenced by ecological and cultural dimensions. Furthermore it includes corporate action, skill development, and cultural awareness; and incorporates intrapsychic variables such as

motivation to control, locus of control, and self-efficacy. In the tourism context Scheyvens (1999) considers psychological empowerment as a boosted pridefulness and worthiness of majority of the members of the community. Recognition and appreciation of a community's culture, natural resources, and traditional knowledge by outsiders (tourists) are mentioned to be responsible for the feeling of pride among the community members (Scheyvens, 1999;2000). It is therefore significant for tourism to have the power to bring pride, respect and worthiness to members of the community, particularly the low-status members (Cole, 2006). Are the members of the community full of confidence or are they timid? Growth of confidence and boldness which directs members of the community to seek advanced education and training opportunities is a sign of empowerment (Scheyvens, 1999;2000; Cole, 2006). Winkler and Zimmermann (2015) argue that political, social and economic empowerment of community members is the basis for psychological empowerment. However, psychological disempowerment may occur when tourism projects (in this case tourism or hospitality social enterprises) interfere with local traditions and members' relationships with natural environment. As such members of the community feels worthless, ignored, and not included in the pace and direction of development (Scheyvens, 1999;2000; Winkler and Zimmermann, 2015; Strzelecka, Boley and Strzelecka, 2017).

1.7.3 Social empowerment or disempowerment

According to Scheyvens (1999), community members are socially empowered when there is strong and stable community coherence. How does tourism social entrepreneurship in tourism help to glue together the members of the community? Do

tourism social enterprise activities make the cohesion stronger or weaker? So, when tourism projects contribute to the firmness of unity and cohesion of the community, we can claim that the community is socially empowered. Unity and togetherness are demonstrated through community groups such as youth groups, savings groups, church groups, and women's group (Scheyvens, 2000). As Han *et al.* (2014) assert, (social) disempowerment would be the failure of community groups to maintain and utilise their rights to access shared social resources, Scheyvens (1999) outlined a number of indications for social disempowerment because of tourism; to be disharmony, social decay (crime, prostitution etc.), disrespecting local traditions and elders, and competition (resentment, jealous) among the members of the community for tourism benefits.

1.7.4 Political empowerment or disempowerment

The political construct of empowerment defines how power and the decision-making process related to the community's desired goals, resources and limitations are established in tourism (Saarinen, 2006). For a community to be deemed politically empowered in tourism; its people's opinions and interests should be directing tourism projects. There should be a diverse representation of community members (particularly the marginalised) to decision-making bodies as well as decentralisation of power to lower levels of society (Scheyvens, 1999; Timothy, 2007). Cole (2006) emphasises that political empowerment is when there is a shift of power such that the powerless becomes powerful and the dependent becomes independent. On the other hand when marginalised members of the community do not have access to the decision-making process in tourism, no public outlets to share their concerns, and a rare meaningful

participation in tourism development in their localities one can argue that the community is politically disempowered (Scheyvens, 1999).

Table 2: Scheyvens community empowerment framework

Dimension	Signs of empowerment	Signs of disempowerment
Economic empowerment	Ecotourism brings lasting economic gains to a local community. Cash earned is shared between many households in the community. There are visible signs of improvements from the cash that is earned (e.g. improved water systems, houses made of more permanent materials)	Ecotourism merely results in small, spasmodic cash gains for a local community. Most profits go to local elites, outside operators, government agencies, etc. Only a few individuals or families gain direct financial benefits from ecotourism, while others cannot find a way to share in these economic benefits because they lack capital and/or appropriate skills.
Psychological empowerment	Self-esteem of many community members is enhanced because of outside recognition of the uniqueness and value of their culture, their natural resources and their traditional knowledge. Increasing confidence of community members leads them to seek out further education and training opportunities. Access to	Many people have not shared in the benefits of ecotourism, yet they may face hardships because of reduced access to the resources of a protected area. They are thus confused, frustrated, disinterested, or

employment and cash leads to an increase in status for traditionally low-status sectors of society, e.g., women, youths

disillusioned with the initiative.

Social empowerment

Ecotourism maintains or enhances the local community's equilibrium. Community cohesion is improved as individuals and families work together to build a successful ecotourism venture. Some funds raised are used for community development purposes, e.g., to build schools or improve roads.

Disharmony and social decay. Many in the community take on outside values and lose respect for traditional culture and for elders. Disadvantaged groups (e.g., women) bear the brunt of problems associated with the ecotourism initiative and fail to share equitably in its benefits. Rather than cooperating, individuals, families, ethnic or socio-economic groups compete with each other for the perceived benefits of ecotourism. Resentment and jealousy are commonplace.

Political empowerment	The community's political structure, which fairly represents the needs and interests of all community groups, provides a forum through which people can raise questions relating to the ecotourism venture and have their concerns dealt with. Agencies initiating or implementing the ecotourism venture seek out the opinions of community groups (including special interest groups of women, youths and other socially disadvantaged groups) and provide opportunities for them to be represented on decision-making bodies e.g., the Wildlife Park Board.	The community has an autocratic and/or self-interested leadership. Agencies initiating or implementing the ecotourism venture treat communities as passive beneficiaries, failing to involve them in decision-making. Thus the majority of community members feel they have little or no say over whether the ecotourism initiative operates or the way in which it operates.
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Source: Scheyvens (1999)

1.8 Methodological Background

1.8.1 Philosophical underpinning of the study

The three papers that inform this thesis follow the interpretivist paradigm (Schwartz-Shea and Yanow, 2013; Patton, 2015; Kankam, 2019). The overall aim of the thesis influences the choice of this paradigm: to advance our understanding and knowledge on the role of tourism social enterprises towards achieving sustainable development within local communities. Interpretivism is the relevant paradigm to achieve

more than surface features of a phenomenon (Golafshani, 2003). Furthermore, the objectives of the study (as culminated in three papers) call for diverse and multiple realities (Golafshani, 2003). These realities are constructed based on participants' (social enterprises' members, leaders, managers, community members and other stakeholders) social experiences (Guba and Lincoln, 1994b). The communities and social enterprises investigated are dynamic, adapting to ever-changing economic and policy requirements within the context of Tanzania. Social entrepreneurship in Tanzania is still in its infancy stage, increasingly growing to create the much needed social value with communities (World Bank, 2017c). Therefore, this thesis adopts the interpretivism paradigm, which accommodates fluidity and dynamism of the communities and other stakeholders under study to capture the multiplicity dynamic experiences and views of the participants. The following section briefly discusses some of the details of the key research paradigms and their doctrinal assumptions, and shows why this thesis uses the interpretivism paradigm over others.

1.8.2 An overview of philosophical assumptions

Philosophy is a driving force that guides the thesis as well as a roadmap for research without which one's inquiries lack illuminated direction (Sefotho, 2015). Ritchie *et al.* (2013) argue that in order to understand the different approaches adopted by researchers, it is useful to comprehend the philosophical arguments underpinning the development of their research.

The philosophical perspectives are also known as research paradigms, such as positivism, post-positivism, interpretivism and pragmatism, which equip the researchers

with underlying philosophical assumptions and a critical lens. It is through this paradigmatic lens, through which scholars examine the methodological aspects of the research project to determine the research methods that will be used and how data will be analysed (Mackenzie and Knipe, 2006; Kivunja and Kuyini, 2017).

Philosophical assumptions consist of ontology, epistemology, and axiology, leading to methodology, which includes research approach, design and methods of data collection, analysis and dissemination (Scotland, 2012; Neuman, 2013; Creswell and Creswell, 2017). According to Guba and Lincoln (1994b) a paradigm is the premise upon how a research is conducted (methodology), how the researcher approaches to, and explain truth(s) and realities (ontology), and how truth(s) and realities are known (epistemology). Similarly (Patton, 2015) posits that, through a paradigm, researchers describe a world view as informed by philosophical assumptions about what we believe about the nature of reality (social reality - i.e. ontology), how we know what we know (ways of knowing-i.e. epistemology) and ethics and value systems (what do we believe is true -i.e. axiology). Simply put then, a paradigm consists of five elements; axiology, ontology, epistemology, methodology, and methods and sources of data (Scotland, 2012; Brown and Dueñas, 2020).

1.8.3 Positivist paradigm

In positivism paradigm studies, the investigator cannot perform beyond the data collection ceiling and interpretation in an objective way. In these types of studies research

findings are usually observable and quantifiable (Dudovskiy, 2018). This paradigm requires a collection of verifiable empirical data useful to test hypotheses or support the theoretical framework to be able to investigate a problem (empiricism), by assuming that observed events are caused by other factors (determinism). It also assumes that results in one context should be applicable in other situations (generalisability); therefore the positivist paradigm advocates the use of quantitative research methods (Mackenzie and Knipe, 2006; Kivunja and Kuyini, 2017). Positivists' ontological position is realism (naive) [also known as objectivism and foundationalism (Marsh and Furlong, 2002)] which hinges on the idea that there is an external reality which exists independently of people's beliefs about an understanding of it. This view is compatible with physicalism (eliminative and reductive materialism), emergent materialism, and dualism, and even objective idealism (Niiniluoto, 1999). Positivist researchers formulate hypotheses that depict the subject matter in terms of independent variables and relationships between them (Myers, 2013). The positivist epistemology is considered dual and objectivist. The researcher and the investigated object are considered to be independent entities; as such, the investigator has no influence on or is not influenced by the object (Guba and Lincoln, 1994a; Brannick and Coghlan, 2007). The investigator's role is to discover the truth that lies within the object of investigation, data are assumed to be objective facts that already exist in the world, and the researcher has to discover these data and determine the theories they imply (Charmaz, 2006).

Considering the argument by Dudovskiy (2018), this thesis does not adopt the positivism as a paradigm. His arguments show that assuming a positivist philosophy means that a researcher should be free and independent of his or her research, with pure

objectivity. Independent means maintaining minimal interaction with the research participants when carrying out research. The nature of this current study requires interaction with community members of the society of inquiry, the relationship between sustainable development and SE within tourism investigations are people-centred focusing on social reality and social welfare which includes humans and their intersubjective experiences and social dynamics (Scheyvens, 1999; Chandra, 2017). It is on that argument that this project opted out of positivist philosophy.

1.8.4 Interpretivist paradigm

The interpretivist paradigm also known is a philosophy which strives to get into the minds of the subjects being investigated to reveal, understand, and interpret what the subject is thinking or the meaning what they are making of the situation. The emphasis is on understanding the subject members and their interpretation of the world around them, studying and understanding the subjective meanings of people's lived experiences (Ritchie *et al.*, 2013; Kivunja and Kuyini, 2017). This is close to constructionism, which could be considered as one of the sub-paradigms of interpretivism. Distinctively, Karataş-Özkan and Murphy (2010) reveal that constructionism emerged from interpretivism, whereby constructionists stress the active creation of knowledge and truth and not a mere mind discovery of them. Hart (2010) purports that interpretivism addresses multiple realities of communities such as the indigenous paradigm, the feminist paradigm, and the disability paradigm. It is a philosophy which is considered capable of unpacking the hidden realities of the culture and worldview (Roth and Mehta, 2002) and hence it is suitable to be applied in a study

that investigates the underlying issues, challenges and potential solutions in the context of SE in tourism for SD and community empowerment. It is because of its pluralist character (Karataş-Özkan and Murphy, 2010) that the interpretivist/constructivist paradigm is steadily gaining recognition among social sciences and business management researchers (e.g. (Myers, 2013; Thanh and Thanh, 2015; Packard, 2017; Irshaidat, 2019). The ontological position of the interpretivism is that there is no objective truth to be known, which emphasises the diversity of interpretations that can be applied to the world (Guba and Lincoln, 1994a; Scotland, 2012). Epistemological assumptions of interpretivism are that data can be produced; and are made meaningful and accessible within the context. At the heart of this epistemology lies the notion of knowledge generated by interpreting subjective meanings, experiences and actions of subjects according to their own frame of reference (Myers, 2013; Sorrell, 2018).

As alluded to above, this thesis' philosophical position is the interpretivist paradigm. This paradigm accommodates well the objectives of all the three papers that inform this thesis.

The objectives of these papers require investigations of reality, which is socially constructed, the multiple experiences and views of the participants, and the multiple realities of community dynamics, which are all situated in context and evolve over time (Poteete and Ostrom, 2004; Douglas, 2008; Chandra, 2017). In these papers, ontologically, the reality is moulded by human experience and social context.

Epistemologically, knowledge is created by interpreting the meanings, experiences and actions of the participants critically and by honouring their voices.

The first paper aims at bridging social entrepreneurship and sustainable development scholarships using alternative development theory to add to the understanding of social entrepreneurship and sustainable development literature. In this paper, an interpretivist approach called *synthesis by interpretation* is adopted. This approach is suitable for systematic literature review synthesis (Okoli, 2015). The researcher, subjectively interpreted statements in 63 systematically selected articles, making sense from the articles while trying to understand the subjective experience of the articles' authors. The second paper seeks to understand the impact of social entrepreneurship on community empowerment for sustainable development within the context of tourism. To comprehend this, the cognitive views of social entrepreneurship stakeholders within tourism and community members on the subject in Tanzania are unearthed. This follows the argument that social entrepreneurship is active in the social realm and in the lives of human beings (Forouharfar, Rowshan and Salarzahi, 2018) shaping and engaging the world view. Likewise Montesano Montessori (2016) argues that SE has ontological narratives which are implanted in public narratives; these include the process of community building and how it is achieved. Similar arguments fit for the focus of the third paper which investigates the potentials of social entrepreneurship within tourism towards empowering women in a holistic manner.

Table 3: Positivism and Interpretivism paradigms

	Positivism	Interpretivism
Ontology	Independent and objective reality Causality indicated by constant conjunctions of empirical events	Socially constructed reality Multiple realities possible
Epistemology	Knowledge generated by discovering general laws and relationships that have predictive power Emphasis on prediction	Knowledge generated by interpreting subjective meanings and actions of subjects according to their own frame of reference Emphasis on interpretation
Methodology	Quantitative methods, such as experiments, surveys and statistical analysis of secondary data	Qualitative methods, such as ethnography and case studies

Source: Mingers (2006)

1.8.4.1 Ontology

This doctoral project espouses *relativism ontology*, where through lived experiences and interactions between researcher and participants, multiple knowledge (realities) about the role of SE in community empowerment and sustainable development was created from the perceptions of human actors. Ontology is connected with the nature of reality and issues to be known about the world. It also deals with issues related to the things that exist within the society (Ritchie *et al.*, 2013; Al-Saadi, 2014), and is one of the ways of viewing the research (Dudovskiy, 2018). Different paradigms have different nature of realities (ontology). Constructivism ontology is multiple, socially constructed and pragmatic ontology is single reality and in a unique way, all individuals will interpret the reality (Mertens, 2014). Ontology via epistemology normally influences the choice of research methods, research approach, research strategy and methods of data collection and data analysis (Dudovskiy, 2018).

1.8.4.2. Epistemology

Epistemology is concerned with ways of knowing and learning about the world and focuses on issues such as *how* can we learn about reality and *what* forms the basis of our knowledge (Ritchie *et al.*, 2013). Scotland (2012) postulates that epistemological assumptions are concerned with how knowledge is created, acquired, and communicated. (Kroon, 1993; Willig, 2013). Put simply, epistemology is used to describe how we come to know something; how we know the truth or reality. In other words, it denotes what counts as knowledge within the world. It is concerned with the very basis of knowledge – its nature, and forms how it can be acquired, and how it can be

communicated to other human beings. It focuses on the nature of human knowledge and comprehension that the researcher, can possibly obtain so as to extend and increase the scope of understanding in a particular domain of research (Kivunja and Kuyini, 2017).

Thus this research adopts *subjective epistemology*; the results and the theoretical contributions of the thesis were created subjectively. The understanding of if and how tourism social entrepreneurship contributes to sustainable development and community empowerment emerged from human's experiences and the interaction between the researcher and the participants in Tanzania. The researcher construes the collected data cognitively based on his interactions with social entrepreneurs, SE's beneficiaries and other stakeholders. The researcher interacted with participants in the Tanzanian context through questions (interviews), listening, and dialogue (focus group) (Kivunja and Kuyini, 2017).

1.8.4.3 Axiology

This research adopts *value-bound axiology*, also known as balanced *axiology*, which shows the value and subjectivity of the researcher as well as how the interaction between the researcher and participants was guided respectful in an ethical manner (Guba and Lincoln, 1994b; Patton, 2015). Also called the theory of value, axiology "originates from the Greek word *axios*, meaning value. In research it refers to what the researcher believes is valuable and ethical" (Killam, 2013). It covers the ethics and values of research which are revealed by researchers' axiological reflections. It is paramount for the investigator to know the worthiness of the research to be undertaken as well as the driving motivations

(funding, social justice)(Brown and Dueñas, 2020). In both positivism and post-positivism paradigms, investigations are *value free* – that is, values are specifically excluded. The investigator is independent from the data and maintains an objective position. Therefore, researchers should use the scientific methods of gathering data to achieve objectivity and neutrality during the inquiry process (Chilisa and Preece, 2005; Fox, 2008; Chilisa and Kawulich, 2012; Dudovskiy, 2018).

The axiology of this thesis is partly manifested as the ethical requirements of University of Southampton and Tanzania research authorities as discussed in section 2.10. Permission to conduct research was granted after certain ethical requirements were met. Biddle and Schafft (2015) argue that some researchers may engage explicitly with axiological issues only to the extent required by their institutional research boards. Furthermore, the overarching objective of this research is to investigate the potential of tourism social entrepreneurship in addressing chronic social problems, thus contributing to sustainable development and community empowerment in Tanzania. Accordingly, this research interacts with participants where values and experience emerge from interdependent researcher-participant interaction. To sum up, this research follows a *balanced axiology* (Kivunja and Kuyini, 2017), which is also called *value-bound* and *value-laden* (Chilisa and Kawulich, 2012), where the thesis describes how the ethical requirements of the research are met as well as the inclusion of the researcher's and participants' values and experiences in the research process which emerged from the nature and philosophical position of the study – the interpretivist paradigm.

1.9 Methodological approach

Research methodology is a broad term, which encompasses theoretical and philosophical assumptions and represents the overall framework and research strategy research designs within which specific methods are used. It also means the study of methods, as the suffix “-ology’ means a branch of knowledge as in *methodology* (Punch, 2016). It is a big picture of philosophical assumptions and research design with associated methods of data collection and analysis to be used. Research methodology is a systematic way to solve a problem (Punch, 2016; Singh, 2022). It articulates how research is to be carried out, explains the protocols by which investigators go about their work of describing, explaining and predicting phenomena, and also explains the methods by which research is conducted (Cresswell and Plano Clark, 2011). Methodology and methods manifest different paradigms’ assumptions (ontological and epistemological views). So, a certain paradigm may be related to certain methodologies; generally, for example, positivism typically applies a quantitative methodology while constructivism or interpretivism assumes a qualitative methodology. So along with the nature of the overall research question of the thesis, the overall methodological position of this study is *qualitative research*.

Scholars agree that the interpretivist paradigm predominantly applies qualitative research methodology (Willis, Jost and Nilakanta, 2007; Nind and Todd, 2011; Silverman, 2013), which allows for the understanding of realities seen through the eyes of participants and within certain time and space (i.e. temporal and spatial context). Aligning with the adopted paradigm’s ontology (multiple realities which are socially created) and

epistemology (interpreting research participants meanings and actions to generate knowledge), as recommended by Mackenzie and Knipe (2006), this thesis follows the qualitative research methodology. Qualitative methods are more flexible and can abundantly describe an individual's experience, and relationships (Mair and Marti, 2006; Mack *et al.*, 2011).

Capturing the nature of human subjectivity (which SE studies deal with) requires qualitative methods. Qualitative methods involve the processes of interpretation, sense-making, and social-communicative aspects rather than explaining phenomena through linear and causal influences (Dachler, 2000) and relationships. Ontologically, SE and community empowerment for sustainable development are socially constructed – i.e. embedded within the community's experience. Therefore, in order to gather the required information, it is prudent for a researcher to engage and build a rapport with people who hold the knowledge in order to understand their actions and words (Myers, 2000).

The decision to adopt the interpretivism paradigm informs the methodology chosen for this thesis. Based on the philosophical stances and the problematisation nature of this research, the corresponding research methodology is *qualitative research methodology* (Silverman, 2013). Qualitative research methodology allows direct interaction with participants (Guba and Lincoln, 1994b) and generates richer information which is critical for investigators to fully understand the discourse (Willis, Jost and Nilakanta, 2007), in this study, the context is tourism industry. The research problematisation revolves around the questions “if”, and “how”. For example, this thesis explores *if* social entrepreneurship contributes to sustainability (community

empowerment) and *how* social entrepreneurship might empower community members and enhance gender equality. The most relevant research methodology for the nature of the problematisation of such kind of questions is qualitative research, through which contextual and inter-related dynamics of multiple views and experiences associated with the social phenomena of SE contributing to sustainable development and community empowerment can be revealed by honouring the voices of the participants.

1.9.1 Research methods

Techniques for gathering data, and the processes, procedures, techniques or tools of a research project are referred to as research methods (Patton, 2015). Research methodology justifies the methods for data collection and analysis. Research methods in the interpretive paradigm seek to

“yield insight and understandings of behaviour, explain actions from the participant’s perspective, and do not dominate the participants. Examples include: *open-ended interviews, focus groups, open-ended questionnaires, open-ended observations*, think aloud protocol and role-playing. These methods usually generate qualitative data. Analyses are the researchers’ interpretations; consequently, researchers need to make their agenda and value- system explicit from the outset (Scotland, 2012)”.

The diversity of the methods used by qualitative scholars, is one of the distinguishing features of the qualitative landscape making it easy for scholars to investigate various research themes and questions(Hesse-Biber and Leavy, 2017). There are several qualitative methods, from which qualitative researchers may

draw on. These include phenomenology method, ground theory, ethnography method, and narrative research to mention the few (Gaudet and Robert, 2018).

Phenomenological method is the study of researchers' inner experiences, or their perceptions as they try to make sense of the world (learning from others). In this method, the researcher aims to capture the core of a phenomenon by examining it through the subjective views of those who have lived through it (Teherani *et al.*, 2015). Thus, new meanings of a phenomenon can be generated to inform how we understand that experience (Lavery, 2003). Phenomenological methods can be in many forms such as descriptive phenomenology or interpretive phenomenological analysis (Neubauer, Witkop and Varpio, 2019). Phenomenology, like grounded theory, does not seek to apply preexisting theories or paradigms to a situation, instead allowing it to speak for itself (Cissé and Rasmussen, 2021). The objective of this thesis has interest in the lived experience of the participants hence the use of phenomenology where people are allowed to share their experience in great depth.

Grounded theory method is an inductive research method, and an interpretive approach that allows for critical thinking and interpretation of the phenomenon under investigation (Lazar, Feng and Hochheiser, 2017). Discovered by two sociologists Glaser and Strauss (2017) this method focuses on showing the process of theory development in social science scholarship through a set of procedures for gathering, organising, evaluating data. The focus of the current thesis is to contribute to existing theories on sustainable development and

community empowerment. The current thesis does not aim at developing a well-grounded theory from data, thus grounded theory method is not used in this thesis

Ethnography method is explained as a social study centred on on-the-ground observation of people and institutions in real time and space, in which the researcher integrates herself near (or within) the phenomenon in order to detect how and why agents on the scene act, think and feel the way they do (Wacquant, 2003). Ethnographic methods fall within the broader category of qualitative methodologies and it can be used to gain deeper understanding of human actions, thoughts, and behaviours, which requires immersion in context. It is useful in unpacking local voices, especially those with minority backgrounds, multilingual and disadvantaged and it is difficult for the researcher to access them through traditional data collection methods (Pang, 2019). Participant observation is central to ethnography and is key for successful fieldwork. The research report provides a comprehensive overview of the culture, a discussion of the participants' common understandings and beliefs, a discussion of how these beliefs relate to living in the culture, and a comparison of the findings to previous research on comparable groups. There are disagreements about ontological, epistemological, and axiological matters among ethnographers (Hammersley, 2018). The current study did not use ethnography as it was not methodologically and practically suitable to apply.

The term **narrative method** has a wide range of meanings and is used in a number of ways by many human and social science areas. Although some studies distinguish between narrative as an individual's account of their personal

experience and storytelling as it is relayed by others, it is sometimes used interchangeably with "storytelling (Ntinda, 2019). Narrative research method aims to piece together important tales people's lives as told by them in their own words and in their own surroundings and this method falls within the realm of social constructivism and sometimes critical philosophy (Ntinda, 2019) and for that matter, narrative research method is opted out as this thesis uses interpretivism philosophy.

Table 4: The methodological approach and data sources of three papers

Chapter title	Methodological Approach	Data Source	Methods
Paper 1	Systematic Literature Review	Scopus, Business Source Premier and Emerald Insight	Systematic Literature Review
Paper 2	Qualitative Research	Semi structured Interview, Focus Group Discussion	Thematic analysis
Paper 3	Qualitative Research	Semi structured Interview, Focus Group Discussion	Thematic analysis

The population for this study comprises of tourism stakeholders, social enterprises' managers, owners (social entrepreneurs), community members and other key stakeholders in community development in Tanzania. This thesis made use of subjective (purposive) sampling as well as the snowball sampling technique to identify 56 participants for the empirical research of the study, which formed the evidence base for the second and third papers of the thesis. This facilitated the identification of

information-rich cases and made efficient use of proficient and well-informed community members, tourism social enterprises' management members, and key stakeholders (Patton, 2015). The selection of the participants was also influenced by their willingness and availability to participate in this study (Etikan, Musa and Alkassim, 2016). Snowball sampling was used because of the difficulty in recruiting participants within tourism social entrepreneurship in Tanzania (Baltar and Brunet, 2012; World Bank, 2017c).

1.9.2 Data collection methods

Following the identification of possible participants (56) for the empirical study, the data collection procedure began, and it was iterative throughout the period of the study. In this thesis, I employ *interviews* and *focus groups* for the second and third papers, while I use *systematic literature review* for the first paper (Table 4). Uniquely, the data for the first paper were collected from 90 systematically identified studies.

Systematic literature review is advocated as the best approach of review to potentiate the legitimacy and authority of the resultant evidence which can then be confidently used by policy makers to formulate decisions and take action (Tranfield, Denyer and Smart, 2003). In conducting a systematic literature review one can follow statistical methods, such as the meta-analysis or qualitative approach. Meta-analysis is a quantitative form of systematic review which integrates results of individual studies in a quantitative method (Sibbald, 2000). However Tranfield, Denyer and Smart (2003) warn of the difficulties in performing a meta-analysis on studies with different methodological approaches. Thus, because the first paper review includes papers with different methods, the qualitative method is preferred over quantitative method (meta-analysis).

The qualitative systematic literature approach adopted in this paper is referred to as the *integrative or critical review* approach. This approach aims at assessing, critiquing, and synthesising the literature on a research topic in a way that enables new theoretical frameworks and perspectives to emerge (Torraco, 2005). Integrative reviews result in the advancement of knowledge and theoretical frameworks (Snyder, 2019). In this doctoral study the theory of alternative development is advanced by emphasising the need for partnership and collaboration among sustainable development stakeholders.

Semi-structured interviews and focus group discussion instruments were used to collect qualitative data for the second and third papers of the thesis. The semi-structured interview is a type of exploratory interview that is usually applied in qualitative research in the social sciences (Magaldi and Berler, 2020). Interviews refer to a face-to-face meeting between the researcher and objects with an intention to understand informants' perceptions on their experiences, or events as described in their own words (Taylor, Bogdan and DeVault, 2016). There are two types of interviews, in-depth interviews and semi-structured interviews. In-depth interviews are very structured and sometimes may be formed by just one question which can be followed by probing questions to dig deep for relevant answers (Hesse-Biber and Leavy, 2010). In most cases, semi-structured interviews need the creation of an interview guide. This entails preparing and arranging questions ahead of time, with comparable wording utilised across the board when presenting questions to various participants (Bryman, 2016). Relevant to the objective of this study, semi-structured interviews are used to help the researcher to make sense of other participants' lives.

Interviews were face-to-face, supplemented by telephone interviewees, the interviewees were conducted in their offices and households. The interviews used about 37 hours, which were audio recorded and transcribed to produce 448 pages of transcripts. Initially, Scheyvens' Empowerment Framework dictated the development of the interview protocol. This Framework and other literature informed the interview guide. Nevertheless, the protocol was modified and relevant questions were added depending on what was happening in the field during the interviews to accommodate emerging issues.

The researcher encouraged the participants to discuss issues related to the impact of social enterprises within the tourism industry to community empowerment. The researcher refrained from using jargon and instead made efforts to adopt simple, and accessible language where possible, as recommended by McGrath, Palmgren and Liljedahl (2019).

Focus group also known as group depth interview is a narrative way to collect information in the form of a group conversation that has a wide range of applications in marketing, politics and business (McNaughton and Clark, 2019). In this thesis, during the focus group discussion, the researcher asked the group (six people) broad questions about tourism social entrepreneurship and its impact on the community. The members of the group were encouraged to interact and discuss the matters in question. The interactive nature of the debate and their relative positions and understandings towards each other on a particular topic and issue asked bring added value to the qualitative study

of this kind, which focuses on community experiences from a multiple understanding point of view (i.e. socially constructed understanding linked to interpretivist paradigm).

1.9.3 Data analysis techniques

Analysing qualitative data entails reading a large number of transcripts looking for similarities or differences, and subsequently finding themes and developing categories (Wong, 2008). In qualitative research, different types of data analysis can be employed depending on their suitability for the research question investigated (Liamputtong, 2009). Data analysis techniques for qualitative are such as thematic analysis, discourse analysis, content analysis (Onwuegbuzie, Leech and Collins, 2012; Myers, 2013; Dudovskiy, 2018).

Content analysis is a process of coding and categorisation the large number of textual information to determine trends, patterns, their frequency, relationships and the discourses of communication (Prasad, 2008). Content analysis characterises the qualities of a document's content by interrogating who says what, to whom, and with what impact (Bloor and Wood, 2006). Basing on its elements of counting the occurrences of predetermined theoretically informed codes, Baxter (2020) argue that content analysis is much more grounded in positivism philosophy. This thesis follows interpretive paradigm, making content analysis irrelevant to it.

Grounded theory is a research method and data analysis strategy as well. On data analysis is a method for creating theory through qualitative data analysis (Cissé and Rasmussen, 2021). Researchers use this method to create theory by working with consecutive sets of data. For instance, a researcher may examine the initial wave of data from a study, formulate a tentative hypothesis based on the data, and then gather further

data to test the theory (Charmaz and Thornberg, 2021). This method is also relevant when researching less studied topics or communities for which there are no pre-existing theories (Cissé and Rasmussen, 2021). The current thesis aim to understanding the role of SE on SD and community empowerment, which a fairly researched phenomenon, also this thesis does not aim to develop new theory but rather to contribute to existing theories. On that backdrop this thesis does not apply grounded theory as analysis method.

Thematic analysis is a method for identifying, analysing, organizing, describing, and reporting themes found within a data set (Braun and Clarke, 2006; Nowell *et al.*, 2017). It is the most common used techniques to analyse qualitative data (Dudovskiy, 2018; Wiltshire and Ronkainen, 2021), foundational and popular method to assist qualitative researchers across a range of epistemologies (Braun and Clarke, 2006). Thematic analysis can be done in multiple ways such as matrix analysis, template analysis, framework analysis, or a thematic analysis which follows Braun and Clarke guidance (Brooks *et al.*, 2015). Thematic analysis as guided by Braun and Clarke, framework analysis and template analysis are all suitable and useful for novice scholars (Brooks *et al.*, 2015). This thesis uses thematic analysis as guided by Braun and Clarke while following Gioia's structure as an attempt to enhance qualitative rigorous demonstration (Gioia, Corley and Hamilton, 2013). Under this framework, the data structure follows a three-step process of data analysis – first-order analysis, second-order analysis, and the third-order analysis (Gioia, Corley and Hamilton, 2013). This is used analysis of empirical material for papers two and three, for the first paper, as explained earlier used systematic literature review

A theme is a pattern that captures something significant or interesting about the data and/or research objective (Braun and Clarke, 2006; Maguire and Delahunt, 2017). A theme incorporates codes which all of them help to understand an idea and has a high degree of generality that unifies ideas regarding the subject of inquiry (Vaismoradi *et al.*, 2016).

The transcripts were transferred to NVivo 12, a qualitative data analysis software package produced by QSR International (Welsh, 2002; Zamawe, 2015). The researcher applied thematic analysis following the steps as proposed by Braun and Clarke (2006) in Table 5.

Table 5. Phases of Thematic Analysis in demonstrating trustworthiness

Phases of Thematic Analysis	Means of Establishing Trustworthiness
Phase 1: Familiarizing yourself with your data	<ul style="list-style-type: none"> - Prolong engagement with data - Triangulate different data collection modes - Document theoretical and reflective thoughts - Document thoughts about potential codes/themes - Store raw data in well-organized archives - Keep records of all data field notes, transcripts, and reflexive journals
Phase 2: Generating initial codes	<ul style="list-style-type: none"> - Peer debriefing - Researcher triangulation - Reflexive journaling - Use of a coding framework - Audit trail of code generation - Documentation of all team meeting and peer debriefings
Phase 3: Searching for themes	<ul style="list-style-type: none"> - Researcher triangulation - Diagramming to make sense of theme connections - Keep detailed notes about development and hierarchies of concepts and themes
Phase 4: Reviewing themes	<ul style="list-style-type: none"> - Researcher triangulation - Themes and subthemes vetted by team members - Test for referential adequacy by returning to raw data

Phase 5: Defining and naming themes	<ul style="list-style-type: none"> - Researcher triangulation - Peer debriefing Team consensus on themes - Documentation of team meetings regarding themes - Documentation of theme naming
Phase 6: Producing the report	<ul style="list-style-type: none"> - Member checking Peer debriefing - Describing process of coding and analysis in sufficient details Thick descriptions of context - Description of the audit trail - Report on reasons for theoretical, methodological, and analytical choices throughout the entire study

Adopted from Braun and Clarke (2006)

1.9.4 The contributions of the thesis

The three papers of this thesis constitute the overall contributions to the field of study. The first paper contributes to our understanding of the linkage between social entrepreneurship and sustainable development in three ways. First, this paper contributes to alternative development theory by showing the significance of social enterprises as agents of development. However, although social enterprises within tourism play a crucial role in contributing towards sustainable development, its emphasis on endogenous development (community participation) is limited as it excludes potential collaborations with external development agents (e.g., donors or international NGOs) who are disciples of the exogenous development approach.

Second, correspondingly, this paper advocates for an integration of endogenous (both bottom-up) and exogenous (top-down) approaches to permit partnership among SD's stakeholders. The important thing is to ensure that exogenous developments are strongly embedded in the local community development to prevent revenue leakages (Smętkowski, 2018). Parallel to this, this paper insists on collaboration among

development partners from many sectors – i.e. *cross-sector partnership* – to bring in governmental institutions, international and local donors, Non-Governmental Organisations (NGOs), and the tourism sector. Arguably, cross-sector partnership is instrumental in addressing grand sustainability challenges such as climate change and economic tensions, as well as social cultural problems (Ordonez-Ponce, Clarke and Colbert, 2020).

Third the paper, on the other hand, focuses on gender dynamics of community empowerment as mediated by SE. It presents subtle, critical and balanced understanding of the role of social entrepreneurship in empowering women and achieving gender equality in Tanzania. This study focuses on tourism sector because it is a sector that interacts strongly with other sectors, tourism sector impact the growth of other sectors and/or firms such as agriculture, transportation, and other businesses in general (Tang *et al.*, 2019; Thommandru *et al.*, 2021). This paper reveals that while social enterprises contribute to gender equality and women empowerment, occasionally they may contribute to unfavourable outcomes. Even during global crises such as Covid-19 pandemic, through collaborations, tourism social enterprises appear to continue encouraging the growth of gender equality. Notwithstanding positive contributions of tourism social enterprises to women empowerment, evidently social entrepreneurship approach may be accompanied with some negative outcomes, in the form of low status jobs, pay or family instabilities (hence undesired children welfare contribution). The study further show that social entrepreneurs' pro-social motivations (compassion and altruism) are contentious, argued to conserve exploitation rather than empowerment to women. To step up and intensify empowerment and address the disempowering side of tourism

social enterprises, this study emphasises on collaboration among actors and collective actions between women.

1.10 The structure of the thesis

This doctoral project consists of five chapters, including this introductory chapter as chapter one. This chapter presents a summary of the study, research objectives, research context, and the research papers informing this thesis. It also explains the theoretical underpinnings of the research, and summarises the adopted methodological approaches and the structure of the thesis.

Chapter two (paper one) systematically reviews the literature on social entrepreneurship to understand how social entrepreneurship contributes to sustainable development, by assessing SE's role towards meeting all seventeen sustainable development goals. This chapter is therefore the first paper of the thesis, which forms the justifications for the second the thesis. Chapter three provides the background, cultural diversity and political issues of Tanzania, which is the context of this thesis. Chapters four and five present other two stand-alone papers; each of these articles consists of its own introduction, theoretical literature review, adopted research methods, results, discussion and reflections. Chapter six provides concluding remarks of the thesis. It draws from other chapters to summarise the contributions of this thesis and conclude the study.

1.11 Chapter summary

The chapter presents an introduction of the overall research objective of the thesis with clear articulation of the point of departure and the gaps this research intends

to fill. The chapter shows how three interrelated papers address the identified research gaps. The chapter offers a summary of the three papers and their theoretical contributions. There is also a discussion of the theoretical perspectives of the research, as well as the relevance of the adopted theories to each paper.

Chapter 2 Paper One

The contribution of Social entrepreneurship to UN Sustainable Development Goals:

A systematic literature review

Abstract

With the aim of facilitating the sustainable development (SD), scholars and practitioners have been using social entrepreneurship (SE) as a vehicle towards SD. To understand and capture the progress of SD, UN developed 17 sustainable development goals (SDGs); each goal solving one or few specific sustainability problem(s). Scholars in SE interrogate the contribution of social entrepreneurship on the progress of SDGs attainment. There is however, a lack of studies, which systematically review and reflect on how SE addresses SDGs. To address this, the current study uses 90 social entrepreneurship studies on sustainable development to find out how SDGs are addressed. Using the lens of Alternative Development (AD) theory, this paper shows that SE is a significant and relevant vehicle to SD if the efforts appreciate both bottom-up and top-down approaches. However, there is a variation of preference and prioritisation of SDGs by SE researchers and practitioners. This study presents possible reasons for the existing preference variation. Consequently, as a corollary, the relevant future research agenda is suggested.

Key words: Sustainable Development Goals, Social Entrepreneurship, Sustainable development

2.1 Introduction

Social entrepreneurship (SE) is increasingly recognised as an important conduit for sustainable development (SD) (Seelos and Mair, 2004; Rahdari, Sepasi and Moradi, 2016). With an emphasis on creating social value and resolving social problems through the utilisation of unique forms of resources, SE initiatives are highly aligned with SD goals of meeting current unfulfilled needs without jeopardising future generations' capabilities. (Brundtland Commission, 1987; Seelos and Mair, 2005; Rahdari, Sepasi and Moradi, 2016; Littlewood and Holt, 2018). United Nations initiated 17 Sustainable Development Goals (SDGs) as a framework to observe the evidence of SD's progress (Allen, Metternicht and Wiedmann, 2018; Wang *et al.*, 2021). SDGs with 169 targets and 251 global indicators, offer a guideline and policy goals to achieve sustainable development (SD) by 2030 (Baumgart *et al.*, 2021; Cole and Broadhurst, 2021). Ratified by 193 countries in 2015, SDGs succeeded the Millennium Development Goals (MDG) of 2000 (Cole and Broadhurst, 2021). SDGs are universal, measurable and interlinked in a complex nexus of interactions (Bali Swain and Ranganathan, 2021). All 17 SDGs are built on the three pillars of SD- economy, social and environment (United Nations, 2020) covering a wide spectrum of global concerns as identified by UN 2030 agenda (Baumgart *et al.*, 2021). Climate change, sanitation, quality education, health and well-being, poverty, hunger, gender equality, water, energy and environment and peace and social justice are some of the major concerns (Omer and Noguchi, 2020).

SDGs focus on ensuring that all humans excel in dignity, equality, and a healthy environment (United Nations, 2015). Inevitably, the achievement of SDGs counts on social mission and human-centered approaches (De Neve and Sachs, 2020). One of such approaches is social entrepreneurship (SE), which seeks to address unresolved grand community challenges and create social impact, following government and market failure (Hoogendoorn, 2016; Kamaludin, Xavier and Amin, 2021). Thus, SE approach is increasingly recognised as an important conduit for sustainable development (Rahdari, Sepasi and Moradi, 2016; Apostolopoulos *et al.*, 2018a). SE focuses on social value creation and solving unattended chronic societal problems by innovatively employing novel types of resources (Dees, 1998; Seelos and Mair, 2005; Chell, 2007). Seelos and Mair (2005) posit that SE “contributes directly to internationally sustainable development goals” There is therefore a growing interest from both scholars and practitioners on how and to what extent social mission-driven enterprises help to achieve SDGs (Copeland, 2021).

Although there are available scholarly works linking social entrepreneurship to sustainable development (Littlewood and Holt, 2018; Kamaludin, Xavier and Amin, 2021), a comprehensive understanding of how social entrepreneurship literature captures all 17 SDGs is lacking. Thus the question of this study is: *How and to what extent can social entrepreneurship meet the 17 SDGs?*

The objective of this study is to enhance our understanding of how social entrepreneurship literature addresses SDGs. Specifically the study intends to reveal the level of engagement between SE scholarship and SDGs. The discussion in this paper is developed based on a systematic literature review (Tranfield, Denyer and Smart, 2003) of

90 articles on the relationship between social entrepreneurship and United Nations sustainable goals. This paper contributes to the growing knowledge of social entrepreneurship relationship with SDGs (Littlewood and Holt, 2018) by arguing that the efforts to meet SDGs targets substantially, depends on the realisation of SDG17. SDGs and targets are many, complex and interlinked as such it would be a challenging task for social enterprises alone to address them. This UN goal is set as a way to achieve other SDGs through partnership and collaboration among SD stakeholders (Addo-Atuah *et al.*, 2020).

The paper is organised as follows. The next section introduces a theoretical discussion on SE, SD and SDGs, which informs our SLR and justifies its focus. This is followed by the methodology section, providing details on selected databases, key words and search strings and exclusion and inclusion criteria for this SLR. The penultimate section discusses the findings and suggestions for future research are summarised in the concluding sections.

2.2 Theoretical motivation

2.2.1 Social entrepreneurship: key debates and contextual dynamics

This section contextualizes the study within broader social entrepreneurship domain. The concept of social entrepreneurship has been around the globe for centuries now (Welsh and Krueger, 2012; Conway Dato-on and Kalakay, 2016). Prevalence of global social problems such as poverty, health related problems, inequalities, environment issues triggered the nascent of social entrepreneurship around the world (Haugh, 2005; Ratiu, Cherry and Nielson, 2014; Gurău and Dana, 2017).

The conceptualisation of social entrepreneurship in this thesis is derived from the articulations by Chell, Nicolopoulou and Karataş-Özkan (2010); Nicholls (2008) Seanor and Meaton (2007) as *the engagement of social entrepreneurs with a wide range of business and organisations models both not-for- and for-profit which underline innovative, social value creation activity and reinvestment of surplus for its sustainability.*

The current SE scholarship is at three levels of analysis, the individual, corporate, and institutional levels(Saebi, Foss and Linder, 2018). The strengthening of SE research is proposed to be in at three levels of analysis - individual, organizational, institutional and arguably a multilevel approach to SE scholarship may be desirable (Saebi, Foss and Linder, 2018).

Individual level of analysis includes issues such as the motivations, personalities, visions, values and actions of social entrepreneurs as change agents(Bornstein, 2007). The organizational level of analysis includes issues such as the management, scaling, and performance of the social enterprise(Saebi, Foss and Linder, 2018). Lumpkin, Bacq and Pidduck (2018) argue that grasping the extra-organizational settings represented by the social in SE requires an institutional level study and social enterprises should affect regional, national through the role of institutions.

More than a decade ago, Short, Moss and Lumpkin (2009) recommended to SE scholars to frame researches by applying more established theories relevant to entrepreneurship, public/non-profit management and strategic entrepreneurship. Since then, there has been a gradual advancement on applying theories such as Schumpeterian and Kirznerian classical theories (Shockley and Frank, 2011b;a), positive theory of social

entrepreneurs(Kline, Shah and Rubright, 2014), social cognitive theory (Wang, Hung and Huang, 2019), economic theories, citizen theories and moral theory (Ranville and Barros, 2021).

SE is arguably an emerging conduit to attain sustainable development and community empowerment of the marginalised communities (Raghda, 2013; Rahdari, Sepasi and Moradi, 2016; Littlewood and Holt, 2018). There are evidences of social enterprises addressing grand community challenges resolving ecological, economic and social community challenges. Günzel-Jensen *et al.* (2020) studied social enterprises that promotes access to education for marginalised children or refugees, sustainable living and low impact consumption, social enterprises, which enhance safety and health, their findings, suggest for local contextualisation of SDGs framework for better outcomes.

2.2.1 Sustainable Development and Social Entrepreneurship

Sustainable development is conceptualised as a juxtaposition of two doctrines, development theory and sustainability concept (Sharpley, 2000; Tosun, 2001). Development is understood as more than a quantitative increase in physical assets (e.g. economic growth) and has to capture consistent qualitative improvements and unfolding of potentialities (e.g. quality of life) over time (Daly, 1990; Seyfang and Smith, 2007). As for the sustainability concept, it has evolved from a conservation orientation into broader environmental thinking, which is not limited to addressing resource scarcity, but also deals with social, economic and political tensions (Sharpley, 2000).

Defined as ‘the development that meets the needs of the present without compromising the ability of future generations to meet their own needs’ (Brundtland Commission, 1987; Mensah and Ricart Casadevall, 2019), the SD concept originated in the United Nations (UN) in the mid-1960s and has evolved to become a prominent element of UN development (Batie, 1989). SD is based on the systems approach, seeking to achieve goals across environmental, economic and social systems (Hall, Daneke and Lenox, 2010; Alawneh *et al.*, 2019; Barbier and Burgess, 2019). The SD approach is argued to be critical when addressing a number of issues such as those related to health, poverty, hunger, education, gender inequality, climate change, water, sanitation, pollution, energy and social injustice, among others (Holden, Linnerud and Banister, 2014; De Neve and Sachs, 2020).

In the last decade, SE has increasingly attracted the attention of the academic and policy community as an important conduit for SD. Prevalence of global social problems such as extreme poverty, social disenfranchisement and injustice (Mair and Marti, 2006), health related problems (Oham and Macdonald, 2016), environmental crisis (Gurău and Dana, 2017), unemployment, inequalities in access to health and social care services, low quality housing, high incidences of crime (Haugh, 2005); has triggered the nascent social entrepreneurship literature (Ratiu, Cherry and Nielson, 2014). SE aims to create social value and generate social impact by addressing social needs in a transferable and scalable manner. The predominance of a social mission and generation of surplus to enable reinvestment within the community to create, sustain and enhance socio-economic and environmental value, often in a resource-constrained context, are among the main attributes of SE (Dees, 1998; Chell, 2007; Lepoutre *et al.*, 2013). These make SE activities

strongly resonate with underlying SD goals (Seelos and Mair, 2005; Rihter and Zidar, 2018b), helping to deal with a number of social problems, such as poverty, social disenfranchisement, unemployment, inequality, environment, crime, etc. (Haugh, 2005; Mair and Marti, 2006; Ratiu, Cherry and Nielson, 2014; Oham and Macdonald, 2016; Gurău and Dana, 2017).

While there is a growing consensus that SE has an important role to play in driving SD and helping to address the challenges targeted by UN sustainable development goals (Rahdari, Sepasi and Moradi, 2016; Wang *et al.*, 2020; Al-Qudah, Al-Okaily and Alqudah, 2022a), the SE concept has been subjected to critique due its relatively limited engagement with theory (Hervieux, Gedajlovic and Turcotte, 2010; Dacin, Dacin and Tracey, 2011). Others claim that the ability of social entrepreneurship to overcoming social exclusion is exaggerated (Blackburn and Ram, 2006) and that the clear proof of social entrepreneurship representing a new model of social change is missing (McGoey, 2012). Indeed, the theoretical underpinnings of SE research in relation to SD remain rather underdeveloped, being built into the existing conflicts among scholars on the conceptualisation of SE (Forouharfar, Rowshan and Salarzahi, 2018). As a consequently, the analytical interpretations and possible application of SE at various SDGs are constrained (Chalmers, 2020).

In parallel, the SD concept has been under criticism too, with some arguing that SD is often deemed to disregard the local content agreement of what is unsustainable and what constitutes improvement. It is often argued that SD needs to pay more attention to continued progress and value creation, as it is informed by community-

centred initiatives (Kemp and Martens, 2007). Not only does this critique reinforce the relevance of SE (with its community-based focus) for SD; it also points to the need for further theoretical exploration to coherently bridge these concepts, and inform practice and policymaking.

2.2.2 United Nations Sustainable development goals

Judged by its extensive use and frequency of reference, the standard definition of sustainable development is by Brundtland Commission (1987)- that SD is capability to ensure development that serves the demands of the present while maintaining future generations' ability to meet their own requirements. In 2015, global leaders met in New York, where 17 goals and 169 targets were designed to lay out a plan for all nations to follow in order to achieve sustainable development (Stafford-Smith *et al.*, 2017). SD agenda blends economic, social, and environmental goals in 17 SDGs into a coherent whole, with the goals depending on each other. The agenda will be able to deliver on its promise if mutually reinforcing activities are adopted and trade-offs are minimised. Educational initiatives for girls (goal 4), for instance, would improve maternal health outcomes (part of goal 3) and contribute to poverty eradication (goal 1), gender equality (goal 5) and economic growth (goal 8)(Nilsson, Griggs and Visbeck, 2016). The study by Le Blanc (2015) shows that SDGs and associated targets can be viewed as network, with links among SDGs exist through targets that explicitly refer to numerous goals. Furthermore, SDGs are intended to be a universal set of goals that are relevant in all national settings, i.e. appropriate for all nations regardless of development level; nevertheless, such universality implies that they do not take into account the specific conditions of the

nation adopting them. As a result, their ability to turn such nations' governance processes into more sustainable ones may be questioned (Aly, El Sawah and Ryan, 2022).

The SDGs need governments and the corporate sector to collaborate in order to transform the world into a sustainable one (Bose and Khan, 2022). Although, the SDGs are not legally enforceable but are perceived as obligations that everyone must fulfil, as such businesses are expected to play increasingly active roles through innovation (Yamane and Kaneko, 2022). However, as of 2020, Moyer and Hedden (2020) argue that although there are some improvements in agricultural, energy, education, environmental, health, technology, and infrastructure, the world is not on course to meet human development-related SDGs by 2030. As an approach to enhance the achievement of SDGs, social entrepreneurship is deemed as an emerging approach contributing on SDGs attainment (Littlewood and Holt, 2018; Sengupta, Sahay and Hisrich, 2020) to fill gaps left by the government and market systems (Beaton and Dowin Kennedy, 2021). The literature underlines the importance and need to expand the understanding of how social entrepreneurship contributes to the SDGs (Littlewood and Holt, 2018). Using value chain concept, Littlewood and Holt (2018) developed a conceptual framework to understand how social enterprises contribute to SDGs. They concluded that social enterprises contributions to SDGs could be limited to one or few value chain activities or span whole value chains. This early contribution is the basis for further academic investigations on the relationship between social entrepreneurship and SDGs. The current study seeks to build on this by systematically synthesised all studies which research SE role on SDGs.

2.2.3 The Alternative Development Paradigm

One relevant theoretical lens to consider when bridging SE and SD discourses, and advancing our understanding of SE as a vehicle for achieving SD is the alternative development theory. Widely viewed as a means towards the fulfilment of all human rights (Scarlato, 2013), AD advocates bottom-up initiatives, with participatory and people-centred development practices with respect to local community views and their inclusion at the heart (Pieterse, 1998; Sharpley, 2000). AD is often interpreted as human flourishing, originating from community and its development agents (e.g. NGOs) (Pieterse, 1998; González, 2008), and therefore it is highly suitable in connecting SE to SD.

2.3 Method

This study adopted systematic literature review (Tranfield, Denyer and Smart, 2003). To do so, Business source premier database in EBSCO host was used. This data base offers full text and a wide access to more than 2100 reputable and peer-reviewed journals (Oulanov, 2008). This was supplemented by studies searched from Scopus database which uses all science journal classification to categorise sources in a multidisciplinary manner (Hassan, Visvizi and Waheed, 2019). The following key words were used as search guideline: *Social entrepreneurship, social entrepreneur, social venture, social enterprise, No Poverty, Good Health and Well-Being, Quality Education, Gender Equality, Clean Water and Sanitation, Decent Work and Economic Growth, Industry, Innovation and Infrastructure, Reduced Inequalities, Sustainable Cities and Communities, Responsible Consumption and Production, Climate Action, Life Below Water, Peace Justice and Strong Institutions, and Partnerships for the goals*. These were transformed into search strings to identify the

relevant studies (e.g. TITLE-ABS-KEY “social entrepreneur*” OR “social enterprise*” OR “social venture”) AND TITLE-ABS-KEY (“poverty” OR “good health and well-Being” OR “quality education” OR “gender equality” OR “clean water and sanitation” OR “*Climate Action*” OR “*partnerships for the goals*”).

The initial search in those two databases yielded 1223 papers that matched the search criteria. Book reviews, book chapters, editorial materials, commentaries, proceeding papers were excluded, as they have not been subjected to quality control measures e.g. peer reviewed process (Petticrew and Roberts, 2008). Similarly, all non-English language articles were excluded (Diaz Gonzalez and Dentchev, 2021). In this stage only 723 papers were kept, however after the removal of duplicates (139 papers), 587 were moved to the next stage. From this number of studies, only 154 full accessible studies published in *Academic Journal Guide 2021* (ABS list journals) were kept. AJG ranking accommodates opinion from the wider community of scholars (Millet-Reyes, 2021). All 154 papers were subjected to full text assessment to find social entrepreneurship contributions to different sustainable development goals. In this process, 64 articles were excluded as they merely mention SE or a particular SDG, and there was no a comprehensive discussion of SE contribution on SDG(s). For instance, a study main focus would be investigating conditions for social enterprises success and a mere mentioning of one or two SDGs e.g. poverty (Chen, Elango and Jones, 2019). Consequently, a total of 90 publications were deemed relevant to this study (table 6).

Table 6: List of studies kept for review

SN	Authors	Title of the article	Year	Name of the Journal
1	Ahmad, Johanna Adlin Abdurahman, et al.,	Social entrepreneurship in ecotourism: an opportunity for fishing village of Sebuyau, Sarawak Borneo	2016	Tourism, Leisure and Global Change
2	Aileen Boluk Karla, Mottiar Ziene	Motivations of social entrepreneurs: Blurring the social contribution and profits dichotomy	2014	Social Enterprise Journal
3	Alegre, Ines Berbegal-Mirabent, Jasmina	Social innovation success factors: hospitality and tourism social enterprises	2016	International Journal of Contemporary Hospitality Management
4	Altinay, Levent Sigala, Marianna Waligo, Victoria	Social value creation through tourism enterprise	2016	Tourism Management
5	Aquino, Richard; Lück, Michael; & Schänzel, Heike	A conceptual framework of tourism social entrepreneurship for sustainable community development	2018	Journal of Hospitality and Tourism Management
6	Ball, Stephen	The importance of entrepreneurship to hospitality, leisure, sport and tourism	2005	Hospitality, leisure, sport and tourism network
7	Biddulph, Robin	Social enterprise and inclusive tourism. Five cases in Siem Reap, Cambodia	2017	Tourism Geographies
8	Boluk, Karla	Revealing the Discourses: White Entrepreneurial Motivation in Black South Africa	2011	Tourism Planning & Development
9	Breda, McCarthy	Case study of an artists' retreat in Ireland: an exploration of its business model	2008	Social Enterprise Journal
10	Capriello, Antonella; et al.,	Exploring resource procurement for community-based event organization in social enterprises: evidence from Piedmont, Italy	2018	Current Issues in Tourism
11	Cannas, Rita; et al.,	Fostering corporate sustainability in tourism management through social values within collective value co-creation processes	2019	Journal of Sustainable Tourism
12	Castellani, Paola et al.,	Dimensions and triggers of memorable tourism experiences: evidence from Italian social enterprises	2020	The TQM Journal
13	Castro-Spila; Javier, Torres, Rosa; & Santa, Alba	Social innovation and sustainable tourism lab: an explorative mode	2018	Higher Education, Skills and Work-Based Learning

14	Chirozva, Chaka	Community agency and entrepreneurship in ecotourism planning and development in the Great Limpopo Transfrontier Conservation Area	2015	Journal of Ecotourism
15	Crnogaj, Katja et al.,	Building a model of researching the sustainable entrepreneurship in the tourism sector	2014	Kybernetes
16	de Lange, Deborah* Dodds, Rachel	Increasing sustainable tourism through social entrepreneurship	2017	International Journal of Contemporary Hospitality Management
17	DeBerry-Spence, Benét	Making theory and practice in subsistence markets: An analytic autoethnography of MASAZI in Accra, Ghana	2010	Journal of Business Research
18	Dickerson, Carly Hassanien, Ahmed	Restaurants' social enterprise business model: Three case studies	2018	Journal of Quality Assurance in Hospitality & Tourism
19	Dzisi, Smile Otsyina, Faustina Aku	Exploring social entrepreneurship in the hospitality industry	2014	International Journal of Innovative Research and Development
20	Elfving, Jennie	Supporting the cause – a case study on social entrepreneurial identity at the Rosenlund heritage site	2015	Journal of Enterprising Communities: People and Places in the Global Economy
21	Gowreesunkar, Vanessa et al.,	Social Entrepreneurship as a tool for promoting Global Citizenship in Island Tourism Destination Management	2015	ARA Journal
22	Han,Shen; Liu,Xao; Li,Mimi and Ji, Mingjie	Development of Social Enterprises in Rural Island Tourism in China	2018	Journal of China Tourism Research
23	Hall, Jeremy et al.,	Entrepreneurship and Innovation at the Base of the Pyramid: A Recipe for Inclusive Growth or Social Exclusion?	2012	Journal of Management Studies
24	Higgins-Desbiolles, Freya, & Monga, Manjit	Transformative change through events business: a feminist ethic of care analysis of building the purpose economy	2020	Journal of Sustainable Tourism
25	Dahles,Heidi, et al.,	Social entrepreneurship and tourism in Cambodia: advancing community engagement	2020	Journal of Sustainable Tourism
26	Iorgulescu, Maria-Cristina Răvar, Anamaria Sidonia	The Contribution of Social Enterprises to the Development of Tourism. The Case of Romania	2015	Procedia Economics and Finance

27	Kang-Lin Peng, Pearl M.C. Lin	Social entrepreneurs: innovating rural tourism through the activism of service science	2016	International Journal of Contemporary Hospitality Management
28	Kimbu, Albert Nsom Ngoasong, Michael Zisuh	Women as vectors of social entrepreneurship	2016	Annals of Tourism Research
29	Kline, Carol et al.,	Applying the Positive Theory of Social Entrepreneurship to Understand Food Entrepreneurs and Their Operations	2014	Tourism Planning & Development
30	Koutsou, Stavriani et al.,	Women's Entrepreneurship and Rural Tourism in Greece: Private Enterprises and Cooperatives	2009	South European Society and Politics
31	Laeis Gabriel Lemke Stefanie	Social entrepreneurship in tourism: applying sustainable livelihoods approaches	2016	International Journal of Contemporary Hospitality Management
32	Lerzan, Aksoy; et al.,	Social innovation in service: a conceptual framework and research agenda	2019	Journal of Service Management,
33	Mdee, Anna & Emmott, Richard	Social enterprise with international impact: the case for Fair Trade certification of volunteer tourism	2008	Education, Knowledge and Economy
34	McCarthy, Breda	From fishing and factories to cultural tourism: The role of social entrepreneurs in the construction of a new institutional field	2012	Entrepreneurship & Regional Development
35	Mody Makarand Day Jonathon Sydnor Sandra Jaffe William	Examining the motivations for social entrepreneurship using Max Weber's typology of rationality	2016	International Journal of Contemporary Hospitality Management
36	Mottiar Ziene	Exploring the motivations of tourism social entrepreneurs: The role of a national tourism policy as a motivator for social entrepreneurial activity in Ireland	2016	International Journal of Contemporary Hospitality Management
37	Mottiar, Ziene Boluk, Karla Kline, Carol	The roles of social entrepreneurs in rural destination development	2018	Annals of Tourism Research
38	Mysen, Tore	Sustainability as corporate mission and strategy	2012	European Business Review
39	Naderi, Ahmad, et al.,	The contributions of social entrepreneurship and transformational leadership to performance: Insights from rural tourism in Iran	2019	International Journal of Sociology and Social Policy

40	Narangajavana, Yeamduan; Gonzalez-Cruz, Tomas		Measuring social entrepreneurship and social value with leakage. Definition, analysis and policies for the hospitality industry	2016	International Entrepreneurship and Management Journal
41	Ngo, Tramy et al.,		Collaborative marketing for the sustainable development of community-based tourism enterprises: a reconciliation of diverse perspective	2018	Current Issues in Tourism
42	Novelli, Marina; Morgan, Nigel; Mitchell, Geri; Ivanov, Konstantin		Travel philanthropy and sustainable development: the case of the Plymouth–Banjul Challenge	2016	Journal of Sustainable Tourism
43	Peredo, Bernardo; Wurzelmann, Samuel		Indigenous Tourism and Social Entrepreneurship in the Bolivian Amazon: Lessons from San Miguel del Bala	2014	International Indigenous Policy Journal
44	Peric, Marko; Sonja Sibila, Lebe; Prof. MatjažM, Dr; Djurkin, Jelena		Systems thinking and alternative business model for responsible tourist destination	2014	Kybernetes
45	Picciotti, Antonio		Towards Sustainability: The Innovation Paths of Social Enterprise	2017	Annals of Public and Cooperative Economics
46	Porter, Brooke A.; Orams, Mark B.; Lück, Michael		Sustainable Entrepreneurship Tourism: An Alternative Development Approach for Remote Coastal Communities Where Awareness of Tourism is Low	2017	Tourism Planning & Development
47	Porter, Brooke A.; Orams, Mark B.; Lück, Michael		Surf-riding tourism in coastal fishing communities: A comparative case study of two projects from the Philippines	2015	Ocean & Coastal Management
48	Pratono, Aluisius Hery; Sutanti, Ari		The ecosystem of social enterprise: Social culture, legal framework, and policy review in Indonesia	2016	Pacific Science Review B: Humanities and Social Science
49	Quandt, Carlos; Ferraresi, Alex; Kudlawicz, Claudineia; Martins, Janaina; Machado, Ariane		Social innovation practices in the regional tourism industry: case study of a cooperative in Brazil	2017	Social Enterprise Journal
50	Qu,Meng; McCormick, A.D. & Funck, Carolin		Community resourcefulness and partnerships in rural tourism	2020	Journal of Sustainable Tourism

51	Sakata, Hana Prideaux, Bruce	An alternative approach to community-based ecotourism: a bottom-up locally initiated non-monetised project in Papua New Guinea	2013	Journal of Sustainable Tourism
52	Sarkar, Runa Sinha, Anup	The village as a social entrepreneur: Balancing conservation and livelihoods	2015	Tourism Management Perspectives
53	Sigala Marianna	Learning with the market: A market approach and framework for developing social entrepreneurship in tourism and hospitality	2016	International Journal of Contemporary Hospitality Management
54	Situmorang, Dohar Bob M. Mirzanti, Isti Raafaldini	Social Entrepreneurship to Develop Ecotourism	2012	Procedia Economics and Finance
55	Sloan Philip Legrand Willy Simons-Kaufmann Claudia	A survey of social entrepreneurial community-based hospitality and tourism initiatives in developing economies: A new business approach for industry*	2014	Worldwide Hospitality and Tourism Themes
56	Tyson, Ben et al.,	West Indies World Cup Cricket: hallmark events as catalysts for community tourism development	2005	Journal of Sport & Tourism
57	Velvin Jan Bjørnstad Kristian Krogh Erling	Social value change, embeddedness and social entrepreneurship	2016	Journal of Enterprising Communities: People and Places in the Global Economy
58	von der Weppen, Janina Cochrane, Janet	Social enterprises in tourism: an exploratory study of operational models and success factors	2012	Journal of Sustainable Tourism
59	Wang Chunlei Duan Zhaowen Yu Larry	From nonprofit organization to social enterprise: The paths and future of a Chinese social enterprise in the tourism field	2016	International Journal of Contemporary Hospitality Management
60	Yang, Xiaotao Hung, Kam	Poverty alleviation via tourism cooperatives in China: the story of Yuhu	2014	International Journal of Contemporary Hospitality Management
61	Yeh Shih-Shuo Ma Tao Huan Tzung-Cheng	Building social entrepreneurship for the hotel industry by promoting environmental education	2016	International Journal of Contemporary Hospitality Management
62	Zebryte, Ieva Jorquera, Hector	Chilean tourism sector "B Corporations": evidence of social entrepreneurship and innovation	2017	International Journal of Entrepreneurial Behavior & Research

63	Zhou, Chan, Song, Haiyan	Lingxu Eric	Social capital and entrepreneurial mobility in early-stage tourism development: A case from rural China	2017	Tourism Management
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2.4 Findings and discussion

2.4.1 Period and geographical context of publications

Although, SDGs agenda started in 2015 (Bali Swain and Ranganathan, 2021), SE studies investigating issues related to SDGs started in 2001. This is because SE scholarship which started in 2000 (Welsh and Krueger, 2012; Carlsson *et al.*, 2013). Thus studies on SE at the time were actually addressing Millennium Development Goals (MDGs) which are closely related to SDGs, formulated 2015 (Sachs, 2012). Similar to some of the SDGs, MDGs also address poverty, hunger, maternal and child mortality, communicable disease, education, gender inequality, environmental damage and the global partnership (Lomazzi, Borisch and Laaser, 2014). Table 7 exhibits that since even before the ratifications of UN sustainable development goals, there were already works on SE role on SD. From 2000 then, there has been a noticeable upward growth of publications of SE's contributions towards SDGs. This indicates the growth of interest of different scholars in themes connected to SE and SDGs. Despite this steady growth, more studies are called for to investigate SE's role towards SDGs (Dodo, Raimi and Rajah, 2021).

Over the 2000-2022 period, SE's role to SDGs investigations were conducted in 70 countries across the world (see 8). These exclude 19 articles which do not specify any country while including both international comparisons and single country studies. The latter are dominating our sample covering 60 nations. The United States and India are at

the top of the list in terms of the number of articles found. Continent wise, 21 studies are conducted in 9 Asian countries, 17 are in 12 European countries, and 7 are conducted in 4 African countries, with the remaining 14 national studies covering North America, and Oceania.

Table 7: Number of publications, 2000-2022

Year	N
2000 - 04	2
2005-09	6
20010-14	19
2015	4
2016	7
2017	9
2018	9
2019	8
2020	10
2021	14
2022*	2
Total	63

*As of February 2022

Table 8: Publications by Geography of Research Context, 2000-2022

Geography of research setting	N
Australia	3
Austria	1
Bangladesh	2
Cambodia	1
Canada	1
China	1
Czech Rep	1
Denmark	1
Finland	1

Germany	2
Ghana	1
Greece	1
India	10
Indonesia	2
International (2 countries or more*)	10
Ireland	2
Israel	1
Italy	2
Jordan	1
Kenya	1
Lebanon	1
Mozambique	1
New Zealand	1
Oman	1
Philippines	2
South Africa	3
Spain	2
Sweden	3
UK	1
Unspecified	19
USA	10
Total	89

*Of these, Argentina, Benin, Chile, Ecuador, Nicaragua, Niger, Palestine, Senegal
Tasmania, Venezuela feature in international comparisons only.

2.4.2 The highlights of publishing journals

In this review, there was 57 journals shared the 90 articles reviewed (Table 9). The journal with most publications in this study (8) is the *Journal of Social Entrepreneurship*, followed by *Social Enterprise Journal*, *Voluntas: International Journal of Voluntary & Non-profit Organizations* both with 4 publications. The remained journals such as *Business & Society*, *Journal of Business Venturing*, and *Entrepreneurship & Regional Development* and so on, have between 1 to 3

papers. The leading journals aim to publish social entrepreneurship scholarship contributions to sustainable development from business perspectives. Among the 57 journals, there were no any special issues published for SE for SDGs. Arguably, to be able to increase the output of high-quality content, gain deeper understanding of a concept, address unexplored areas and re-examine a topic from a new angle, special issues are highly effective tool (Garud, Hardy and Maguire, 2007).

Table 9: Journals publishing SE for SDGs research

SN	Journal	Number of Articles
1	Academy of Management Learning & Education	1
2	Action Research	2
3	Asia Pacific Journal of Management	1
4	Australasian Accounting Business & Finance Journal	1
5	Business & Society	3
6	Canadian Journal of Administrative Sciences	1
7	Cities	1
8	Cogent Business and Management	1
9	Emerald Emerging Markets Case Studies	2
10	Emerging Markets Finance & Trade	1
11	Entrepreneurship & Regional Development	3
12	Entrepreneurship Research Journal	1
13	Frontiers in Psychology	1
14	Health Affairs	1
15	Human Organization	1
16	Industrial Marketing Management	1
17	Industry & Innovation	1
18	International Journal of Entrepreneurship and Small Business	1
19	International Journal of Gender & Entrepreneurship	1
20	International Journal of Intercultural Relations	1
21	International Journal of Organizational Analysis	1
22	International Marketing Review	1
23	Journal of Business Ethics	2
24	Journal of Business Research	2
25	Journal of Business Venturing	2
26	Journal of Business Venturing Insights	1
27	Journal of Cleaner Production	2
28	Journal of Economic Issues	2
29	Journal of Education Policy	1
30	Journal of Enterprising Communities	3
31	Journal of Entrepreneurship	1

32	Journal of Entrepreneurship in Emerging Economies	2
33	Journal of Health Organization and Management	1
34	Journal of Management Development	1
35	Journal of Management History	1
36	Journal of Nonprofit & Public Sector Marketing	3
37	Journal of Public Policy & Marketing	1
38	Journal of Small Business and Entrepreneurship	1
39	Journal of Social Entrepreneurship	8
40	Kybernetes	1
41	Management Decision	2
42	Nonprofit Management and Leadership	1
43	Organization	1
44	Review of European Studies	1
45	Science, Technology and Society	1
46	Small Business Economics	1
47	Social Business	1
48	Social Enterprise Journal	4
49	Social Science and Medicine	1
50	Society and Business Review	2
51	South Asian Journal of Business & Management Cases	1
52	Systemic Practice & Action Research	1
53	Technological Forecasting & Social Change	3
54	Third World Quarterly	1
55	Tourism Planning and Development	1
56	Voluntas: International Journal of Voluntary & Nonprofit Organizations	4
57	World Development	1
Total		90

2.4.3 Key societal problems addressed by Social enterprises

Relevant to SDGs, the reviewed studies were concerned with SE activities addressing a myriad of unmet societal needs: to alleviate inequality, especially gender inequality (Clark Muntean and Ozkazanc-Pan, 2016; Agrawal, Gandhi and Khare, 2021), to alleviate poverty and unemployment; to address lack of education and skilled human capital (Di Lorenzo and Scarlata, 2019; Eng *et al.*, 2020); to boost literacy among children with mental disabilities and create job opportunities for people with mental disabilities

(Marks and Hidden, 2018); to solve environmental devastation and conserve biodiversity (Modesti *et al.*, 2020; Bublitz *et al.*, 2021); to prevent violence and combat terrorism and crime (Chandra, 2017); to contribute positively to the economic and social dynamics through empowering neglected local community members (Forouharfar, Rowshan and Salarzahi, 2018); to help homeless people transform their circumstance (Bobade and Khamkar, 2017; Potluka, 2021).

2.5 Social entrepreneurship engagement with SDGs

2.5.1 The most SDGs addressed in SE

In this review, the extent of SE's contribution to each SDG was examined. Figure 1 exhibits that SDG1 (End poverty in all its forms everywhere) is the most discussed SDG in SE scholarship than any other SDGs. Of all 90 studies in this review, 36 studies discuss SE as a tool to put an end to poverty in all of its aspects. This is followed by SDG 8 (26 studies), SDG17 (24 studies), SDG3 (20 studies), SDG 5 (17 studies) and SDG 16 (15 studies).

The focus of many SE's studies on poverty eradication could be because of the multidimensional nature of the concept of poverty. Poverty comes in four dimensions: a *lack of basic resources* (e.g., food, shelter, and land), *lack of voice, and power, and independence, lack of basic infrastructure* (e.g., health clinics, transportation) and *lack of assets* (physical, environmental, social, and human)(Grindle, 2004). Therefore, in a way, while addressing poverty, indirectly social problems related to other SDGs are engaged. This is similar to Pradhan *et al.* (2017)'s argument that SDG1 (No poverty), works in conjunction with most of UN SDGs. This SLR reveals that while tackling poverty, SE is also

improve other SDGs, for example reducing poverty (SDG1) can make it possible for individuals to avoid hunger (SDG2)(van Zanten and van Tulder, 2020). In this review, social enterprises tackling poverty were also:-

- i. Improving the quality of life and public health - SDG 3 (Bobade and Khamkar, 2017; Ahmed *et al.*, 2018; Brian Cassel *et al.*, 2018),
- ii. Offering conflict solutions –SDG 4(Macke *et al.*, 2018),
- iii. Providing sustainable agriculture -SDG 2 (Venot, 2016),
- iv. Addressing gender issues -SDG 5(Seferiadis *et al.*, 2017),
- v. Creating decent employment opportunities-SDG 8 (Potluka, 2021).

Higher involvement of social entrepreneurship in SDG 1, 8, 17, 5, and 16, explains state and market system failure to address problems targeted by SDGs in question. Inability of government and market initiatives to respond to social, economic, and environmental grand challenges, elaborates why social entrepreneurship are well positioned to tackle unmet public needs(Jung, Jang and Seo, 2015). It is argued that both government and market failure usually escalates during global crisis such as global financial crisis and Covid 19(Lin, 2021). Covid 19 in particular has and is aggravating poverty (SDG1),unemployment (SDG8),gender inequality(SDG5)(Cuesta and Pico, 2020), issues that governments and market struggles to address(Lin, 2021). Social entrepreneurship has emerged as potential approach to fill institutional void in addressing sustainability concerns by specifically addressing various SDGs (Goyal, Agrawal and Sergi, 2021).

The review shows that for social enterprises to significantly contribute employment (SDG8),academic accomplishment, training and funds are required (Kallab and Salloum, 2017). However, in this review, some scholars argue that, social enterprises

contributions towards some SDGs e.g. SDG8 are not impressive as there is still low levels of direct job creation by entrants social enterprises (Kachlami *et al.*, 2021). Furthermore, while social entrepreneurship promotes effects in solving community grand challenges, it also encourages self-sacrifice, underpaid and voluntary work, commitment over health, family and other social issues hence work life imbalance (Dempsey and Sanders, 2010). As such, other scholars criticize the concept of solutionism and heroism pasted on social entrepreneurship initiatives (Muntean and Ozkazanc-Pan, 2016; Chalmers, 2020). Therefore, for a significant achievement of SDGs to happen, the emphasis should be SDG8, which underlines the importance of partnership and collaborations among all SD's stakeholders across different sectors and countries (de Bruin, Shaw and Lewis, 2017; Forouharfar, Rowshan and Salarzahi, 2019; Barinaga, 2020) in achieving other SDGs. For instance, employment access as well as the sustainability of social enterprises were dependant on the existence of collaborations between social enterprises and various partners (Yeasmin and Koivurova, 2021).

While one may expect SE models to lean towards the endogenous development approach due to their emphasis on local empowerment, the literature on SE in tourism reveals a mixed discourse. Some studies argue that to meet SDGs targets, SE initiatives should be facilitated by local community members (Dzombak *et al.*, 2014; Günzel-Jensen *et al.*, 2020). On the other side, some scholars propound that restricting social entrepreneurship to bottom-up model and ignoring top-down approach may imperil the efforts to deliver SD. These studies emphasise on the importance of having a mixture of bottom-up social entrepreneurial actions and top-down government actions to support SD (Forouharfar *et al.*, 2019; Kullak *et al.*, 2022). This study therefore contends that efforts

to attain SDGs should be regarded and treated as a collaborative effort guided by the mixture of bottom-up and top-down approaches.

2.5.2 The seldom SDGs addressed in SE

Industry, Innovation and Infrastructure (SDG9), life below Water (SDG14), life on land (SDG15) were less discussed by SE literature. While SE literature discusses the issue of innovation (Ahmed *et al.*, 2018; Baskaran, Chandran and Ng, 2019); it has failed to provide clear understanding of its link with resilient infrastructure and sustainability industrialisation. This could be attributed by the fact that SDG9 requires mega-money investments. Accessible to all and resilient transport infrastructure for instance need huge amount of funds(Bono *et al.*, 2022). In this situation, due to financial issues facing social enterprises (Olmedo, van Twuijver and O'Shaughnessy, 2021), it would be a struggle for SE to step up and rectify state and market system's failure. In this SLR, innovation is rather connected to direct social benefits such as provision of clean and safe water (Ahmed *et al.*, 2018), designing of corporate buildings which take into account employees wellbeing and quality of life (Bonfanti, Battisti and Pasqualino, 2016) or general poverty reduction(Fahrudi, 2020). Nevertheless linking innovation with the upgrading of infrastructure and industries for sustainable development is still significant for SD. Therefore, there could still be a role to be played by social enterprises in meeting SDG9's targets. Reduction of poverty, health concerns, or inequality depend on the existence of physical structures of a society or organization, such as buildings, roads, and some other physical structures that facilitate the functioning of a society(Huang *et al.*, 2021).

Both SDG14 and SDG15 attracted seven studies each. Regarding SDG14- *conserve and sustainably use the oceans, seas and marine resources for sustainable development*, Porter, Orams and Lück (2018) researched on how to increase alternative income-generating activities to encourage the reduction in fishing efforts, a decrease in pressure on declining marine resources and potential conservation benefits. This study correspond to SDG14.4, which aimed at effectively regulate harvesting and end overfishing by 2020. However, sustainability challenges related to *life below water* are more than that; there are issues such as marine pollution, ocean acidification, inequality in accessing marine resources, conservation of oceans and their resources. Low involvement of SE research with SDG14 could probably be because of its complexity and ecosystem perspective. As such to realise SDG14, activities must be holistic and cross-sectoral involving all stakeholders (Gjerde and Vierros, 2021). This shows why, in this review, SDG17 which underlines partnership and collaboration towards achieving all SDGs, was also highly studied within SE literature. It is erroneous for social enterprises and social entrepreneurs to work in isolation and deem themselves as heroes (Chalmers, 2020; Diaz Gonzalez and Dentchev, 2021).

Similar narrations fit with the status of SDG15- *Life on land*. Only seven studies scantily discussed issues related to this goal. A social enterprise in Australia uses variety of timber related businesses to resolve persistent community problems (Pearson and Helms, 2013). Another social enterprise in Australia develop a model sustainable forest management which uses eco-certification of timber products and link community members with global market (Duncan-Horner, Farrelly and Rogers, 2021), reforestation,

revegetation and land management, combating land degradation, the activities which instils a sense of pride in the local community (Spencer *et al.*, 2016; Duncan-Horner, Farrelly and Rogers, 2021). In this review, other key important issues of SDG15 such as, the protection of important areas for mountain biodiversity, mountain green cover index, poaching and illegal trafficking of flora and fauna were not discussed or attracted attention of social enterprises. Sometimes SE addresses needs other than those stated in the SDGs (Littlewood and Holt, 2018) or prioritising the most pressing needs of the diverse community members from different geographical locations.



Figure 1: Number of studies per SDG

2.6 Conclusion and future research

This paper aims to enhance our understanding of how SDGs are addressed within SE literature and thus to better understand SE contribution on SD. Thus, this study

systematically review the literature on SE to acquire a new understanding of the interactions of SE and SDGs. This study shows that there is a variation of SE scholarship engagement with SDGs. SDG1, SDG8, SDG3, SDG17 and SDG5 gain more attention in studies, whilst SDG9, SDG14, and SDG15 receive less interest. This might be because the SDGs sometimes may or may not connect with the activities of various social businesses, or because of strong interactions between SDGs. Furthermore, the diversity of communities, different geographical locations have some influence on which SDGs concerns social enterprises prioritise. In a different perspective, the less involvement of SE in some SDGs could be due to government and market systems recuperation from previous failures to resolve community social ills. SE researchers higher interest on SDG17 (Global Partnership for SD) underscores the need for collaboration among all development stakeholders. This further shed lights on the need to accommodate both bottom-up and top-down approaches of development, and shows it is erroneous to lean only one the core philosophy of alternative development paradigm-bottom-up approach. Thus, this study call for policy makers and practitioners have to make policies that embraces that promote collaboration among all actors of development.

There are certain limitations to this research. Firstly, the methodological limitation as the sources of the reviewed studies were limited to Business source premier and Scopus databases. Also all data were limited to English language and ABS list journals. Therefore, there is a possibility that relevant research in other prominent languages and journals were missed out. Secondly, this SLR was very general; SE studies were identified regardless of their sectoral specificity. This SLR does not on a particular industry or sector. Although this gives a general understanding of how SE resonate with SDGs, but with

different dynamics and nature of operation in different sectors where SE might operate, the generalisation of this study findings may be misleading studied in a particular sector such as sports, mining, agriculture etc.(Peterson and Schenker, 2018).

The limitations call for other researchers to do a comprehensive investigation in the future through using more sources of databases, study a larger number of articles from wider range of languages and journals. It will also be interesting for scholars to research a specific sector or do a comparison of a tow or more sectors on how SE contribute to SDGs

For the purpose of my thesis, building on Littlewood and Holt (2018) argument that academic literature examining the relationship between SD and social entrepreneurship or social enterprises is more evident in tourism sector, the second and third paper of this thesis is going to focus on tourism industry (Sheldon, Dredge and Daniele, 2017).

Chapter 3 Tanzania as the context of research

3.1 Introduction

This chapter provides an overview of the context of this research- Tanzania. It discusses its historical accounts, political ideology (ies), cultural, and structure of society and power dynamics. The chapter also highlights sustainable development and social entrepreneurship position of Tanzania.

3.1.1 An overview of Tanzania-*History, cultural diversity and politics*

Tanzania is the outcome of Tanganyika and Zanzibar Union in 1964. Tanganyika and Zanzibar gained independence in 1961 and 1963, respectively. Both parties gained their independence from British colonialization (Kabudi, 1993). Tanzania is the largest and most diverse country in East Africa. It is bordered on the north by Kenya and Uganda, on the west by Rwanda, Burundi, and the Democratic Republic of Congo, on the south by Zambia, Malawi, and Mozambique, and on the east by the Indian Ocean. It is divided into 30 regions, Dodoma being the current capital city (figure 2) and currently under the administration of 6th president since independent and the first female president Her Excellency Samia Hassan Suluhu (Kessy, 2022).

It is a country frequently cited as a "success story" for forging a national identity in a country with 120 ethnic groups and multiple religions, as well as for cultivating a national culture of tolerance and accommodation (Tripp, 1999). Tanganyika (mainland Tanzania) was given to Britain by the League of Nations after World War I, following a period of Arab and German control. The British Empire, which already ruled Kenya and

Uganda, tried to encourage settlers to plant crops and raise cattle in the newly acquired land(Crowther and Finlay, 1994).

Julius Nyerere, the country's first president, led the country to gain independence in 1961, remained the president until 1985. He led the nation to implement a series of policies that contributed to a political system that carefully balanced ethnic, racial, and religious factors (Tripp, 1999; Otiso, 2013).

3.1.2 Economic Activities in Tanzania

Historically, agriculture has been Tanzania's most important economic sector and the backbone of the country's economy (Uisso and Tanrivermiş, 2021). During the 1960s and 1970s, agriculture accounted for over 80% of the national gross domestic output (Kulindwa, 2002). Manufacturing, mining and tourism, on the other hand, have showed significant promise in recent years. The government's emphasis is now turning to these new areas of growth. These industries, together with agriculture, have been identified by the Tanzania Investment Centre for increased investment and promotion (Kulindwa, 2002; Uisso and Tanrivermiş, 2021). Tanzania GDP is expected to expand significantly by 5.8% in 2022 due to the increased tourism sector performance and reopening of trade corridors(African Development Bank, 2021). This shows how critical tourism sector is to the economy of Tanzania.

Thus, Tanzanian government, in partnership with the private sector, has developed the tourism industry into one of the country's most important economic sectors(Mbise, 2021) as such (arguably before Covid 19) tourism was the second-largest contributor to national GDP after manufacturing (Kyara, Rahman and Khanam, 2021). As

from 2021, following its contribution decline towards Tanzania GDP because of Covid 19, there have been signs of the revival of tourism sector's contribution to national GDP(World Bank, 2021a).



Figure 2: Tanzania administrative boundaries

3.1.3 Political philosophy- *Ujamaa*

After independence, President Julius Nyerere, created a distinct kind of Socialism known as *ujamaa* ("family-hood"). *Ujamaa* was an attempt to create African Socialism whereby African leaders sought to develop a uniquely African path of economic, social and political development (Rich, 1976). *Ujamaa* was political philosophy based on the idea of self-reliance, high level of government property ownership and market control. It was assumed that if people were put into cooperative villages and worked together for mutual gain, agriculture, which was regarded to be the key to development, might provide greater returns (Crowther and Finlay, 1994). In Tanzania, cooperative-centralised settlements would enable the government to provide better social services such as schools, medical facilities, and running water (Crowther and Finlay, 1994).

Ujamaa Socialism of Tanzania is identical to *Maoist* ideology in China- *commune*, where the Chinese peasants has been pushed to reject bourgeois and individualist principles in favour of Communism (Rich, 1976). *Ujamaa* village is also compared with the former Soviet *kolkhoz* and the Mexican *ejido* with all been promoted by governments as a way to reorganise nations on a communal basis (McHenry, 1976).

Using *Ujamaa* ideology, Tanzania aspired to be a country where all citizens are treated equally; without discrimination between rulers and ruled, rich and poor, educated and illiterate. A nation where all have the same dignity, equal right to respect and opportunities to access quality education and necessities of life, and equal opportunities to serve their country to the fullest potential (Mohiddin, 1968).

After president Nyerere's resignation in 1985, Tanzania could not withstand the pressure of global financial institutions such as IMF unleashed by the collapse of Soviet bloc and the end of Communism ideologies (Magesa, 1999; Abdalla, 2018). The seeming 'victory' of the capitalist system, and the emergence of the United States as the only global superpower. Since 1985 *Ujamaa* as Tanzania's national political philosophy has collapsed (Magesa, 1999).

Along with the country's economic crisis of 1970s which was connected to an overly centralized economy structure, this predicament pushed Tanzania into market economic adjustments in accordance with the IMF/WB schemes (Tripp, 1999; Abdalla, 2018).

3.1.4 Structure of society

As of 2021, Tanzania has of 59.7 million people (United Republic of Tanzania, 2021). The population consists of over 120 ethnic groups with different local language. The Sukuma are the most populated ethnic group, whilst the Chagga are perhaps the most westernised and entrepreneurial. Currently, none of the country's major ethnic groups is dominant; as a result, ethnic tension is minimised in the country, resulting in political unity and stability (Otiso, 2013).

This can be traced back to the early efforts by president Nyerere who prioritised to maintain national unity amid the greatness of ethnicity and cultural diversity in the country. During his regime, president Nyerere maintained his concern for ethnic and regional balance throughout his tenure; ministers were selected evenly from throughout

the country (Tripp, 1999). Furthermore, the promotion of Swahili as a national language, political and civic education in schools, the dissolution of tribal institutions, and the relatively fair regional distribution of resources—all contributed to the strengthening of a coherent and national identity that unifies Tanzanians across ethnic boundaries (Miguel, 2004). However, Green (2011) argues that Tanzania's strong feeling of national identity is mostly due to a lack of inter-regional wealth and labour imbalances, rather than institutional issues. There is low population densities and capital endowments in the emergence of the nation of Tanzania.

3.1.5 Inequalities in Tanzania

Tanzania has not been exempted from growing inequalities and disparities, scholars argue that, in Tanzania there is regional social-economic inequality with many citizens living below poverty line (Phillips, 2022). This increased significantly during Covid 19 as key economic sectors were weakened. Historically, inequality in Tanzania owes to geographical location, European settlement during colonial rule, which unconsciously made some regions and thus ethnic groups more important than other regions (Simson, 2021). Other drivers are such as unfair distribution of public resources, unfair access to financial resources, land, technology, education, gender injustice and control of judiciary by the powerful few (Matotay, 2014).

Regional income inequality in Tanzania started to be more evident from 1990 and the data have been worsening, arguably a strange situation for a country which for a long time attempted to follow socialism principles (Dietz, 2021).

In Tanzania, inequality is also viewed in the context of rural-urban dimension, over 80% of the poor and extremely poor reside in remote rural areas, with more than half of them relying on subsistence farming for a living (World Bank, 2020). The Dar es Salaam is the richest regions in Tanzania, while Pwani, Lindi and Singida named the poorest regions (World Bank, 2020). While political power remained mostly in the hands of black Africans, business remained largely in the hands of Asians and Arabs (Matotay, 2014). Foreign and local non-African players benefitted far more than African players during of economic transformation. State capture by a few local Asian and Arab businesspeople is a key feature of the present political arrangements (Matotay, 2014). When it comes to education for instance, regions such as Arusha, Kilimanjaro, Dar es Salaam, Iringa, Ruvuma, Mbeya and Tanga are deemed to of greatest human development status, while Kigoma, Singida, Dodoma, Kagera, Tabora, Shinyanga and Pwani of concluded to be of the lowest human development status (ESRF, 2014).

Inequality in Tanzania is also evident when it comes to gender; although local conversation appears to accept the concept of gender equality, practise is considerably different (Badstue *et al.*, 2021). Tanzania gender inequality is rooted to traditions and customs of the country (Feinstein, Feinstein and Sabrow, 2010). As such global gender gap index in 2021 shows that Tanzania was overall ranked 82nd out of 156 countries. Out of 156 countries in the world, Tanzania was ranked 66 in economic dimension, 127th in education domain, 80th in health dimension and 63 in political empowerment dimension (Forum, 2021). Thus, there are still a lot of gender concerns in Tanzania, such as women economic and financial exclusion (Kinyondo and Joseph, 2021; Were, Odongo and Israel, 2021), physical and sexual violence towards women (Vyas, 2021), pastoralists

girls' exclusion from education (Raymond, 2021) and low women engagement in leadership position from household level to government positions (Melubo and Carr, 2019; Makulilo, 2022). Gender inequalities gap is even wider for women with disabilities (King, Edwards and Watling, 2021), rural women and pastoralists' women (Melubo and Carr, 2019; Flintan, 2021).

3.2 Sustainable development in Tanzania

3.2.1 Sustainable Development and SDGs progress

Motivated by myriad sustainability concerns, Tanzania committed to UN SDGs to achieve SD in 2015 (Kinyondo and Huggins, 2021). Since then according to United Republic of Tanzania (2018), a report by National Audit office of Tanzania, shows that, Tanzania has put much emphasize and priority on 9 of the 17 SDGs:

- a) No poverty (Goal 1)
- b) Zero Hunger (Goal 2)
- c) Good Health and Well-being (Goal 3)
- d) Quality Education (Goal 4)
- e) Gender Equality (Goal 5)
- f) Clean Water and Sanitation (Goal 6)
- g) Affordable Clean Energy (Goal 7)
- h) Industry, Innovation and Infrastructure (Goal 9)
- i) Partnerships for the Goals (Goal 17)

However, the country is not yet on the sustainable development path, the perpetual and prevalence of poverty, gender inequalities, social-economic inequalities as well as environmental concerns in Tanzania, mean that more efforts should be if sustainable development goals are to be realised path (Kulindwa, 2002; Rashid, 2021).

In order to boost sustainable development in Tanzania, scholars propose strategies such as linkage between key economic sectors i.e. tourism and agriculture (Sanches-Pereira *et al.*, 2017), engagement of state and non-state actors in localising SDGs (Lauwo, Azure and Hopper, 2022), localising SDGs through awareness creation among a variety of actors (Jönsson and Bexell, 2021), business-community partnership (De Boer, Van Dijk and Tarimo, 2012), corporate sustainability (Suluo *et al.*, 2020).

By far, most of these initiatives are related or more focused on organisations, which are profit oriented, and in that way excluding social elements of sustainable development. Corporations struggle to meet needs of the current generation without jeopardising future generations' capacity to fulfil their own needs (D'amato, Henderson and Florence, 2009). It follows then that for a comprehensive and holistic attainment of sustainable development to occur, approaches such as social entrepreneurship are advocated (Stenn, 2016; Littlewood and Holt, 2018; Goyal, Agrawal and Sergi, 2020).

3.2.2 Social entrepreneurship in Tanzania

Social entrepreneurship in Tanzania is slowly growing up as a concept and practice, and by far, operating in microfinance, energy and health sectors (World Bank, 2017a; Gray *et al.*, 2019). Tanzania social entrepreneurship supports SDGs related to access to green energy, better education, health care, clean water provision, poverty reduction, inequalities reduction (World Bank, 2017b). Social entrepreneurship activities has been sparked by a variety of incubators and networks such as East African Social Enterprise Network (EASEAN) (Mirvis and Googins, 2018). It is not clear yet how many

social enterprises are available in Tanzania at the writing of this thesis. Table 10 however, shows some of the social enterprises in Tanzania (Sheikheldin and Devlin, 2019).

Table 10: Social enterprises in Tanzania

Name	Description
GCS Tanzania Ltd.	Private company, Sells sustainable energy products and post-harvest small agricultural tools. Some products are in-house designed, others traded from other producers
KAKUTE Projects Co. Ltd.	Company Limited by Guarantee. Introduces and innovates technology solutions for sustainable energy and agricultural production. Activities include technology business incubation, consultancies, direct marketing and sales, training provision
Biogas Construction Enterprises (BCEs) (Tanzanian Domestic Biogas Programme – TDBP)	Nationwide initiative with the aim of creating a viable commercial sector for biogas technology in Tanzania. Provides training, subsidies, coordination of businesses and community stakeholders, and establishing local biogas construction enterprises
Kahawa Shamba project (Coffee farm project)	The objective of Kahawa Shamba project is to create an additional income to her farmer members from the existing tourism industry in Kilimanjaro.
Maasai Clean Stoves Project and Planettera (G Adventure)	A Social Enterprise Partnership in Tanzania. The project targeted Maasai community located at Enguiki Village, Monduli Juu in Tanzania. The goal is to provide a sustained, reliable source of funding for the local organization through the tourism industry.
Investours	Investours is a non-profit organization bridging the gap between international tourism and local development. Their mission is to provide travelers to Mexico and Tanzania with meaningful cross-cultural interactions that empower micro-entrepreneurs and directly stimulate economic growth.
Fair Travel Tanzania	This is a non-profit tour operator with 100% charitable goals. As a registered and licensed company, they are fully dependent on having satisfied customers. As a non-profit we are able to channel money to benefit local people (social profits) and protect nature (environmental profits)
Dorgo Agro-Enterprise	Local micro enterprise that designs and builds various agricultural machineries and tools. Involved in community training and volunteer engineering services. Does direct sales and marketing, and renting of machinery
RafikiSoft	Software company that provides ITC solutions to social enterprises dealing with wide networks of rural distributors/ agents. Provides direct service contracts

Chapter 4 Paper two

Accounting for Impact: The role of Tourism Social Entrepreneurship for Community

Empowerment

Abstract

This paper aims to advance knowledge on how and to what extent social entrepreneurship empowers community members. While community empowerment is a multidimensional concept, extant literature on community empowerment mainly focuses on outcomes and economic growth; thus, it only offers a partial perspective. Driven by a holistic and transformative approach to community empowerment, social entrepreneurship (SE) is arguably a vehicle for community empowerment, but again scholarly works on its efficaciousness are rare. Drawing on 56 semi-structured interviews with owners/managers, beneficiaries, and stakeholders of social enterprises in northern Tanzania, we have applied Scheyvens' Empowerment Framework to delineate the impact of social entrepreneurship on community empowerment. The findings reveal that social enterprises have the potential to empower members of the community in such dynamic and multiple dimensions of empowerment. This paper argues that community empowerment, through social entrepreneurship, is both transformative (processes) and instrumentalist (outcomes). Nevertheless, this paper reveals that SE's overdependence on external donors, excessive ambitions, and lack of strong supportive legal structure, by far, attenuate SE's attempts to empower communities. This study's contributions are multiple: The paper addresses limitations of extant work, which tends to overemphasise outcomes over processes. Rather, we demonstrate how social entrepreneurship as a

vehicle has the potential to activate these interlocking components and mechanisms of empowerment. Concurrently this work shows why SE has not reached its fully potential in empowering communities. We generate insights for policy makers, social entrepreneurs, and other stakeholders in the domain of community empowerment so that they may plan, exert, and prioritise their efforts for community empowerment to achieve sustainable development.

Key words: Community Empowerment, Social Entrepreneurship, Tourism

4.1 Introduction

Social entrepreneurship is increasingly acknowledged in academic and practitioner domains as an integral part of community empowerment (Haugh and Talwar, 2016; Finlayson and Roy Michael, 2019; Dahles *et al.*, 2020). The surging of social entrepreneurship as an approach for community empowerment is a response to the shortcomings of conventional entrepreneurship in addressing complex community challenges (Al-Dajani and Marlow, 2013). The main criticism of conventional entrepreneurship is its lack of genuine attention and due care for social problems (e.g., ethical innovation), which disempowers communities (Haugh and Talwar, 2016).

Community empowerment is exhibited when individuals, organisations and communities gain mastery over their own lives (Sofield, 2003). Community empowerment can be derived from different sectors; a prominent one is the tourism sector (Scheyvens, 2002; Butler, 2017). This sector has emerged as an important domain in the academic discourse and policy context (Scheyvens, 1999; Stone, 2015; Butler, 2017). The Travel & Tourism

Council's (WTTC) report shows that in 2018 tourism and hospitality created around 9.9% of the world's job opportunities with an investment of USD882.4 billion (bn) (World Economic Forum, 2018; World Travel & Tourism Council, 2019b). In particular, development would be hard to achieve in tourism spheres without host communities being empowered (Sofield, 2003; Boley and McGehee, 2014). Despite the recent experienced slump of tourism contribution into economy due to Covid-19, tourism sector is expected to gradually recover and its contribution to the economy recuperate (Rastegar, Higgins-Desbiolles and Ruhanen, 2021)

Within the tourism industry, there have been different agents and tools for community empowerment. Community-based tourism enterprises are prominent ones (Manyara and Jones, 2007). Nevertheless, these approaches are subject to scholarly criticisms; they are considered non-comprehensive, favouring few empowerment dimensions, with many scholars inclined towards economic aspects while ignoring social-cultural facets of empowerment (Scheyvens, 1999; Sofield, 2003). Furthermore, these empowerment models (in developing countries in particular) depend too much on Western donors, or are driven by Western ideology and thus considered exploitative (Manyara and Jones, 2007).

For over a decade now, social entrepreneurship has equally gained increased attention among scholars and practitioners as a new approach to foster community empowerment (Farmer *et al.*, 2016; Pratono and Sutanti, 2016; Chowdhury, 2019). The advocates of SE argue that it has provided us with a deeper understanding of communities and that community empowerment is embedded within SE philosophy

(Altinay, Sigala and Waligo, 2016). Within the tourism industry, which is the context of the current study, debates on the role of SE have gradually increased over the last decade (for example, Altinay, Sigala and Waligo, 2016; Dahles *et al.*, 2020). While these studies have considerably enriched our understanding of the associations between social entrepreneurship and the tourism industry, the debates are still a long way from unpacking the holistic understanding on how and to what extent SE within tourism empowers members of the communities. A further thorough look-over of the literature on community empowerment through SE within tourism shows that the extant literature promotes empowerment as an outcome (with more emphasis on the economic construct) while downplaying the process component and other empowerment dimensions (e.g. Kimbu and Ngoasong, 2016; Dahles *et al.*, 2020). SE is widely acknowledged as a latent approach towards community empowerment multidimensionally, through generating economic, social, and environment value (Acs, Boardman and McNeely, 2013).

The aim of this paper is to demonstrate how and to what extent SE within tourism can address the issue of community empowerment holistically. Specifically, the study focuses on how community empowerment is achieved with the aid of SE as both a process and an outcome. Secondly, we interrogate the efficacy of tourism social entrepreneurship in attaining transformative change in addressing grand societal challenges. Arguably, SE is glorified far too much, while there is less information on the genuine grounds of the efficacy of SE in addressing chronic societal problems (Teasdale, Dey and Steyaert, 2012; Chalmers, 2020).

Applying the Scheyvens' Empowerment Framework [SEF] (Scheyvens, 1999) [with four empowerment constructs – economic, psychological, social, and political] and drawing on our empirical data we make three main contributions to the literature which link social entrepreneurship within tourism industry with women empowerment. *First*, we address the gap in the literature by elucidating on the potential of tourism social entrepreneurship in empowering communities. This study indicates that, anchored by SE, community empowerment is not only conceptualised in terms of outcomes but also in the light of dynamic processes, which are viewed as multi-faceted. *Second*, we show that the processes and outcomes of empowerment are rather modest and unsustainable, owing to SE's overdependence on donors, over-ambitiousness, and the absence of supportive government legal systems. *Third*, we have enriched the SEF with the addition of three more dimensions (environment empowerment, tourists' empowerment, and women's empowerment) to emphasise other scholars' arguments that empowerment is a multifaceted construct (Yount *et al.*, 2019). These form our key contributions to knowledge.

This paper is structured as follows: It presents a conceptual debate drawing from the extant literature and establish connections between community empowerment and social entrepreneurship. The study then introduces its theoretical framework, followed by an account of the methods of the study. The paper presents its findings, discuss them by revisiting theory and extant literature, and finally highlight the contributions.

4.2 Conceptual debate surrounding community empowerment and SE

4.2.1 The concept of community

A community is a group of people who share important common attributes. These could be living in the same neighbourhood or region, share a common gender, gender identity, sexual orientation, ethnicity, religion, cultural identity, nationality, immigration status, disability, health condition, profession, political affiliation, values, or other identity or interest. Communities may organise locally or within a region, county, nation, or even internationally (Avila-E sparza, 2009). Notwithstanding, other scholars perceive community as a more complex and fluid idea and consider that communities are heterogeneous, where members have many differences, with different needs and expectations (Van der Duim, Peters and Akama, 2006). Thus, borrowing from MacQueen *et al.* (2001), our work defines community *as a group of people with diverse characteristics who are linked by social ties, share common perspectives and engage in joint action but not necessarily in the same geographical location*. Some groups from time to time may experience an inability to access resources, cultures of marginalisation, economic and social exclusion, social isolation, and powerlessness and thus become disempowered communities (Han *et al.*, 2014; Mendoza-Ramos and Prideaux, 2018). Given this situation, community empowerment is required as a vital strategy to give voice to and thus deliver the marginalised community members from deep poverty and other social, economic, and environmental tensions (Kasmel and Andersen, 2011; Ahmad and Talib, 2015).

4.2.2 Community empowerment: Dimensions, Complexity and Dynamism

Community empowerment is not a simple concept. It is a complex, multidimensional and dynamic construct (Yount *et al.*, 2019). Nevertheless, researchers and practitioners of empowerment are divided on how they perceive and operationalise community empowerment. There are those who perceive empowerment as a unidimensional theme, mainly focusing on the economic dimension (Madrigal, 1993; Nunkoo and Ramkissoon, 2012; Iskandarini, 2014) while others portray a more multidimensional notion (Scheyvens, 1999; Boley and McGehee, 2014), broadening empowerment to include other dimensions such as social, psychological, and political constructs. We concur with the multidimensionality of the community empowerment construct in order to accommodate its complexity. Hence, we attempt to widen the scope of empowerment dimensions. A further issue is whether to view community empowerment as a static concept (outcome) or an active situation (process). Zimmerman (1995) exhibits confusion around understanding empowerment as a static outcome rather than a dynamic experience. Across disciplines, some scholars perceive empowerment to be an outcome (see for example Scheyvens, 1999; Banducci, Donovan and Karp, 2004) while others view it as a process (e.g; Friedmann, 1992; Timothy, 2007; Luisi and Hämel, 2020). Other scholars deem empowerment as both the process and outcomes (Luttrell *et al.*, 2009; Coy *et al.*, 2021). Given this backdrop of ideas surrounding community empowerment, the current study seeks to demonstrate the extent to which and how SE could be a vehicle to empower communities within tourism, focusing on interlocking elements of community empowerment (as an outcome, a process, or both).

4.2.3 Empowerment in the context of tourism: Role of SE

The term 'empowerment' is used across a wide range of disciplines and each version brings differing interpretations (Lincoln *et al.*, 2002). Community empowerment refers to a process of enabling people locally on the ground with authority to gather resources to meet their needs, make decisions, and achieve social justice (Timothy, 2007). Community empowerment in the tourism context is a multidimensional, context-dependent, and dynamic process that provides humans, individually or collectively, with greater agency, freedom, and capacity to improve their quality of life as a function of engagement with the phenomenon of tourism (Aghazamani and Hunt, 2017). It goes beyond mere economic issues affecting people in multiple ways (Salazar, 2012).

Drawing from and Dees (1998); Chell, Nicolopoulou and Karataş-Özkan (2010), social entrepreneurship is the creation of social value by social entrepreneurs with a social mission to create and sustain societal value. This includes pursuit of new opportunities to serve the mission, to bring commitment to innovation, to instil boldness to act beyond the available resources, and to ensure heightened accountability to the constituencies served and for the outcomes created. Drawing on this conceptualisation, this study attempts to reveal a better understanding of the premise of community empowerment beyond economic benefits, indicating its dynamics, complexity, and multidimensionality. I achieve that by adopting social entrepreneurship which might facilitate effective development mechanisms to ensure indigenous empowerment (Stenn, 2017). Linked to its peculiar nature, agility, sustainability and flexibility, SE is arguably a

model that might contribute to empower the marginalised social groups (British Council, 2017).

Several studies on how community empowerment is achieved through SE are available in various sectors such as health, agriculture, microfinance, construction, manufacturing, water supply, or multinational corporations (Farmer *et al.*, 2016; Pratono and Sutanti, 2016; Chowdhury, 2019). SE is an ideal tool for community empowerment because social enterprises are self-sustaining and self-subsisting, reinvesting their surpluses to community and to their activities, with the ability to extend impact to many members of the community (Finlayson and Roy Michael, 2019). SE empowers community through innovative business processes, social networking, skills development, training and talent combination, enabling access to community resources and services, endowing the community with the power to make decisions (Lubberink *et al.*, 2019). Critical views on empowerment reveal that efforts to empower others might in fact have the controversial effect of *disempowering* them (Daya, 2014; Jones and Davison, 2020). Likewise, SE may not always be an empowering tool with many social enterprises failing to create the expected social change (Finlayson and Roy Michael, 2019; Seda and Ismail, 2019b). This is so, particularly when social enterprises are initiated by external actors, whose objectives usually do not match with community needs (Finlayson and Roy Michael, 2019) or lead to the creation of an endless dependency syndrome (Seda and Ismail, 2019b).

Nevertheless, within the tourism sector, there are quite a few studies such as those of Altinay, Sigala and Waligo (2016), Jantes (2006); Situmorang and Mirzanti (2012)

which attempt to conjoin community empowerment (social change) with social entrepreneurship. These works, though, are either mainly conceptual or limited to the perception that empowerment is an outcome alone, or focused on fewer empowerment dimensions, while disregarding other dimensions. Thus, a more holistic, subtle, and deeper understanding of how SE empowers or disempowers local community members in tourism settings is still missing. This forms the core of our research problematisation in this paper.

4.3 Theoretical underpinning: Scheyvens Empowerment Theoretical Framework

Empowerment frameworks are useful in analysing actual or potential impacts of tourism on host communities (Scheyvens, 2002). Drawing from Friedmann (1992), Scheyvens developed and suggested an empowerment framework suitable for tourism studies hereafter referred to as *Scheyvens' Empowerment Framework*. Economic, psychological, social, and political dimensions constitute the four constructs of the framework, which indicates community empowerment or disempowerment (Scheyvens, 1999;2002). This framework is applicable in both developed and developing countries' contexts (Pasape, Anderson and Lindi, 2014) and by far it represents the principles of sustainability (Butler, 1999). This framework guides the current work to investigate how community empowerment can be delivered by SE in tourism and hospitality in the context of Tanzania.

Scheyvens' Empowerment Framework consists of four constructs- economic empowerment, psychological empowerment, political empowerment and social empowerment. The key signs of *economic empowerment* are income generation, equal

distribution, and clear indicators of improvements such as possession of durable houses (Scheyvens, 1999; Pasape, Anderson and Lindi, 2014). *Psychological empowerment* centres on inner core feelings of pride and self-esteem by local members of the community. In the tourism context, these usually emerge as a result of enhancement of local culture through the respect shown by tourists (Scheyvens, 1999; Boley *et al.*, 2017). *Social empowerment* pertains to collaboration, togetherness, connectedness, cohesion, and integrity of community members. How does SE in tourism help to glue together members of the community? Do tourism social enterprise activities make the cohesion stronger or weaker? Unity and togetherness is demonstrated through community groups such as youth groups, saving groups, church groups, and women's groups (Scheyvens, 2000).

Political empowerment defines how power and the decision-making process in relation to the community's desired goals, resources, and limitations are established in tourism industry (Saarinen, 2006). This includes decision-making and power equality at the household level (Beteta, 2006) . For a community to be deemed politically empowered in tourism, its people's opinions and interests should be directing tourism projects. There should be a diverse representation of community members (particularly the marginalised) on the decision-making bodies as well as decentralisation of power to lower levels of society (Scheyvens, 1999; Timothy, 2007).

Scheyvens Empowerment Framework is considered by other scholars (Mendoza-Ramos and Prideaux, 2014; Aghazamani and Hunt, 2017) as insufficient as it does not comprehensively address all the core principles of sustainability which community

empowerment is part of. *Environment empowerment* and *tourists' empowerment* are the two missing crucial dimensions identified (Mendoza-Ramos and Prideaux, 2014; Winkler and Zimmermann, 2015). Although Scheyvens' psychological empowerment dimension shows the discussion of natural resources as a booster to a community's self-esteem (Scheyvens, 1999), we argue that the discussion is inadequate. Following unsound ecological systems in the world as evidenced by land use disputes, poaching, natural resource mismanagement and carbon dioxide (CO₂) emissions (Lee and Brahmašre, 2016), we agree that ecological issues demand a special focus (Koelble, 2017). Similarly, we agree with the addition of the dimension of *visitor empowerment*. Tourists are indeed significant stakeholder of tourism for formidable community empowerment (Butarbutar and Soemarno, 2012). Another criticism is that Scheyvens' framework is subjective and elevates empowerment outcomes over empowerment processes (Aghazamani and Hunt, 2017). Jones (2001) propounded that if we only treat empowerment as an outcome, we may miss important socio-political changes. Viewing empowerment as an outcome (instrumentalist approach) is equally important as considering it as a process (transformative approach) (Luttrell *et al.*, 2009; Dutt and Grabe, 2019). I concur with these critics of Scheyvens' framework and take a critical and holistic stance in this research by incorporating a processual approach in addition to the emphasis on outcomes and add the two dimensions to the framework – environmental empowerment and tourists' empowerment to gain a thorough understanding. This paper approaches the topic qualitatively as the emphasis is on interactions situated in political, social/cultural, and economic domains.

Furthermore, previous empowerment studies adopting Scheyvens' framework opted to develop it from conceptual dimensions of empowerment into empirical scales of measurement (Boley and McGehee, 2014; Mendoza-Ramos and Prideaux, 2014) or contextualised it, for instance in Peru (Arroyo *et al.*, 2019), Mexico (Mendoza-Ramos and Prideaux, 2018) and China (Chen, Li and Li, 2017), or enhanced it to accommodate more dimensions of empowerment (Mendoza-Ramos and Prideaux, 2018). Within agro-tourism, across all the four dimensions of Scheyvens' Empowerment Framework, Arroyo *et al.* (2019) found that there are different levels of (women's) empowerment and that agro-tourism may sometimes cause damaging effects for residents. This study, however, does not show the nature and structure of the organisations which coordinate tourism activities within the studied communities. The study by Mendoza-Ramos and Prideaux (2018) shows that for communities to develop sustainably, tourism business partnerships among all stakeholders are essential. Further to that, their study reveals that land ownership is in the centre of ecotourism business ventures social, economic and environment contributions to sustainability. The study raises the following questions: Could empowerment status be different in other local contexts where local people do not possess land or any other physical asset? Would it be different if empowerment is supported by enterprises with social missions?

Using only one community in China as a case study, Chen, Li and Li (2017) concluded that community empowerment within tourism requires the formation of self-governing community organisations with limited government intervention. While the findings insist on the community's autonomy on one side, on the other side the authors show that partnerships between local residents and the government are important.

However, what is not known is how these partnerships can be forged to achieve a proper equilibrium for sound transformation. Furthermore, authors limited the partnership discussion between the government and community members, leaving out other development partners such as NGOs and investors (local or international).

Although these works use Scheyvens' Empowerment Framework to organise our thinking about community empowerment or disempowerment state, the findings are limited to traditional enterprises, which other scholars deem exploitative because of their focus on the maximisation of revenue and economic profits (Gandhi and Raina, 2018). This begs the question: Could it be different if the framework is used to understand empowerment within tourism through social enterprises? Social enterprises seek to solve social problems and create value in communities (Chell, Nicolopoulou and Karataş-Özkan, 2010). Contextually, models of social enterprise straddle between traditional non-profit organisations and commercial organisations whose owners commit to social mission. Some social enterprises consciously or unconsciously might be skewed towards social purposes and others towards financial success (Mersland, Nyarko and Szafarz, 2019). As such Young Dennis and Kim (2015) urged social enterprises to reconcile two of these competing goals and function in hybrid form with the dual mission to achieve both social value and financial sustainability consisting of social welfare and commercial logics (Doherty, Haugh and Lyon, 2014).

4.4 Methodology

The nature and underlying assumptions of SE discourses (Poteete and Ostrom, 2004) and the reality that it deals with complex social problems, (Douglas, 2008) deems it

necessary to use the qualitative approach (Seymour, 2012; Myers, 2013). SE and community empowerment (sustainability) within tourism is a relatively new subject matter with few studies. Subsequently, it is prudent to conduct a qualitative research study to unearth new ideas leading to a deeper and richer understanding of the topic (Myers, 2013). Furthermore, it is contended that dealing with complex social problems requires gathering of rich narratives drawing on the community's experiences to capture the dynamics therein. Community empowerment in tourism as well as SE investigations are intrinsically linked to subjective and multiple perspectives of the participants involved. The intersection of the topics is also compounded because of its multidimensionality nature, and embeddedness in dynamic processes and subjective views and experiences. This entails qualitative research, which can capture such dynamic human experiences situated in the social and cultural contexts within which such interactions take place (Myers, 2013; Patton, 2015; Gair and van Luyn, 2016). This study focuses on tourism social enterprises which operate in the Tanzanian context. Qualitative methods also allow for studying human experience by engaging community human behaviour, hence generating richer and deeper insights into and understanding of the subject (Gair and van Luyn, 2016; Ary *et al.*, 2018). Again SE research studies are complex and dynamic and thus require methods which are flexible and adaptable (Tasker, Westberg and Seymour, 2012). The flexibility of qualitative methods and its ability to abundantly describe an individual experience and relationships fit nicely with the objective of this study (Mair and Marti, 2006; Mack *et al.*, 2011). Qualitative methods involve the process of interpretation, process of sense-making, social-communicative rather than linear processes, and causal

influences (Dachler, 2000). Against that background, it follows that qualitative research methods are most appropriate for this research.

4.4.1 Research setting: Northern Circuit Tourism in Tanzania

Tanzania is a potential and emerging country in social entrepreneurship (Mori and Fulgence, 2009; World Bank, 2017c). Nonetheless, the World Bank reports a dearth of scholarly works in SE in East African countries including Tanzania (World Bank, 2017b). The tourism industry in Tanzania has been performing well (Mwakalobo *et al.*, 2016; Kyara, Rahman and Khanam, 2021) but has not genuinely empowered community members for SD. Various communities in the country still face numerous complex economic and environmental social problems (Coria and Calfucura, 2012; Mgonja, Sirima and Mkumbo, 2015).

Tanzania's tourism industry is anticipated to be among one of the world's quickest growing over the next decade. This country is already one of the most-visited destinations in sub-Saharan Africa, in 2016 there were 1.28 million tourist arrivals. Tanzania is a home for tourism attractions of a progressively global profile; for example, the Serengeti National Park, Ngorongoro Crater, Mount Kilimanjaro, and Zanzibar (Sanches-Pereira *et al.*, 2017; Oxford Business Group, 2019). All of these offer interesting wildlife and scenes, idyllic islands and beaches, and charming rich culture. The advancing tourism and hospitality sector presents investment opportunities in accommodation, wildlife tourism, conference tourism, beach tourism, cultural tourism, specialised cuisine restaurants, golf courses, leisure parks and transportation (Sanches-Pereira *et al.*, 2017). Thus, tourism offers a potential and significant playground for social entrepreneurs.

Considering the potentiality of SE in solving the community's chronic problems and empowering the disregarded members of the community (Altinay, Sigala and Waligo, 2016; Bailey, Kleinhans and Lindbergh, 2018), Tanzania's tourism and hospitality sector is used as a context of this research. Much of the tourism activities in Tanzania are clustered in the northern circuit as shown in figure 3 (Sharma, Sneed and Ravichandran, 2007). The northern circuit tourism of Tanzania is home to the Serengeti National Park, Ngorongoro Crater, and other reserves teeming with world-famous displays of wildlife in spectacular landscapes (Mkumbo, 2010; Sekar, Weiss and Dobson, 2014). Unfortunately tourism revenues in Tanzania do not really seem to benefit the local communities living in or around tourist destinations, local economies in most destinations areas have not improved in tandem with development of tourism witnessed in those areas, and poverty remains very high (Salazar, 2008; Kalemo, 2011). There is significant evidence reported on the exclusion of local communities from benefiting from the fruits of tourism (Goodwin and Santilli, 2009; Coria and Calfucura, 2012; Mwakalobo *et al.*, 2016).

The focal point of this research objective is on stakeholders of SE within tourism and hospitality in Tanzania – the *northern tourism circuit*. Tanzania's tourism attractions are located mainly in two regions, the northern circuit and southern circuit (Wamboye, Nyaronga and Sergi, 2020). The northern tourism circuit of Tanzania is chosen because it hosts many interesting tourists' attractions, which are of global status (Serengeti National Park, Ngorongoro Crater, Mount Kilimanjaro etc.). In addition, unlike other areas, for a long time, the northern circuit received significant investment in tourism, and it is a well-established tourism spot with both natural and cultural tourism. It has more than 300 tourism-related businesses operating as accommodation providers, attraction, and

transport providers (Nelson, 2004; Mkumbo, 2010; Pasape, Anderson and Lindi, 2014; World Bank, 2015). Furthermore, comparing with the southern circuit, the northern circuit receives more tourists (Mbise, Ranke and Røskaft, 2021). Despite the tourism richness, poverty, environmental problems, and breakdown of social systems are reported among communities in the northern circuit (Sekar, Weiss and Dobson, 2014; Mittal and Fraser, 2018).

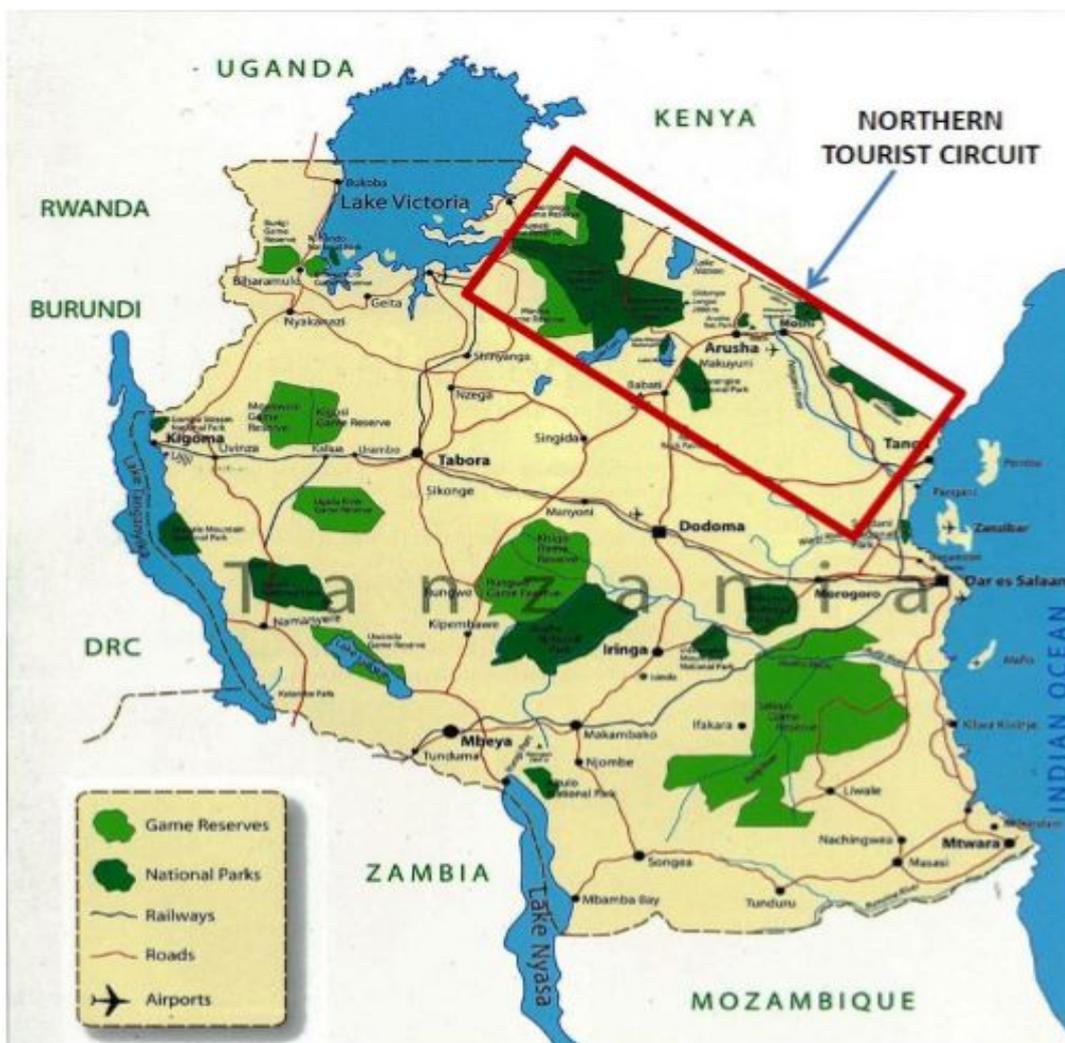


Figure 3: Tourism Northern Circuit of Tanzania

Source: Mkumbo (2010)

4.4.2 Research sample and sampling technique

The non-probability (purposive) sampling technique has been chosen for this study (Patton, 2015). This is a technique where the samples are gathered in a process that does not give all the participants or units in the population equal chances of being included (Etikan, Musa and Alkassim, 2016). Purposive sampling is one of the widely used non-probability sampling techniques in qualitative research as it can facilitate the identification and selection of information-rich cases related to the phenomenon of interest (Patton, 2015). This technique was preferred because the targeted population (social enterprises) is not well defined in Tanzania (World Bank, 2017c) and it is a technique which is used more in qualitative studies (Mays and Pope, 1995). This study aims at achieving a deeper understanding of the impact of tourism social entrepreneurship on community members and to enhance SD. Thus, following Creswell and Plano Clark (2011); Bernard (2017), the current study *purposefully* identified tourism social enterprises and participants who are knowledgeable of and have experience with (phenomenon of interest) the impact of social enterprises on members of community, and who were available and willing to participate.

The process of identifying social enterprises operating in tourism and hospitality started before going to the field. Social enterprises operating in tourism and hospitality were initially identified through a Google search, whereby six social enterprises in tourism and hospitality were identified. The low number of social enterprises identified is due to the fact that, SE in Tanzania is at a nascent stage with limited conceptual understanding and recognition by the government (World Bank, 2017c). As such, the Google search was

the only way to initially identify social enterprises for this study. So, following definitions of SE by different commentators (Nicholls, 2008; Chell, Nicolopoulou and Karataş-Özkan, 2010), criteria used to search and select social enterprises included enterprises in tourism and hospitality which have social mission or focus on community empowerment, and enterprises which plough back generated surplus to the community.

Aligned with purposeful sampling, the snowball sampling technique was thereafter used to reach more social enterprises. This technique is arguably the most widely applied method of sampling in qualitative research in various disciplines across the social sciences (Noy, 2008; Baltar and Brunet, 2012), particularly where there are few subjects and a high degree of trust is required (Baltar and Brunet, 2012). Snowball sampling makes sense because of its ability to generate a unique type of social knowledge—knowledge which is emergent (Noy, 2008). The initial six social enterprises then grew into nine tourism and hospitality social enterprises in the northern circuit of Tanzania tourism were thus identified. From these social enterprises, 49 participants (comprising owners/members of management and beneficiaries) were interviewed. Additionally, seven different key stakeholders were interviewed (three members of public universities and colleges, two donors' representatives, one consultant, and one official of SE Tanzania network), making a total of 56 interviewees (Appendix G). The inclusion of these stakeholders was inspired by the significant role they play in boosting community empowerment and SE operations in Tanzania. There are constant interactions among these stakeholders and with community members (World Bank, 2017c).

Data were obtained from face-to-face and telephone interviews (loosely structured) with the key informants. English and Swahili languages were used to ask each informant to discuss key issues related to this paper's objective. A proven Maasai language expert was hired to assist with translation. Focus Group Discussion (FGD) was conducted with six participants to gain an in-depth understanding of how SE empowers community members. FGD was used to enhance the quality of data as it permits interactions among the participants, which is relevant to studies in social contexts (Patton, 2015).

4.5 Data analysis

Analysing qualitative data entails reading a large number of transcripts looking for similarities or differences, and subsequently finding themes and developing categories (Moser and Korstjens, 2018). As suggested by Gioia, Corley and Hamilton (2013), it is imperative for studies seeking to develop an understanding of new concepts (inductive research) in order to combine informants' terms and codes (first order) with the researcher's concepts, themes and dimensions (second order). As such, voices from both informants and the researcher are combined to enhance quality and rigour. Thus, to present data in a convincing way, the analysis consists of three steps which indicates the progress from raw data to first-order codes, and second-order codes into themes and aggregation of dimensions which leads to theoretical saturation (Refer Appendix H, I and J).

Data analysis techniques for data emerging from conversations and documents/internet include discourse analysis, word count, taxonomic analysis,

componential analysis, and thematic analysis, content analysis (Onwuegbuzie, Leech and Collins, 2012; Myers, 2013; Dudovskiy, 2016). Thematic analysis is the most commonly used technique to analyse qualitative data (Vaismoradi, Turunen and Bondas, 2013; Dudovskiy, 2016). Thematic analysis is a foundational method for qualitative analysis, as it provides core skills for conducting many other forms of qualitative analysis. Thematic analysis can also be widely used across a range of epistemologies and research questions (Braun and Clarke, 2006).

This study adopts a thematic analysis and, as Braun and Clarke (2006) proposed, the researcher started by familiarising himself with the data gathered. At this juncture, the recorded audio interviews were listened to and transcribed into MS-Word. The audio interviews covered about 36 hours and 43 minutes, and transcription formed 448 pages. Thereafter, careful reading and re-reading of transcripts in connection to the objective of this study was performed. Early impressions were noted down and notes were made. Although I was open to the development of new ideas (inductive approach) attached to people (participants), nevertheless, theoretical thematic analysis (deductive approach) was also applied to generate initial codes – and in this case using the enhanced Scheyvens' empowerment framework. Thus, each part of the data which seemed to be relevant or addressed a particular interesting phenomenon about the objective of this study was coded.

The developed codes were examined, organised, and compared, and then all the similar codes were clustered into a theme in relation to the objective of the study. However, it is difficult to comprehensively detail everything on how themes in this work

were developed because the exercise involves intuition to a great extent, which is hard to depict (Vaismoradi *et al.*, 2016). NVivo 12 was used to assist the process of analysis to ensure accuracy; it makes retrieval easier, it is very useful in bigger projects, and it improves the quality of the research (Welsh, 2002; Zamawe, 2015).

4.6 Findings

The key research question is as follows: *How and to what extent can SE impact on community empowerment in the context of tourism?* Guided by the preliminary enhanced Scheyvens Empowerment Framework, we present that empowering community members is an uphill task for tourism social enterprises because of the lack of support from government. Tanzania's lack of policies and regulations tailored for SE means that tourism social enterprises miss out on tax exemptions and other economic and non-economic benefits from the government. Therefore, although to some extent tourism social enterprises empower members of the community by tackling myriad community challenges unaddressed by the government, this would be of higher impact if partnerships between the government and SE were formed. The analysis also unveils both instrumentalist and transformative understanding of community empowerment, whereby tourism SE is pivotal to both the processes and outcomes of community empowerment. However, this paper reveals a dilemma among community members: whether to keep their traditional houses for social and psychological empowerment or transform their houses into modern houses (which is considered to be an economic empowerment).

4.6.1 Social enterprises configuration and challenges

Social enterprises in the sample for this study pursue both social and financial goals. Using the tourism business, they aim to combat societal problems and create value within communities. Community problems addressed are clustered as *economic* problems such as unemployment and poverty; *social-cultural* problems such as illiteracy, social exclusion, and FGM; and *environment* challenges such as deforestation, air pollution or littering. SE economic activities are the major economic activities and hence the main source of income for these enterprises. Economic activities include artisan tourism, transportation and logistics, hospitality services (accommodation, restaurants), wildlife safaris, cultural tourism, mountain trekking, and agro-tourism. Nevertheless, the data in this paper indicates that the efforts by social enterprises in Tanzania to maintain financial self-sufficiency through tourism commercial activities face challenges. One key reason is the seasonal nature of the tourism business; as such, during off-season times, tourism social enterprises' efforts to empower are weakened.

“...this enterprise project is third in the contribution for my income. It is of that position because it is seasonal, it is only for June through October, and other months you may receive just one tourist in a month” (Participant 25).

Thus, to counteract that, some enterprises established non-tourism commercial activities (e.g., micro flour mill plant) to maintain financial sustainability. Notably though, in our sample, some social enterprises' non-tourism activities are not for profit (e.g., schools) or yield too little for social enterprises to substantially reinvest in the community

and their enterprises. Consequently, social enterprises turn to yet another unsustainable source of income (participant 1) – *philanthropy* – to keep abreast of social and financial goals as notified by participant 8 whereby a larger portion of funds comes from (international) donors.

“... donations from funders would not be sustainable, so they thought there is a need to establish a sustainable source of income as they may not be able to fund it all the time...then this hotel was established” (Participant 1).

“...so social enterprise in the UK like I said, [our social enterprise] which is very much connected with the same enterprise in the UK, that is where a lot of resources come from and then internally in Tanzania we do generate sales...but then we get donations from another outside sources such as AV I– Australian Volunteers International” (Participant 8).

This leads to an overreliance on external philanthropists, thus jeopardising the sustainability of social enterprises and their divergent projects to transform communities (Reilly, 2016). This is further aggravated by the absence of governmental public policy on SE, thus excluding social enterprises from government support, making it harder for these enterprises to acquire sufficient business rates indemnity or disqualifying them from different types of grants (Participant 10). Although SE is usually perceived as a tool to address market or government failures, nonetheless, scholars warn about anti-statism and anti-cooperation among the community empowerment actors such as social

entrepreneurs and public institutions when addressing systematic community challenges (Chalmers, 2020).

“...we do not receive any support from the government, but we support it [the government] by paying tax...” (Participant 10)

Since both the public and private sectors seek to address communities’ grand challenges, a partnership between the actors is critical, with government supporting innovative social enterprises goals through relevant policies (Hogenstijn, Meerman and Zinsmeister, 2018; Chalmers, 2020).

4.6.2 Community Empowerment as a process and outcome

The collected data reveal that, through SE, community empowerment is both a process and an outcome put in seven empowerment dimensions. Data about empowerment process and outcomes in different seven dimensions (Table 11) were collated from interviews with participants. The data of this work juxtapose both processes and outcomes of the seven dimensions. In each dimension, empowerment processes are explained by various activities and interventions performed by tourism social enterprises. These interventions are in the transformative manner (process), which would normally result in different dimensions’ impacts on local members of the community This describes the dynamic nature of community empowerment and diverges from the notion that empowerment is static. This finding, therefore, is in line with different investigators from different disciplines who argue that empowerment is both an outcome (condition) and a process (Timothy, 2007; Anderson and Funnell, 2010). In the Tanzanian context, it is

important to consider community empowerment as not only a condition but also a process (Cattaneo and Chapman, 2010; Ansari, Munir and Gregg, 2012). In some communities there is evidence of complete empowerment outcomes such as sustainable incomes; in others, this is still a work in progress through training, and it will take time to arrive to full sustainable income. It is important to know that communities have the mixture of empowerment processes — e.g., connecting communities with tourists/customers and empowerment outcomes – e.g., achievement of self-worthiness. We discuss how tourism social enterprises contribute to empowerment process and empowerment outcomes, separately in the following sections.

Table 11: Examples of quotes in in empowerment dimensions' processes and outcomes

FACETS	PROCESS	OUTCOME
Economic	<p style="text-align: center;"><u>Employment opportunities</u></p> <p style="text-align: center;">“We give employment to people who have not been in school...” (Participant 12).</p>	<p style="text-align: center;"><u>Sustainable income</u></p> <p style="text-align: center;">“This enterprise support us who do not have sustainable employment to generate income to be able to support our families...” (Participant 45).</p>
<p>In this example: <i>Touristic social enterprises</i> create employment (processes) for community members which lead to sustainable income (outcomes)</p>		

<p style="text-align: center;">Psychological</p>	<p style="text-align: center;"><u>Culture admiration by tourists</u></p> <p>“...when tourists come here, they admire our traditions....., the way of life ...” (Participant 24).</p>	<p style="text-align: center;"><u>Recognition and pride</u></p> <p>“They[community members] feel so good to know tourists enjoy meeting them, the feel uplifted, respected and accepted by other people such as tourists”(Participant 11).</p>
<p style="text-align: center;">In this example: <u>Social enterprises</u>’ tourists value local members’ culture and customs (process) which lead to the feelings of recognition and pride among community members (outcomes)</p>		
<p style="text-align: center;">Social</p>	<p style="text-align: center;"><u>Social activities</u></p> <p>“.....this enterprise help me to meet others, we advise each other....we also meet at different parties and social events such as birthdays.....”(Participant 30).</p>	<p style="text-align: center;"><u>Cohesive community</u></p> <p>“We support each other financially, lending each other money, it is like one family, one father, one mother”(Participant 11)</p> <p>“This enterprise has a mixture of different tribes, anybody.....can work here...” (Participant 31).</p>
<p style="text-align: center;">In this example: <u>Social enterprises</u> connect different people from groups through various social events (process) as such trust and diversity are evidently seen in the community (outcomes)</p>		

Political	<p><u>Devolving power to community</u></p> <p>“This enterprise uses village leadersin identifying and select vulnerable [people] who need support (Participant 1).</p> <p><u>Weak SE legal structure</u></p> <p>“We do not have a specific policy for social entrepreneurship in Tanzania...” (Participant 50).</p>	<p><u>Representation of minority</u></p> <p>“I am [woman] a leader in my hamlet..., I am a member of the ruling political party....I won convincingly against a male contestant (Participant 12).</p> <p><u>Absence of governmental recognition</u></p> <p>.....the government does not consider it [SE]...they don’t recognise that [SE] so we are stuck in between areas” (Participant 8).</p>
<p>In this example: <i>Touristic social enterprise transfers the decision-making process to people at grass roots in the community, on available resources. This leads to representation of disfranchised people, e.g., women. However, there is no legal support from the government</i></p>		
Environment	<p><u>Offering environment</u></p> <p><u>education</u></p> <p>“We have been educated and trained by this enterprise on how to preserve the environment....” (Participant 42).</p>	<p>Mt Kilimanjaro’s snow which was previously starting to melt.....is now back....” (Participant 11).</p>

Tourists	<p style="text-align: center;"><u>Tourists participation process</u></p> <p>“...available tourists would visit them [potential entrepreneurs] and together we [social enterprise] would interview them, say a couple of businesses proposals and then tourists and us will discuss and pick one micro-entrepreneur”(Participant 4)</p>	<p style="text-align: center;"><u>Tourists inclusion and happiness</u></p> <p>“Tourists are happy with our enterprise transparency, they feel very good to see people’s problem solved when they get our reports. Also they are delighted with the fact that we involved them in picking of beneficiaries of our enterprise support” (Participant 4)</p>
<p style="text-align: center;">In this example: <u>Touristic social enterprise</u> involves tourists (customers) in the process of offering solutions to the community e.g., asking them to participate in the process to identify potential candidates for funding to set up a micro business. This usually makes tourists feel included and happy (outcomes)</p>		

4.6.3 Empowerment processes

In our sample, we observe many interventions by tourism social enterprises, which are deemed to be still in progress, advancing towards a full empowerment outcome. One social enterprise uses revenues generated from its tourism activities to train and support villagers on how to install clean cook stoves and solar systems, learn about husbandry, and engage in microbusinesses. Consequently, the situation for these villagers, who previously suffered from poor housing systems (indoor smoke pollution), poverty, and deforestation is progressively changing. We extract from our data various processes which social enterprises use to empower the community.

In the *economic* sense, social enterprises use tourism revenues to create (self) employment opportunities, pay fair salaries, and establish new economic activities, with financial access. This leads to the community's access to and control over economic resources. For example, in collaboration with micro finance firms, social enterprises help community members to secure grants (*process*) which they use to boost their microbusinesses and thus generate more income (*outcomes*). The generated income is used to improve other economic aspects, such as housing system improvement. Scheyvens (1999) pointed out that one of the signs of economic empowerment is when the society's houses are made of more permanent materials. In our case, beneficiaries have so far managed to improve their mud-walled, grass-roofed houses with corrugated iron sheets roofs and install solar systems and built-in chimneys. A house with durable materials is a positive contribution towards economic empowerment outcome along with others such as sustainable income, microbusinesses, and market access.

“...the majority of these women, who are also old women, have managed to change their houses from grass-roofed houses to corrugated iron sheet-roofed houses with solar systems installed” (*Participant 31*)

The analysis of our data reveals that social enterprises’ activities are responsible for increasing the community’s feelings of sense of belonging, value, pride, recognition, and dignity (psychological empowerment outcomes). These are the results of *psychological empowerment* processes such as the declining of stigmatisation and stereotypes, and the acceptance and love demonstrated by tourists or social enterprises. Psychological boost is more experienced somewhat by marginalised community groups in our context (*disabled people and women*). Social enterprises support women to perform what are perceived to be male roles in their cultural settings. Through tourism-generated income, one enterprise, for example, reinvested and set up a milling machine plant in the village. This plant is solely run and operated by women who grew up in a society where only household chores are women’s roles, which are constantly undervalued, so when performing roles outside their households, psychological boost was the result.

“....mentally you feel good for example as a woman I feel so good to operate milling machine, an activity which usually in the past would be performed by only men” (*Participant 15*).

Similar experiences are witnessed as a result of actions of tourists using social enterprises, tourists displaying appreciation, extolment, and respect for community culture and traditions. Respect, honour and admiration of traditional houses, local food,

apparels, houses, and local artefacts (e.g., beadwork) expressed by tourists appear to create feelings of worth among community members as noted by one beneficiary:

“I feel respected when tourists visit and come there they are amazed to see the work of our hands. That makes us very happy when they admire our work. The tourists respect and praise us” (Participant 29).

Seemingly, a self-contradictory situation emerged though. While other interviewees expressed economic empowerment because of the transformation of their humble traditional houses into much better houses (*iron sheets roofs, installation of chimneys and solar system*), this is paradoxical with the finding that tourists are amazed with traditional houses (with their amazement leading to villagers feeling they are respected).

“I feel my culture is uplifted because they like the local food and brew we make here, they also enjoy to see our traditional houses, they ask me a lot of question on how we build this house as such I feel very good”
(Participant 23).

While customs such as traditional houses may be admired by tourists, thus leading to villagers’ psychological empowerment, modern life and health demands make it necessary to modernise their houses (which in our data is also considered economic empowerment). This creates a dilemma, as community members would be uncertain of what to choose between keeping their traditional houses to continue gaining tourists’ interest and respect (a psychological benefit) or transforming their hut-houses into modern houses using more permanent materials to meet modern life and health

demands. Our findings corroborates the findings of Hanan (2012), who presented the quandary of community members in maintaining their tradition for tourism while keeping up with the modern way of living. It is thus significant to place emphasis on conserving traditional houses to continue accruing psychological and economic benefits. To tackle the challenges (mainly health problems) emerging from living in these traditional houses, social enterprises may opt to build new decent houses near the traditional houses; in that way, traditional houses are retained and health problems solved.

Furthermore, some tourism social enterprises exhibit *overambitiousness* through paying their employees' salaries that are beyond market prices while addressing myriad economic tensions as stated below.

“...people who benefit from [this enterprise] are the staff who most of them are porters. You see, for instance let us say ... in other tour operators, a porter can be paid per day 8USD, but in [this enterprise] a porter is paid 18USD per day; that is beyond tour operators' market salary scales...”

(Participant 10).

Although these sorts of commitments are exciting, nevertheless, their long-term survival is questionable. It might be yet another way of elevating ill-conceived perceptions that ultimate success of communities depends on solo and heroic social entrepreneurs/enterprises. This type of perception may cause the desire to develop “quick fixes” such as paying salaries above market rate to empower people economically. This, particularly for nascent social enterprises, may not be sustainable; hence, SE's efficacy attenuation.

Social empowerment processes exhibited by social enterprises include organising platforms and networks for the community, transforming drug addicts into good citizens, formation of community groups and associations, involvement of marginalised people, and using SE earnings to support community projects. These processes would lead to social cohesiveness and integration (Scheyvens, 1999) in the form of social network, social order, and social inclusion. One social enterprise contributed to creating social order, safety and peace through transforming local community criminals and drug addicts into responsible people. This enterprise offered an alternative source of income and new hobbies. This not only positively impacts the personal lives of these young people, but also the whole community as they now live peacefully without worrying about being robbed or hurt.

“Previously criminals and drug addicts here ...have changed because we offer them an opportunity to make and sell their crafts to our guests [tourists], they do batik paintings through a batik project, they also run a class for tourists on how to draw pictures and get more money... one of them has recently bought a car which he use to run a batik painting business here... their social status has changed from being drug addicts to becoming good respectable citizens” (*Participant 1*).

The construct of *political empowerment* presents mixed and conflicting results within it. On one side, political domain has a number of positive initiatives by SE while on the other side there is absence of supportive legal structure by the government. Local community members at roots levels are given power to decide on the expenditure of the

earned resources by local tourism social enterprises. Local community leaders and social groups are engaged in making decisions, for example, on which vulnerable families deserve financial support for children's school fees. In other instances, social enterprises build the capacity of local people to participate in grass roots politics – as such, some of them contested for local political positions.

“I am a leader in my hamlet [.....], I am a member of the ruling political party, and I felt encouraged and then contested for that post and I won convincingly against a male contestant. Community members of this location want me to contest for higher position in the next election. They are all impressed by the benefits I got by been involved with this social enterprise” (*Participant 12*).

While this implies that social enterprises facilitate devolution of power to local community members (through enabling community members to have outlets and forums to decide on how best their SE initiatives should operate), nevertheless, overall in Tanzania, specific policy addressing SE is missing.

“We do not have a specific policy for social entrepreneurship in Tanzania; although we have SME's policy, nevertheless it does not address issues of social entrepreneurship” (*Participant 50*).

Thus, currently, an SE's legal structure that serves community's concerns and participation in their development through tourism is weak. There is an absence of a policy which is entirely dedicated to SE on community empowerment. SE is sparingly represented in Tanzania's legal structure and, currently, the practice is to draw some

guidance from the country's Small and Medium Enterprises' policy to implement SE strategies. This has proven to be a problem in the setting and running of social enterprises in Tanzania; one participant claimed that

“...government systems... do not have a format in place to register social enterprises...” (Participant 54).

Therefore, although social enterprises exist and SE is practiced in Tanzania, lack of national policy is a stumbling block for a formal recognition of SE by the government. This has made it hard for the concept to be well understood among community members and difficulties in practicing it. One manager pointed out that while their (international) social enterprise is registered as a social enterprise in the UK, in Tanzania it is registered as an NGO and is thus stuck between SE and NGO concepts and practicability. She said

“...that is how we consider it [as a social enterprise], but...the government does not consider it... they don't recognise that [we are a social enterprise]” (Participant 8).

Consequently, this may weaken community participation in accessing and managing (tourism) community resources through SE (Tosun, 2000). Due to what SE does in other dimensions in empowering host communities and stepping in to address chronic community challenges, it is quite significant to have appropriate policy as a basis for SE strategies to strengthen community empowerment efforts in tourism. This would also attract outside development stakeholders to work with local stakeholders, thus creating a bottom-up and top-down development integration. Social concerns are interconnected and the challenges to be addressed are between multiple individuals, organisations and

societal sectors, and across countries. Thus addressing them requires partnership and collaboration among actors (Robertson, 2017).

To achieve *environment empowerment*, consciously or unconsciously, social enterprises have activities (processes) on the ground. Social enterprises actively create environment sustainability awareness to communities and tourists, offer financial support for environment protection, innovatively produce products using recyclable raw materials, provide green energy (solar system installation), and plant trees. Overall, social enterprises are at the heart of the environment empowerment process, bringing together community members and tourists to participate in activities leading to the enhancement of environment preservation.

“We gather plastic bottles thrown around; ..., we do not use charcoal made from trees for cooking in our safaris... We use briquettes which are made from recycled organic waste, we also use liquefied petroleum gas which is clean energy for low carbon environment... we also encourage our tourists to use refill bottles for drinking water” (*Participant 2*).

Tourists' empowerment process category emerged from our data. Social enterprises' initiatives such as provision of quality information (e.g., websites), engaging tourists in identifying beneficiaries of social enterprise projects, educating tourists about local culture, and serving tourists with already satisfied and empowered staff lead to various visitors' empowerment outcomes. Enterprises offer tourists opportunities to socialise, interact and learn new cultural practices as well as to share their own cultural aspects with the locals. While these kinds of interactions between tourists and villagers

beget feelings of pride and worthiness among community members, the same is true with tourists. Studies show that such a tourist-host engagement produces psychological wellbeing and social wellbeing for tourists (Pyke *et al.*, 2016).

“They [tourists] ...enjoy going to see the workshop and see the mamas...and they really like to be here, we also offer the beading class to tourists. The tourists enjoy asking questions during beading classes and the mamas who teach them feel kind of special teaching tourists about beading and ask tourists question about western culture as well... so it is a nice cultural interchange” (*Participant 8*).

4.6.4 Empowerment as outcomes

This section articulates community empowerment outcomes, which are the ultimate results of various empowerment processes worked out by tourism social enterprises. For instance, there are several outcomes within the *economic dimension*. Noticeable outcomes are jobs, microbusiness, and sustainable income. In *social empowerment*, the outcomes are social order and safety, community inclusion and sense of belonging, and social networks, all resulting from the social empowerment processes (reduction of social crimes, formation of community groups and associations, involvement of the marginalised). For example, a social enterprise invests in renovating streetlights to reduce crime in the community, as one manager said:

“We have put lights in our streets, in one of the streets near the road, it was very dark there during the night and there was an abandoned building

which we renovated. All these were used by criminals and drug addicts to do evils” (Participant 3).

Representation of marginalised people such as women in government administration, local people’s involvement in decision making, and the balance of power between men and women at household level present the impact of *political empowerment* which arises from political empowerment processes as discussed above. However, the lack of an adequate legislative framework for social entrepreneurship in Tanzania was the main source of dissatisfaction pointed out by social entrepreneurs and other stakeholders. Lack of government policy devoted to social entrepreneurship in Tanzania appears to decelerate the understanding and practice of SE in Tanzania. As such it is somewhat hard to set up a social enterprise and gain community and other development actors’ genuine participation. *Environment empowerment* outcomes through SE are revealed to be the decrease of carbon footprint, increase of snow at Mount Kilimanjaro, afforestation, and a clean environment.

Study’s analysis reveals that social enterprises’ activities (e.g., involving tourists in their projects) resulted in *visitors’ empowerment* outcomes. Tourists’ inclusion, tourists’ ability to show attitude of admiration to local culture and traditions, tourists’ enhanced experience, and the increase of responsible travellers – i.e. tourists who purchase locally made products, follow environmental protection guides, and prefer socially minded tour operators – are examples of such outcomes. This finding addresses an empirical gap identified by Aghazamani and Hunt (2017) who argued that, although tourists are key

stakeholders in tourism and empowerment, they are rarely discussed in relation to community empowerment in the tourism scholarship.

4.6.5 Multidimensionality and the interconnectedness of empowerment dimensions

Through applying Scheyvens' Empowerment Framework, this paper uncovers the importance of considering community empowerment as an interrelated multidimensional concept. Data show that the original SEF can work in tourism SE settings and not only in (eco) tourism conventional entrepreneurship. Two more dimensions (environment and tourists) are added to the original SEF, which has four dimensions (economic, psychological, social, and political). Consequently, an enhanced SEF of six dimensions is formed to demonstrate the dynamics of community empowerment as mediated by social enterprises.

It appears that there is a reciprocal interdependence between different dimensions of community empowerment (Figure 4 and 5). From the data, the economic empowerment dimension seems to be the basis and the anchor of other dimensions such as psychological empowerment, social empowerment, political empowerment, environment empowerment, and tourists' empowerment. One interviewee commented:

“...these women feel very much uplifted just because they can do works which were specifically done by men. Women are now much respected by their husbands because now they bring home some income” (*Participant 2*).

The feelings of respect, which is psychological empowerment, is the result of income generation (economic empowerment) through tourism social enterprises. This suggests that marginalised community members acquire psychological empowerment when economically empowered. Likewise, psychological, social, political, environment, or tourists' empowerment are a prerequisite for economic empowerment. For example, a disabled person, who suffers from stigma and stereotype (psychological disempowerment) (social disempowerment) cannot achieve economic empowerment. Furthermore, an empowered tourist would consider revisiting local tourism attractions hence bringing an economic boost to local people, supporting environment conservation, and contributing to psychological and social empowerment. This cycle is continuous and empowerment in the relevant community is achieved. Indeed tourists' empowerment cannot be taken out of the empowerment equation; scholars agree that the provision of meaningful experiences to tourists assures high levels of visitor satisfaction which is key principle of sustainability (Oviedo-García *et al.*, 2019).

Furthermore, through the analysis, we witness a strong link between economic empowerment, psychological empowerment, political empowerment, environment empowerment, and tourists' empowerment. Similarly, economically empowered villagers are more electable in local political post contests and thus they are able to secure leadership positions (political empowerment). Here, it does not mean that the economic gains were used by contestants from local communities to buy leadership positions; it was rather a leverage to acquire confidence, respect and feelings of worth (psychological empowerment) from other community members as exemplified in the quotation below.

“I am a leader in my hamlet, I am a member of the ruling political party, and I felt encouraged and then contested for that post and I won convincingly..... Community members of this location want me to contest for a higher position in the next election. They are all impressed by the economic development... I got by been involved with this social enterprise”
(Participant 14).

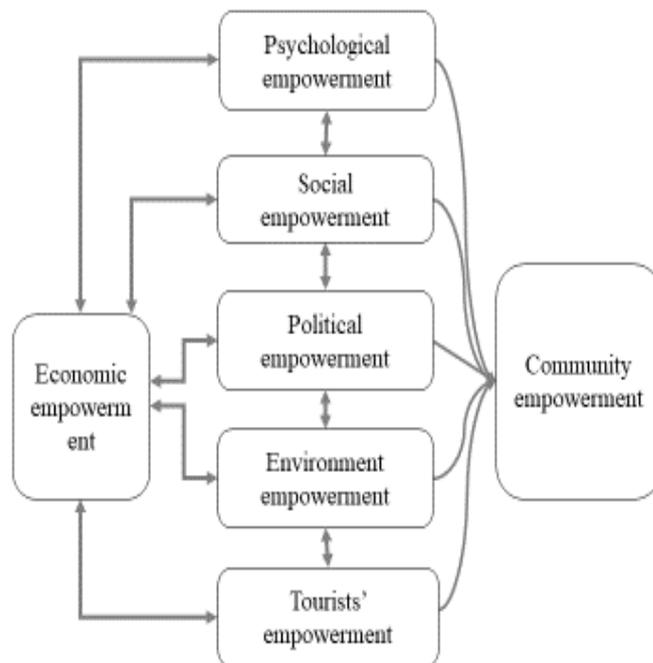


Figure 4: Empowerment dimensions connection

This argument denotes the non-linear, multidirectional, and complex relationship of multiple community empowerment dimensions; thus, empowering local communities requires a holistic approach. This finding addresses the question of why it is wrong to support community empowerment in tourism for sustainability by concentrating on a single dimension or a few dimensions. For instance, as Ansari, Munir and Gregg (2012)

argue, income generation is a means rather than the end toward achieving what people value and desire. Therefore, centring only in one dimension or promoting economic growth alone is misleading.

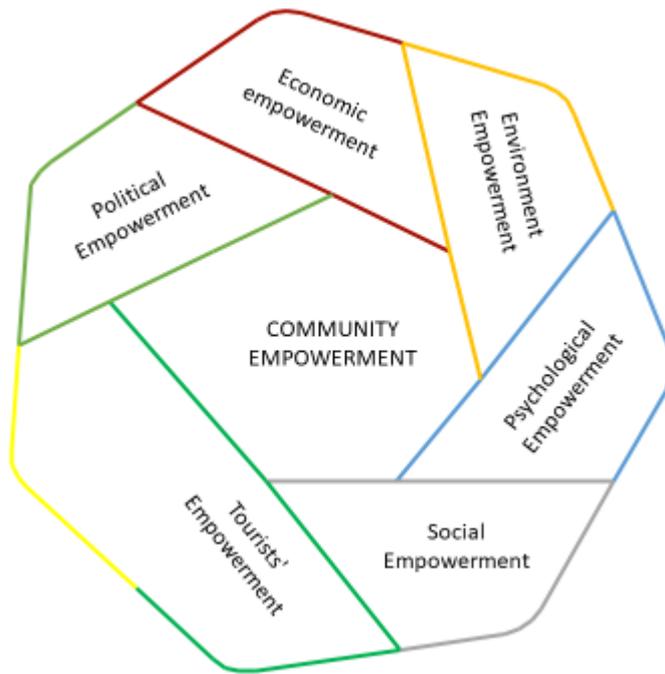


Figure 5: Empowerment dimensions connection

4.7 Contributions of the study

4.7.1 Theoretical contributions

This work primarily contributes to our understanding of the connectedness of social entrepreneurship and community empowerment. This work advances knowledge on the impact of social entrepreneurship as a developmental tool in the context of community empowerment. The findings of this study suggest that social enterprises

further community empowerment in both process and outcome forms, encapsulating six empowerment dimensions. The findings bolster Scheyvens' Empowerment Framework by adding the concept of community empowerment as processes in acknowledgement of the criticisms of Aghazamani and Hunt (2017), who argued that SEF is biased towards *outcomes* rather than *processes*. In our data, empowerment processes are shown by tourism social enterprises' activities such as equal payments, provisions of interest free loans, and entrepreneurial training which lead to community empowerment outcomes such as financial independence, microbusinesses, and assets possessions over a course of time. Consequently, *time* is an important variable in the process of empowerment to achieve the empowerment outcome. This fits well with the concept of SE, which takes into account the processual feature of empowerment (Perrini, Vurro and Costanzo, 2010).

Second, this paper contributes to theory by adding the emphasis on multidimensionality of community empowerment. These dimensions are interconnected and community empowerment, as facilitated by SE, can be fully understood in relation to these interlocking dimensions. The study thus support other scholars' arguments and therefore enrich SEF with the addition of three more dimensions in the quest to capture community empowerment in a holistic manner. These two additional dimensions are *environment* empowerment and *tourists'* empowerment.

4.8 Conclusion

Scholarly and policy interests in the discourses and practices of social entrepreneurship and community empowerment within tourism is steadily growing. This paper therefore seeks to develop an understanding of how and to what extent SE

addresses community empowerment tensions within tourism in northern Tanzania. The study demonstrates that SE empowers community members in multiple ways and that it is important to give attention to all the community empowerment dimensions as opposed to just one or two. Concurrently, the paper reveals that the impact of social enterprises is potentially unsustainable and ineffective. This downside of SE is mainly because of social enterprises' overdependence on donors' resources. Reasons for this unhealthy dependence on the compassion of philanthropists from outside the community are: 1) fluctuations within tourism businesses due to the seasonal nature of tourism sector and 2) absence of a strong legal system and government support for SE.

The above findings have practical and policy implications for how SE can support community empowerment in a manner that supports sustainability. Because of the interconnectedness of community empowerment constructs, social enterprises and other stakeholders should approach empowerment in a broader perspective and not to limit their efforts to fewer domains of empowerment. Both social enterprises and beneficiaries should exercise patience and take into consideration the element of *time* knowing that community empowerment is a process which may take some time before it ultimately becomes an outcome. The time element is integral to sustainability (Lozano, 2008); it usually takes time for communities to be empowered and sustained (Fey, Bregendahl and Flora, 2006). The time element can assist planners and policy makers in community development and social entrepreneurship's stakeholders to set strategic plans which deliver a thorough community empowerment. Also, policy issues should recognise SE and thus set out favourable operating requirements and procedures while emphasising the need to give all stakeholders the space they need to exercise their roles. For example,

taking the government out of the equation in solving grand community challenges while extolling SE in a solitary context is misleading (Dey, Schneider and Maier, 2016; Chalmers, 2020).

4.9 Limitations

This work is limited to SE in the tourism sector, it would be interesting to investigate the role of SE in general without focusing on one contextual area. Again, this study is confined to the northern regions of Tanzania. Tourism SE exists in other areas of Tanzania and other sub-Saharan African countries (Rivera-Santos *et al.*, 2015). Thus, other scholars should consider researching SE and community empowerment in the whole of Tanzania and/or neighbouring countries such as Kenya, Uganda, and Rwanda, to capture a deeper and wider understanding (African Context) of this scholarship gap. Although there are glimpses of women's empowerment in the current study, additional perceptiveness can be brought by studying the potential usefulness of the SE model in encouraging women's coactions to impact the coming generations.

Chapter 5 Paper three

Empowering women through social entrepreneurship: An investigation of tourism social enterprises

Abstract

This paper investigates whether and, if so, how women's empowerment can be achieved using social entrepreneurship (SE) within the tourism sector. Drawing on fieldwork including interviews with 56 members of touristic social enterprises in northern Tanzania, the study reveals evidence of the support of tourism social enterprises for women's empowerment in multiple dimensions. Nonetheless, examining the topic critically, it has been found that 1) social enterprises may create jobs of low status and thus modest and/or unfair income as well as causing families/marriages instabilities and 2) prosocial motivations (sympathy, compassion, and altruistic feelings) among social entrepreneurs might be a licence to exploit rather than empower (low status jobs, low pay) women, thus leading to the unsustainability of SE's empowerment projects. We therefore show that tourism SE is not always an effective tool in bridging gender equality gaps as part of community empowerment. In addressing this, and thus informing the ability of tourism social enterprises to achieve sustainable development goal number five (SDG5), the study emphasises forging and equilibrating partnerships and collaboration among all actors. Likewise, women may achieve wider and more sustainable impact if they synergise their resources and collaborate more actively and effectively. We discuss theoretical and managerial implications as well as future research opportunities.

Keywords: Women's empowerment, social entrepreneurship, tourism, gender equality, social inclusion

5.1 Introduction and research problem

Women's empowerment and gender equality have drawn much intellectual interest over the years (Mello and Schmink, 2017). It is embedded in all 17 of the United Nations Sustainable Development Goals (SDGs), and it is a stand-alone goal number 5 (United Nations, 2015). Women's empowerment is the priority among the SDGs (United Nations, 2015; Miedema *et al.*, 2018). The achievement of women's empowerment and gender equality goal(s) is viewed as a catalyst, which would activate and fuel the attainment of other SDGs, simply because of the critical role that women play in all the SDGs leading to sustainable development (United Nations, 2019b). In connection to that, Alarcón and Cole (2019) call for stakeholders within tourism to tackle gender inequality issues in a *meaningful* and *substantive* manner to achieve the tangible SDGs.

While efforts to achieve gender equality and women empowerment are of global interest and there is progress reported in developed countries, this is not the case with many developing countries particularly in sub-Saharan Africa. Women are still subject to physical and sexual violence, child marriage, female genital mutilation (FGM), domestic work, and high unemployment rate (Nhamo, Nhemachena and Nhamo, 2019; United Nations, 2019b). Gender-based violence in many sub-Saharan African countries is common with more than 44% of women aged 15-49 years of age reported to have experienced some sort of gender-based violence (physical, sexual and emotional violence) (Muluneh *et al.*, 2020). For example, around 200 million women alive today have undergone some form of FGM across 30 sub-Saharan African countries with Somalia, Eritrea, Mali, Guinea, Djibouti, Sierra Leone and Sudan leading the statistics (Obiora, Maree and Nkosi-Mafutha, 2020).

Additionally, about 85.2% of sub-Saharan African women are deprived of land ownership (United Nations, 2019a). Women (including young girls) are also robbed of their time to study or create wealth. Instead they spend long hours fetching clean water, fuelwood for cooking (18 hours a week), and other unpaid domestic chores (Mwatsiya, 2019). For example in Tanzania (an example of a sub-Saharan African country), in a year, women spend an average of 300 hours collecting fuelwood (United Nations, 2019a).

Discriminatory cultural norms and practices are primary causes of gender-based violence, high gender inequality and women discrimination in sub-Saharan Africa (Techane, 2017). Many communities' traditions are responsible for tying women down to carry out unpaid house work, depriving them of resource ownership or access to education and employment (Mwatsiya, 2019). Another possible cause is *communities' economic tensions*, e.g. the scarcity of land, lack of access to improved water sources and clean sources of energy (cooking fuels) and technologies (United Nations, 2019a; Homewood, Nielsen and Keane, 2020). Overall, sub-Saharan Africa's progress towards gender equality is the third lowest (67.2%) across various geographical areas with the gender gap estimated to be closed in 121.7 years (World Economic Forum, 2021). With the existence of these gender inequalities in societies, the whole process of community empowerment is compromised and opportunities to achieve community change and SDGs become slimmer (Odera and Mulusa, 2020).

The role of institutions is important in addressing these problems and achieving women's empowerment. Often, women's empowerment and gender equality have been facilitated by business institutions and government agencies (Bayeh, 2016; Singh, 2018). Nevertheless, these approaches to empower women have proved to have a mediocre

impact because their initiatives are exogenic, unsustainable, over-reliant on external philanthropists, and bureaucratic (Nabacwa, 2010; Nikkhah, Redzuan and Abu-Samah, 2011; Singh, 2018), and often serve to particular institutional agendas and interests of stakeholders rather than disadvantaged women themselves.

Recently, various scholarly work suggests that social entrepreneurship (SE) has the potential to facilitate women empowerment (Borquist and de Bruin, 2019; Chatterjee, Cornelissen and Wincent, 2021). SE – *a way to create social value* through using its financial sustainable strategies and social value creation philosophy – is more likely to empower women far beyond obvious economic benefits, to include social, political, psychological, and environmental benefits as well (Maguirre, Ruelas and Torre, 2016; Gray *et al.*, 2019). So far, the link between social entrepreneurship and women’s empowerment has been researched in the energy sector (Gray *et al.*, 2019), timber industry, microfinance, construction sector (Maguirre, Ruelas and Torre, 2016), micro-manufacturing (Datta and Gailey, 2012), handicraft industry (Haugh and Talwar, 2016), and healthcare sector (Rosca, Agarwal and Brem, 2020). Although, over the past 10 years, social entrepreneurship studies have increasingly appeared in the tourism sector (Mottiar, Boluk and Kline, 2018), there is limited research within the tourism sector studying gender equality and women’s empowerment through social entrepreneurship, except for the studies by Kimbu and Ngoasong (2016); (Laeis and Lemke, 2016). Centring on the tourism sector is key because this sector is viewed as a potent area to foster gender equality, and women’s empowerment (Littlewood and Holt, 2018; Aghazamani,

Kerstetter and Allison, 2020; Dashper, Turner and Wengel, 2020). Nevertheless, when it comes to global pandemics such as COVID 19, the fragility of tourism sector is high. The World Travel & Tourism Council (2020a) shows that the outbreak of COVID-19 has so far caused loss of around US\$4.7 trillion and 62 million jobs. Furthermore, tourism is of utmost gravity because of its ability to affect other economic sectors. This is referred to as the *tourism multiplier effect* (Wondirad, Kebete and Li, 2021), whereby the tourism sector may stimulate or stifle the growth of other sectors of destinations' economy. A purchase of food or souvenirs by tourists, for instance, creates employment directly in hotels and enterprises and indirectly creates jobs in other areas of economic system – e.g., agriculture (Cernat and Gourdon, 2012). Within this sector, social entrepreneurship has the potential to augment the impact of SDGs and create community well-being (Apostolopoulos *et al.*, 2018b).

However, although there is common philosophy between tourism social entrepreneurship and women's empowerment, social entrepreneurship as a tool for community transformation is somewhat disputed among scholars (Finlayson and Roy Michael, 2019). Chalmers (2020) for instance, notices that social entrepreneurship has a problem of solutionism, causing unfavourable community impact as it is assumed to replace other development actors (e.g., government institutions) who, if they work together, could have greater scope of impact. Also, social entrepreneurs are biasedly exalted as "lone" heroes, who messianically solve complex community challenges such as gender inequalities in disconnection with other actors (Montgomery, Dacin and Dacin, 2012). This perception may lessen or eliminate potential benefits of collaborative partnerships between social enterprises/entrepreneurs with other potential gender

equality stakeholders (Bitzer and Hamann, 2015). Such critical stance is important to be kept in mind when approaching to, and investigating, the topic.

While social enterprises (including those operating in tourism) seek to create value by addressing grand community problems, such as gender inequality (Vázquez Maguirre, Portales and Velásquez Bellido, 2018), social entrepreneurship studies in tourism show that fewer dimensions of empowerment are gendered, with many biased towards one or two dimensions over the others (Laeis and Lemke, 2016; Aquino, Lück and Schänzel, 2018; Dahles *et al.*, 2020). As such a recent report by World Economic Forum (2021) shows that, pragmatically, there is an imbalance in gendering the dimensions of community empowerment with more gender equality in education and health aspects (social dimension) and wide gender gaps in political and economic empowerment fronts. This is contrary to the multidimensional nature of community empowerment both in general and in tourism (Strzelecka, Boley and Strzelecka, 2017; Hussain and Jullandhry, 2020). Community empowerment dimensions in tourism are economic, psychological, social, and political (Scheyvens, 1999). It follows then that studying gender equality through a multidimensional empowerment lens assessing social entrepreneurship in tourism may allow us to make theoretical and practical contributions. Thus, a more nuanced and critical understanding of if and how SE within tourism industry contributes to women's empowerment and gender equality is required.

This paper, therefore, seeks to build on the available research linking social entrepreneurship with tourism literature to surface if and how SE contributes to women's empowerment and gender equality (Kimbu and Ngoasong, 2016). It also addresses the

insufficiency and limitations of studies focusing on women's empowerment and gender equality in this domain (Kimbu and Ngoasong, 2016; Laeis and Lemke, 2016). The existing studies emphasise women (owner-managers of enterprises) as heroic social entrepreneurs (agents for change) as a solo and sometimes as a disintegrated group (Kimbu and Ngoasong, 2016). This, in a way, blurs our understanding of the benefits of collaboration and partnership with each other as well as other development actors in an attempt to achieve women empowerment and gender quality. Collaboration and partnership within the social entrepreneurship domain are arguably essential for (women) empowerment (Dahles *et al.*, 2010; Nicholls, 2010). It also respond to calls for scholarly works on contextualising SE in Africa (Rivera-Santos *et al.*, 2015) and its extension to tourism literature within the under-researched continent of Africa (Boluk, 2011; Altinay, Sigala and Waligo, 2016).

Using the context of developing destinations of Tanzania (excellent natural attractions and tourism business growth) (Signé, 2018), this study specifically seeks to find out :

- 1) *Does tourism social entrepreneurship empower women in Tanzania?*
- 2) *What motivates social entrepreneurs to engage in women's empowerment and gender equality?*
- 3) *How does tourism social entrepreneurship empower women to address gender-related inequalities in their communities?*

In achieving the overall aim of this paper, a theoretical and conceptual framework, which allows for a multidimensional perspective is required. Therefore, Scheyvens' Empowerment Framework, which satisfies that need (Scheyvens, 1999), is used.

Employing this framework, we therefore contribute to a holistic understanding of the link between tourism social entrepreneurship and women's empowerment. This paper reveals that although tourism social enterprises are key in women empowerment through job creation, capacity building and advocacy enhancement. There is however a danger for TSE to become a capitalist tool through low status jobs and low wages. The study also show that social enterprises efforts may lead to families instabilities emerging from men's resistance to women autonomy. The study present that for TSE to be more effective, collaboration among women as well as balanced partnerships among actors are essential.

We make three contributions: *First* we contribute to the handful of scholarly works on women's empowerment through tourism social entrepreneurship (Kimbu and Ngoasong, 2016) by adopting, a critical stance on social entrepreneurship contribution on SDG number five, while showing the "importance" and "the better way" of engaging collaboration and partnership for better processes and outcomes of empowerment. In this contribution, we show both empowerment and disempowerment sides of SE.

In this contribution, we show both the empowerment and disempowerment sides of SE. Therefore, it is erroneous to think that women's empowerment responsibility can be shouldered by social enterprises alone without collaborations with other actors. Practitioners' and scholars' behaviour to overhype social enterprises may potentially lead to governmental institutions and other private institutions withdrawing from their core responsibilities to address gender tensions (Chalmers, 2020).

Second, we join a few scholars (Ong, 2009; Carter-James and Dowling, 2017) to examine gendered dimensions of empowerment by applying Scheyvens' Empowerment

Framework (Scheyvens, 1999) in tourism social enterprises within under-researched contexts of developing economies such as Tanzania. In the process of empowerment, women are “somewhat” empowered economically. To escalate this impact, women collectively synergise their income in a reinvestment cycle. This goes on to enhance empowerment in other dimensions – social-culturally, psychologically, and politically. *Third*, we demonstrate policy consequences for social enterprises and sustainable development actors responsible for women empowerment and gender equality. We empirically show the importance of equilibrating partnership rather than competition between actors (organisations) and how collective actions amongst women as facilitated by SE may potentially enhance gender equality to achieve SGD number five.

5.2 Literature and Methods

5.2.1 Empowerment-A multidimensional concept

Empowerment is defined as a state of being empowered as an outcome of the process (Israel *et al.*, 1994). Empowerment has multiple dimensions as a construct (Scheyvens, 1999). This is recognised by feminist theory as well, which elevates the multi-dimensional nature of women’s empowerment, moulded by political, economic, psychological, and social power relations with emphasis on equal access to all types of power and resources (Ibrahim and Alkire, 2007; Turner and Maschi, 2015; Sundström *et al.*, 2017). Empowering a woman *politically* refers to the enhancement of her capacity and choice to participate and be involved in societal decision-making (Sundström *et al.*, 2017). *Economic* construct entails the ability of females to access and/or occupy an economic resources which boost their financial independence. The *psychological*

component includes the establishment of mental feelings that women can better their status. This allows the formation of belief, self-esteem, self-efficacy, psychological well-being (Malhotra, Schuler and Boender, 2002). *Social empowerment* entails the stability, togetherness and coherence of members of the community. Different social groups such as youth groups, saving groups, church groups, and women’s groups facilitate social empowerment (Scheyvens, 1999).

Table 12: SGD 5’s targets

SDG 5: Achieve gender equality and empower all women and girls		
1	Target 5.1.	End all forms of discrimination against all women and girls everywhere.
2	Target 5.2.	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.
3	Target 5.3.	Eliminate all harmful practices such as child, early, and forced marriage and female genital mutilation.
4	Target 5.4.	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure, and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate.

5	Target 5.5.	Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.
6	Target 5.6.	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences.

Source: United Nations (2019b)

5.3 Women (dis) empowerment and SDGs

Women’s disempowerment and gender bias is evident. Women, who constitute half of the global population, have been consistently under-represented in different spheres of development, vulnerable to poverty, are poorly represented in managerial positions, and experience physical and sexual abuse, as well as unfair social norms and attitudes. Disempowering women means tampering with an indispensable foundation (i.e. *gender equality*) for sustainable development of the world (United Nations, 2020). As such, the United Nations set a specific sustainable development goal (the 5th goal) dedicated to gender equality and empowering of women. This goal constitutes six targets (Table 12) (United Nations, 2020). To stress the importance of gender equality, UN made it a cross-cutting agenda in other SDGs by incorporating gender equality-related targets in

these targets (Connell, Holder and Kearney, 2020). It follows then that, to achieve all SDGs, there must be serious intentions to empower women and girls (Ararat, 2020).

Women's empowerment logic originated from feminist literature in the 1980s and then has become widely used in development discourses (Völker and Doneys, 2021). It is a process that takes place over time, where women have an ability to make strategic choices, access resources, employ control over resources, exercise more power to shape their lives and, in that way, achieve gender equality by questioning men's unfair control over women (Sumbas and Koyuncu, 2019). Although empowerment is applied to both men and women, it is more pertinent for females. Women's disempowerment is more evident and superiority of men over women permeates across all social-cultures in different spheres of socio-economic life (Seyfi, Hall and Vo-Thanh, 2020). This gender inequality brings high economic costs leading to social inequities and environmental pollution globally. To counteract this, the empowerment and equal inclusion of women to allow their full participation in all areas of development initiatives are required (Bayeh, 2016; United Nations, 2020).

5.4 Can SE empower women?

Women use social entrepreneurship to empower themselves and achieve equality and sustainable development through accessing and controlling (agency) economic and non-economic assets (resources), and progressively achieving outcomes (Datta and Gailey, 2012; Pareja-Cano, Valor and Benito, 2020). A recent study by Pareja-Cano, Valor and Benito (2020) shows that social enterprise practices such as *pledging*, *bridging*, *coaching*, *accruing* and *peer-bonding* provide pathways (*power to*, *power over* and *power*

with) for women's empowerment. Social enterprises commit to coach women, create the environment for women to participate in community-oriented projects, provide resources and show how to control them (Pareja-Cano, Valor and Benito, 2020). In this way then, women's visibility in the community is elevated (social status) and thus the gender inequality gap is minimised (Haugh and Talwar, 2016; Pareja-Cano, Valor and Benito, 2020).

Different scholars associate SE with women's empowerment. For example Acs, Boardman and McNeely (2013) findings show that social enterprises increase women's involvement in the local leadership, transform oppressive cultural norms, offer opportunities to learn, and enhance women's networking and relationships (Acs, Boardman and McNeely, 2013). Datta and Gailey (2012) highlight that social enterprises use women's collective entrepreneurship to achieve socio-economic empowerment, and Haugh and Talwar (2016) reveal that women's socio-economic empowerment is possible through social enterprises' innovative business processes. In this endeavour, social enterprises' efforts go beyond solving only economic issues to include social, psychological, environmental, and political aspects of life (Weerawardena and Mort, 2006). This implies that social enterprises are likely to offer a more holistic empowerment to the community.

The holistic thinking accounts for different community's social groups (e.g., women) as well as different dimensions of empowerment that affect women. How has social entrepreneurship been used as a vehicle for holistic empowerment? A holistic view of empowerment steers us away from a myopic view of empowerment dimensions to

instead embrace a multidimensional practice and understanding which go beyond the economic logic of empowerment to social-cultural aspects of empowerment (Haugh and Talwar, 2016).

Although extant literature proposes that SE empowers women and is likely to empower them in multiple spheres of empowerment, both SE and empowerment have received scholarly and practical critiques. On empowerment in particular, it is argued that when this is implemented by outside community actors, a dependency relationship which is disempowering might occur (Alawattage, Graham and Wickramasinghe, 2019).

Similarly, SE as a tool for empowerment (solutionism) for complex communities, which are faced by systematic and complex societal challenges, is questioned on its panacea notion, display of individual heroism, and sustainability (Cieslik, 2016; Seda and Ismail, 2019a; Chalmers, 2020). There are also concerns about the superiority of powerful actors whose greedy-capitalist agendas are concealed in the SE social empowerment mission (Fougère and Meriläinen, 2021). To address this ugly part of capitalism though, Chalmers (2020) argues that SE should not be organised solely by self-interested social entrepreneurs or actors. Another issue raised by SE literature and practice critics is the tendency of social enterprises to focus on addressing symptoms rather than the root causes of societal challenges. This attempt usually sends the wrong relaxation signals to other actors who could offer a wider scope and assist an effective transformation (Chalmers, 2020). It is therefore suggested that scholars should first ask why the problem exists and stubbornly interrogate SE's impact and sustainability (Chalmers, 2020). Thus, in this study, admittedly we take a precautionous stance as discussed by the critics of SE community transformation and, in doing so, this study asks if and how social

enterprises in tourism might empower women and contribute to achieving SDG goal number five.

In countries where tourism plays a key role in development, there has been a growth of social enterprises operating in that sector. Tourism is identified as one of the many conduits for achieving SDGs – gender equality and women’s empowerment in particular (Alarcón and Cole, 2019). Scholars recognise the peculiarity of the tourism industry to empower women based on the impression that tourism has comparative advantages for women (Cole, 2018; Rinaldi and Salerno, 2019; Zhang and Zhang, 2020). For example, tourism has more women who are employers than other sectors and the sector employs more women than other sectors (World Travel & Tourism Council, 2019c). Furthermore, the fact that tourism appears to offer many other economic and non-economic benefits and has a direct connection with local communities’ natural resources and culture (Scheyvens, 2000) showcases the acclaimed uniqueness of tourism’s ability to empower women.

5.5 Methodology

The overall aim of this paper is to address whether and, if so, how SE (within tourism) empowers women, highlighting the capacity of SE for a multi-dimensional approach to empowerment. Limited research on SE and women’s empowerment within tourism in Tanzania, the nature and assumptions underlying SE, and community empowerment (social realities, human intersubjective experiences) have led to the choice of the qualitative methodology (Jolley, 2013; Chandra, 2017) using interpretivism by focusing on studying the lived experiences of touristic social enterprises’ beneficiaries,

managers and other stakeholders within Tanzania. Parallel to that we examine their perceptions of objects and events in tourism social entrepreneurship to answer the question of how it empowers women (Neubauer, Witkop and Varpio, 2019).

We adopted a purposive sampling technique to identify relevant participants for this study. A sample of 56 individuals, who are involved in tourism social entrepreneurship in Northern Tanzania, were interviewed and six were involved in one focus group discussion. The sample comprised owners/members of management of the selected diverse tourism social enterprises and beneficiaries (employees, suppliers) of those social enterprises. The sample included other stakeholders of social entrepreneurship in Tanzania such as members of public universities and colleges, donors' representatives, the chairperson of Tanzania's SE network forum, and SE consultants (refer to Table 13). These stakeholders are instrumental to community empowerment and SE in Tanzania (Mori and Fulgence, 2009; Newenham-Kahindi, 2010).

Face-to-face and telephone interviews (semi-structured) with the key informants were conducted in both English and Swahili languages and all the interviews were audio-recorded. The researcher asked the participants to discuss if, why and how SE within tourism enhances women's empowerment. The focus group discussion (FGD) comprised six participants who were leaders and beneficiaries of tourism social enterprises, and who have a range of different experiences in and exposure to SE in tourism. Thus, this FGD made it possible for the researchers to exploit participants' experience of and insights into how SE empowers or disempowers women. This paper used the FGD to ensure

interactions among the participants, and to elicit a large volume of data and range of views, thus maintaining the quality of data (Hennink, 2014; Patton, 2015).

Table 13: Details of the participants

Participants	Description	Gender	Age	Education Level
Participant 1	Manager of a touristic social enterprise	Female	38	College
Participant 2	Manager of a touristic social enterprise	Male	46	College
Participant 3	Manager of a touristic social enterprise	Female	30	Secondary School Education
Participant 4	Manager of a touristic social enterprise	Male	35	Bachelor's Degree
Participant 5	Manager of a touristic social enterprise	Male	40	College
Participant 6	Manager of a touristic social enterprise	Female	27	Bachelor's Degree
Participant 7	Manager of a touristic social enterprise	Male	29	College
Participant 8	Manager of a touristic social enterprise	Female	32	Master's Degree
Participant 9	Manager of a touristic social enterprise	Male	28	Bachelor's Degree
Participant 10	Manager of a touristic social enterprise	Male	38	Master's Degree
Participant 11	Manager of a touristic social enterprise	Male	40	Secondary Education
Participant 12	Beneficiary of touristic social enterprise	Female	50	Primary School Education
Participant 13	Beneficiary of touristic social enterprise	Female	40	Primary School Education
Participant 14	Beneficiary of touristic social enterprise	Female	57	Primary School Education
Participant 15	Beneficiary of touristic social enterprise	Female	50	Primary School Education
Participant 16	Beneficiary of touristic social enterprise	Female	40	Primary School Education
Participant 17	Beneficiary of touristic social enterprise	Female	35	Primary School Education
Participant 18	Beneficiary of touristic social enterprise	Female	30	Primary School Education
Participant 19	Beneficiary of touristic social enterprise	Female	50	Primary School Education

Participant 20	Beneficiary of touristic social enterprise	Female	46	Primary School Education
Participant 21	Beneficiary of touristic social enterprise	Female	48	Primary School Education
Participant 22	Beneficiary of touristic social enterprise	Female	33	Primary School Education
Participant 23	Beneficiary of touristic social enterprise	Female	58	Secondary School Education
Participant 24	Beneficiary of touristic social enterprise	Female	63	Secondary School Education
Participant 25	Beneficiary of touristic social enterprise	Female	45	Primary School Education
Participant 26	Beneficiary of touristic social enterprise	Female	38	Primary School Education
Participant 27	Beneficiary of touristic social enterprise	Female	33	Primary School Education
Participant 28	Beneficiary of touristic social enterprise	Female	29	No Education
Participant 29	Beneficiary of touristic social enterprise	Female	35	Primary School Education
Participant 30	Beneficiary of touristic social enterprise	Female	31	Primary School Education
Participant 31	Beneficiary of touristic social enterprise	Female	28	Primary School Education
Participant 32	Beneficiary of touristic social enterprise	Female	29	Primary School Education
Participant 33	Beneficiary of touristic social enterprise	Female	22	Primary School Education
Participant 34	Beneficiary of touristic social enterprise	Female	60	No Education
Participant 35	Beneficiary of touristic social enterprise	Female	58	No Education
Participant 36	Beneficiary of touristic social enterprise	Female	34	Primary School Education
Participant 37	Beneficiary of touristic social enterprise	Female	35	Primary School Education
Participant 38	Beneficiary of touristic social enterprise	Female	30	No Education
Participant 39	Beneficiary of touristic social enterprise	Female	56	No Education
Participant 40	Beneficiary of touristic social enterprise	Female	41	Primary School Education
Participant 41	Beneficiary of touristic social enterprise	Female	22	College

Participant 42	Beneficiary of touristic social enterprise	Male	32	Secondary School Education
Participant 43	Beneficiary of touristic social enterprise	Male	35	College
Participant 44	Beneficiary of touristic social enterprise	Male	34	Primary School Education
Participant 45	Beneficiary of touristic social enterprise	Male	35	Secondary School Education
Participant 46	Beneficiary of touristic social enterprise	Female	42	Secondary School Education
Participant 47	Beneficiary of touristic social enterprise	Male	28	Secondary School Education
Participant 48	Beneficiary of touristic social enterprise	Female	35	Secondary School Education
Participant 49	Beneficiary of touristic social enterprise	Female	31	Secondary School Education
Participant 50	Stakeholder in social enterprise/business	Male	38	Master's Degree
Participant 51	Stakeholder in social enterprise/business	Male	41	Bachelor's Degree
Participant 52	Stakeholder in social enterprise/business	Female	35	Bachelor's Degree
Participant 53	Stakeholder in social enterprise/business	Male	36	Master's Degree
Participant 54	Stakeholder in social enterprise/business	Male	32	Bachelor's Degree
Participant 55	Stakeholder in social enterprise/business	Male	37	Bachelor's Degree
Participant 56	Stakeholder in social enterprise/business	Male	46	PhD

Following the suggestions of Patton (2015), we analysed the data inductively and deductively as part of thematic analysis. Data were analysed and key phrases relevant to the objective of the study were recorded and deduced from the data. In stages, the process of analysis is elaborated to indicate rigor of the application of a hybrid approach to thematic analysis (Fereday and Muir-Cochrane, 2006). Across the dataset, we looked for themes (patterns of meaning) that point out whether and, if so, how SE within tourism empowers women, with a focus on the multiplicity of the constructs of empowerment

(Clarke, Braun and Hayfield, 2015). The process started with transcribing all audio files into text. This was followed by re-reading the text for familiarisation and deeper understanding (Moser and Korstjens, 2018). We then used QSR NVivo 12 to code the quotations and coordinate them into first-order codes (parent nodes) and second-order codes (child nodes), aiming at streamlining codes into themes/categories or a theory (figure 6) (Saldaña, 2015). To achieve this, the study used Gioia's methodology whereby the second-order codes were poured into aggregated dimensions, as propounded by Mikkelsen (2018), to develop concepts/theories.

First, using NVivo 12, we identified initial codes pointing out whether, and if so how tourism social enterprises empower women as informed by Scheyvens' Empowerment Framework. After a carefully re-reading and review, we grouped similar codes together and name them *first order codes*. Thereafter, we identified themes which emerged from the first-order codes; Scheyvens' Empowerment Framework and other empowerment literature support the formed themes, named *second-order codes*. We then aggregated the second-order codes (themes) to form empowerment dimensions as shown in the data structure in figure 6. Although the analysis followed the step-by-step phases as postulated by (Braun and Clarke, 2006), in the real sense, the analysis was done reiteratively and reflectively, overtime (Mikkelsen, 2018).

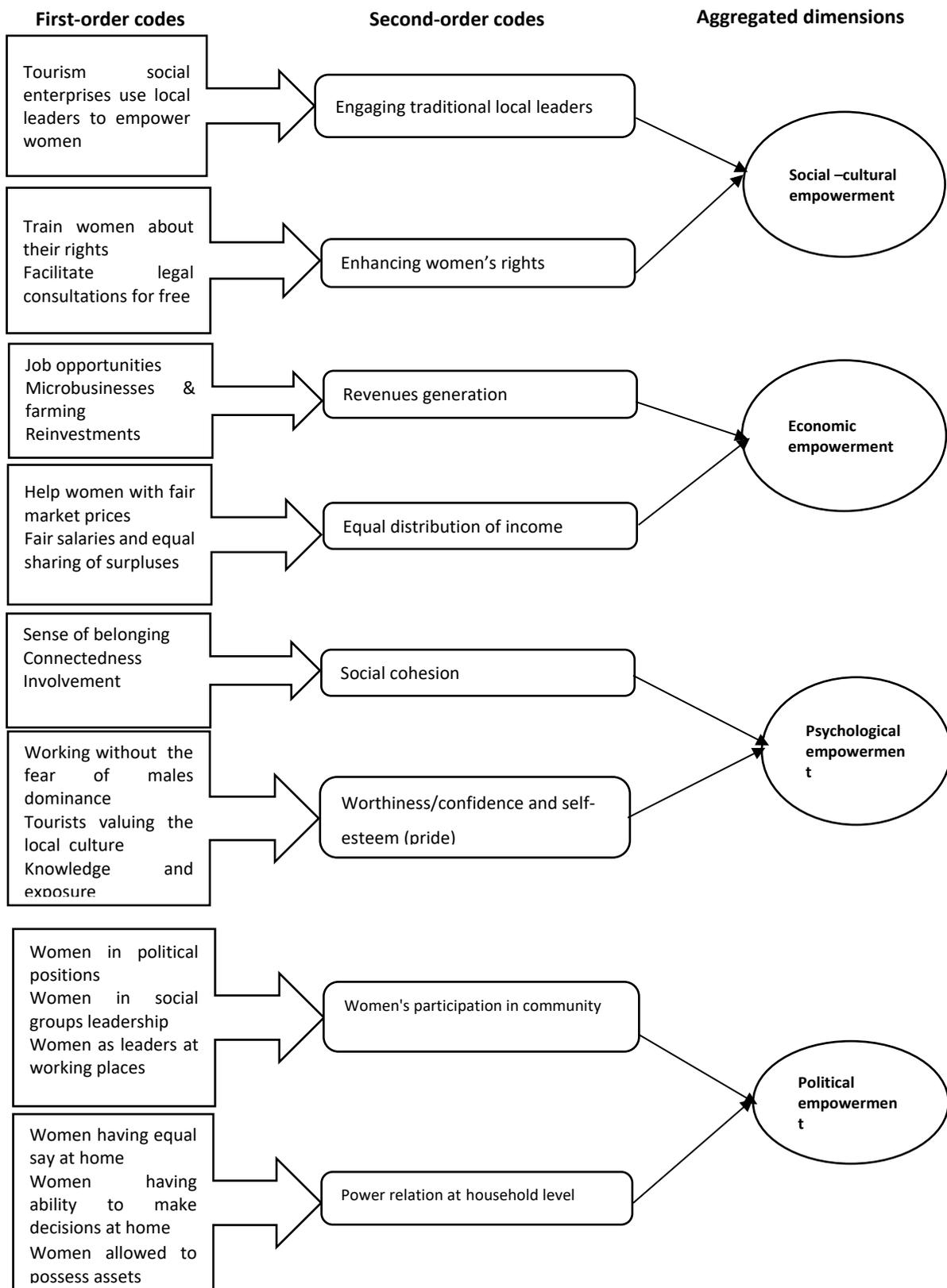


Figure 6: Data Structure

5.6 Findings

5.6.1 Does tourism social entrepreneurship empower women in Tanzania?

The aim of the paper is to understand the role of tourism social entrepreneurship as a conduit for women’s empowerment. To address that, we first sought to interrogate whether tourism social enterprises are useful vehicles for bridging the gender gap in Tanzania. Relevant to this, we unveiled the four dimensions of empowerment (Table 14), in which tourism social entrepreneurship improves women’s status and position in Tanzania. Progressively, tourism social enterprises work to increase women’s participation, as well as access and control over both economic and non-economic resources.

Table 14: Dimensions of women empowerment

Empowerment Dimension	Indicators	How social enterprises empower	Example of quote (s)
<i>Social-cultural</i>	Decrease of oppressive cultural practices against women	<i>Education and training</i>	<i>“This enterprise has helped to remove bad traditions in Maasai culture through education.....”(Participant 37).</i>
	<ol style="list-style-type: none"> 1. More girl children attend schools 2. Fall in early and/force marriages 	<i>Traditional leaders’ engagement</i>	<i>“...we have managed to engage traditional leaders in our partnership who are</i>

	3. Land/properties possession by women 4. Falling of women's FGM 5. Women doing culturally perceived men's jobs		<i>the most respected people and in that way women are happy to know traditional Maasai leaders are supporting them"</i> (Participant 9)
		<i>Raise women's rights awareness and legal advice</i>	<i>"...they teach us about our worth and how we should be respected by community members as women. We were taught a woman can also possess a piece of land..... I have learned a lot regarding rights for land possession, marriage laws and children..."</i> (Participant 26)
	<i>Social network among women</i>	<i>Link women with each other</i>	<i>This enterprise has connected us.....we can meet, socialise, As a group of women, we work together on fattening cattle..."</i> (Participant 17)
CONTROVERSIES:	<i>Family/marriage instabilities</i>	<i>Women transformation =</i>	<i>"..the husband of one Maasai woman accused us</i>

		<i>Men's inferiority feelings</i>	<i>that we have transformed his wife from a house wife... an employed woman ...so currently they are separated the husband lives alone, the wife lives alone and their children live with their grandparents" (Participant 6)</i>
Economic	<i>Jobs</i>	<i>Create employment opportunities</i>	<i>"...we have employed around 100 women par time and like 14 permanent staff" (Participant 6)</i>
	Entrepreneurship skills and opportunities	Training and creation of microbusiness opportunities	<i>"We were taught to do small business that is why we are able to do our own sales; we were also taught how to make beads and sell them to tourists" (Participant 20)</i>
		Link women with local &	<i>"This enterprise connects us (women) with fair trade and</i>

		international markets	<i>business-tourists ...connects us with international Fair trade events (Participant 46)</i>
		Buy supplies from women entrepreneurs	<i>"We (social enterprise) buy fruits and vegetables from the women who live here at Mailisita village"</i> (Participant 1)
CONTROVERSIES:	Unequal/unfair payments	Pay management team more than other staff	<i>"We are so much discouraged because of the payment.....There is no equality of payment here. For us women in the workshop we are paid very little while others at management are paid more"</i> (Participant 29)
Psychological	Workplace respect for women hence confidence boost	Fight against verbal abuse towards women at the work place	<i>"...there are times in the past there was one supervisor who was a male, was very harsh to us staff, so we were working with</i>

			<p>fear and no confidence, but our boss..... when she saw that she removed that supervisor and she set us free. We work with confidence..." (Participant 26).</p>
	<p>Sense of belonging/social cohesion</p>	<p>Create social networking in groups</p>	<p>"Being in a group has made us (women) to feel very good, we feel we belong to each other, and we live and work peacefully" (Participant 46).</p>
		<p>Involve women in product designing</p>	<p>"...we work together and produce according to the new designing...the designing process involves us, we can give out our opinion on how the product should look like" (Participant 26).</p>

	Feelings of worth, self-esteem and pride	Link women with tourists	“I feel respected when tourists visit us here, they are amazed to see the work of our hands. That makes us very happy when they admire our work” (Participant 29).
	Knowledge and exposure = confidence	- Familiarise women on their rights - Entrepreneurship and other skills training	“... (Enterprises) have trained and taught us about what our rights are and how to be entrepreneurs” (Participant 27).
Political	Women as political and social group leaders	Overall contribution on confidence, electability, economy, leadership skills	“I am a leader in my hamlet, I am a member of the ruling political party, and I felt encouraged and then contested for that post and I won convincingly against a male contestant...” (Participant 14).

	<p>Women’s power and autonomy at household level</p>		<p>“We use the income for family needs; I take the money home and discuss with my husband how to use it. We decide about the money together, if he say let us do this and I do not like it, we can discuss and come to a win-win agreement to change the decision. He also bring his money and we decide together as well” (Participant 22).</p>
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Women’s economic empowerment appears to be the centre of many enterprises, particularly on job creation. The current global pandemic seemingly has heightened the gender inequality gap within the tourism sector, with women being more affected in the social and economic fronts (Czymara, Langenkamp and Cano, 2021; Mihailescu and Rinaldi, 2021). Because of their ability to unite women with other institutions, social enterprises are arguably the relevant tool to practically, and through policy transformation, address the gendered impacts of COVID-19 (Abbas *et al.*, 2021). In our study, before and during the pandemic, tourism social enterprises have continued to

engage and affect women, particularly those in regions. For instance, in the economic construct through job opportunities creation and/or training on entrepreneurship, social enterprises support women to generate sustainable income. Following the lockdowns and international travel restrictions, tourism social enterprises activities were highly affected (Bacq and Lumpkin, 2020). In our study, for these enterprises and their social projects to survive, they were pushed to invest more time in forging more relationships with internal (e.g., staff) and external (e.g., donors) actors, as well as inventing new ways to gain more financial support. This was well elaborated by this social enterprise's manager.

“With Covid 19, we have received very few tourists and thus very low revenues, we have struggled to support women who supply vegetables and fruits at our enterprise...we had to ask for support from the church board to keep going and, recently, we entered into a competition for support from a foundation which supports tourism social enterprises in times of crisis” (Participant 1).

In that way tourism social enterprises' resilience is set through keeping or increasing sources of funds and in that way sustainably keeping women in jobs or supporting them in other empowerment dimensions. It appears that economic empowerment offers women a strategic advantage to tap into other dimensions (e.g., social or psychological) of empowerment. In this way, women's life wellbeing is improved holistically although slowly. Tanzanian women account for a higher percentage (52%) of the working-age population but make up a greater proportion of the economically inactive population (underutilised) (Idris, 2018; Pimkina and de La Flor, 2020). As such,

the current efforts by social enterprises to empower women in Tanzania are much needed to minimise the existing gender gaps in Tanzania and in that way contribute to SDGs' achievement (Amzat *et al.*, 2019).

5.6.1.1 Disputes and controversies

While tourism social enterprises progressively empower women as shown above, our data also show that this is not the case all the time. Tourism social enterprises do not offer answers to all gender tensions, and we must exercise caution in making it an overrated tool for women's empowerment. It is pointed out by our data that some enterprises do not pay women equally. Linked to this, jobs created by social enterprises are perceived to be inferior and of modest status – e.g., bead making, cooking, etc. Furthermore, some women perceive that social enterprises are rather more exploitative than developing tools, by taking advantage of women's lives' misery as indicated by participant 29.

“This enterprise does not have a positive perspective about us, they exploit us a lot, because they know we are in need and that we do not have any options. We thought they will help us, but I think they are using our weaknesses and poverty to exploit us because they already know about us. When they registered us they asked us about our families, children and problems” (Participant 29).

Further to this, while enterprises empower women economically, social-culturally, or psychologically, this results into men's feelings of low esteem. Consequently, there is

evidence of family instabilities and separations and disintegration of families which by far affects children the most:

“...one Maasai woman’s husband, accused us that we have transformed his wife from a housewife... To an employed woman ...so currently they are separated. The husband lives alone, the wife lives alone, and their children live with their grandparents” (Participant 6).

5.6.2 Why women?

Community empowerment problems are faced by all local residents’ groups: be it men, women or youths, they may all face failure to utilise their rights to access shared social resources (Han *et al.*, 2014). Nevertheless, distinctively, the majority of tourism social enterprises in Tanzania appear to aim more in addressing community empowerment challenges facing women compared to other community groups. To understand the role of tourism social entrepreneurship in addressing gender issues to attain SDG number five, we seek to understand what motivates tourism social enterprises in Tanzania to empower women and thus address the second question of the paper. This would present an understanding of the “why” of social entrepreneurs’ behaviour and reveal what motivates entrepreneurs who choose to empower women (Braga, Proença and Ferreira, 2014). Compassion/altruism and feelings of care by social entrepreneurs, and women’s ethical attributes are cited as reasons.

5.6.2.1 Sympathising with marginalised women

Our data show that these enterprises do that because women are more marginalised than other social groups. Women who are beneficiaries of these enterprises deal with a myriad of grand community problems compared with other community's social groups. These problems range from social to environment challenges (refer to Table 15 below) as detailed by these interviewees:

“So very much the marginalisation of Maasai women...Maasai women especially are oppressed, they are not given a voice, not given any right, do not have access to their rights... so it is all about independent income” (Participant 24).

“...a lot of smoke as we use firewood to cook, you know these traditional stoves ... because a lot of smoke, our children could not study properly because of the smoke, we did not have a solar system ...big trouble for children to study at home.... We also did not have enough income to support our lives, lack of sufficient food, clothes. There were also a lot of disease caused by smoke; children got lungs and respiratory problems, eyes problems” (Participant 19).

Women's disadvantageous circumstances are escalated by numerous community challenges such as unemployment, exclusion from property possession, miserable housing systems, and oppressive cultural behaviours, diseases, unpaid house chores, financial exclusion, and indoor air pollution, as well as being perceived as second-class citizens who are voiceless. These problems triggered and developed feelings of concern,

sympathy, and compassion in social enterprises/entrepreneurs; as such, they focus on helping women as put forward by these interviewees.

“...the purpose of having this enterprise is to help in achieving economic independence for women, social entrepreneur, Mr. [our director] researched and found out that.... women suffer a lot, they are not valued within their community by their husbands, and he reasoned that if he does something he would help them a lot and he does this and our husbands have accepted this” (Participant 6).

“....Mr [our director] researched and found out that Maasai women suffer a lot, they are not valued within their community by their husbands, and he reasoned that if he could do something he would help them...” (Participant 7).

So, basically, social entrepreneurs were moved by sympathy and humanitarian traits towards oppressed women. Social entrepreneurs spent time with women; therefore, they observed/researched, and then identified the sufferings of those women. Social entrepreneurs' interactions with disfranchised women unmasked the plight of disadvantageous women. This led to the feelings of care by social entrepreneurs to the victimised women. Scholars maintain that compassion may supplement traditional self-oriented motivations in encouraging social entrepreneurship (Miller *et al.*, 2012). The analysis of our data reveals that tourism social enterprises are prosocial, motivated by compassion and sympathy towards addressing women's chronic problems. Prosocial enterprises aim at taking social responsible actions to improve community's quality of life,

social cohesion and wellbeing (Brieger *et al.*, 2019) through social entrepreneurs' displays of empathy (Bacq and Alt, 2018) and/ or social enterprises creating a connective and collaborative environment for actors (Brieger *et al.*, 2019).

Table 15: Acute Community Challenges facing women in Tanzania

CATEGORY	PROBLEMS
ECONOMIC	<i>Lack of employment No rights to possess properties Poor housing system, Poverty Lack of sustainable income Lack of market for their tourists products</i>
SOCIAL-CULTURAL	<i>Oppression and marginalisation of women Poor lighting making it difficult for children to study at night Diseases because of traditional cooking stoves(respiratory and eyes problems) Hunger, sufficient clothing, idleness, prostitutions, Not valued and respected Female genital mutilation Early/child/ forced marriages Lack of clean water Walking long distances to fetch clean water</i>
POLITICAL	<i>Voiceless women at home and in public, Can't say their opinions at household and community level</i>
ENVIRONMENT	<i>Indoor air pollution because of traditional cooking stoves Deforestation because of traditional cooking stoves</i>

5.6.2.2 Qualities of women in relation to SE

Our data reveal three women's ethical attributes – *trustworthiness*, *commitment*, and *discipline* – that are responsible in attracting social enterprises to work with them in their endeavours to achieve not only women's empowerment but also the whole community's empowerment. Social enterprises participated in the study work with disfranchised women in various ways to empower them because they draw on the notion that women are "more faithful", "more committed", and "more disciplined" than men.

This paper's data show that this belief gives social entrepreneurs confidence that women who possess these moral qualities have higher chances of been empowered as stated by these social entrepreneurs.

"We have also learnt that women are more faithfully and committed than men. I am not sure if we can generalise it, but if you work with groups in which women are leaders, the possibility to be successfully is higher than in those which are led by men" (Participant 49).

"...it happened that most of our beneficiaries are women, probably because women are believed to be more faithful and able to dare and more disciplined in paying back the grants" (Participant 36).

Thus, tourism social enterprises opt to work with women rather than men through employment creation, training, and financial support. Social enterprises mobilise funds from tourists and give them to women as grants to use as micro-business start-up seeds. These women commit to training on entrepreneurship, offered by these enterprises and then work hard on their business ideas and commit to pay back the grant (no interest). Most of these enterprises' trust in these women is based on *cognition* and *beliefs* in the women's ethical traits. They rely on their prior cognition and belief (emotional trust) about women's behaviour; as such one participant claim;

"We have also learnt that women are more faithful" or "women are believed to be more faithful" (Participant 3).

5.6.2.3 Capacity for wider collective impact

This paper found that social enterprises prefer to focus on empowering women within communities because of the fact that women are in a better position to empower the whole community. Tourism social enterprises which seek to achieve a wider and deeper impact for women choose to align with different organisations across civil society, businesses, and the public sector. Empowered women are able to exert a far-flung impact starting from their households and disseminating throughout society. Wider impact beyond personal impact is one the objectives and expectations of tourism social enterprises as stated by this manager:

“....so their objective was income generation for Maasai women which in turn will impact their families and communities” (Participant 8).

There is evidence of women utilising their generated income, education, and social network to support the education of others (particularly orphans), job sharing, social and moral support through networking, and training other women from villages in far regions. For example, one social enterprise empowers women through training them to make clean cooking stoves and set up solar systems. These women then teach and train other women in other unreached villages on how to make clean cooking stoves – this is clear evidence of the escalation of the impact on other unempowered women in other unempowered villages as stated by this community member:

“I am involved in making clean cooking stoves. We are in different groups, and each group has around six people. Initially they made a clean stove for me and set up a solar system for my house. Then I was trained on how to

make clean stoves and we then teach others in other villages on how to make these stoves” (Participant 11).

The spread of the impact from empowered women on the general community does not end only after training others; it also includes issues such as *financial support* and *job sharing* to other vulnerable groups such as orphans or unemployed females respectfully. In other villages social enterprises helped women to assemble *milling machines* which is beneficial to all people in the entire village as well as neighbouring villages.

“In our community sometimes, we offer casual-temporary jobs to jobless young girls...we may ask these girls to help us in different activities and in that way they get kind of training through experience. In that way, they are helped, because they were idle. Now they have something to do and we pay them per day” (Participant 9).

“...in my ward we have about 70 Maasai women who work maize flour-milling machines...” (Participant 21).

5.6.2.4 How Social entrepreneurship empowers women

This section shows how tourism social entrepreneurship empowers women in Tanzania. We unveil the ways by which tourism social enterprises contribute to attaining gender equality and empowerment for all women and girls. We thus show the approaches used by social enterprises in Tanzania to unite women and to collaboratively

transform lives. We further show how social enterprises collaborate with other empowerment actors to achieve SDG5.

5.6.2.5 Collaborations among women through SE

Drawing upon the interviews conducted with participants, social enterprises play a significant role in linking women to each other. The amalgamation of women by social enterprises is key in addressing community's gender inequality and the achievement of women transformation:

“...we put them in groups, we call them platforms, and in those platforms those with like-mind they meet together and start mutual businesses...”

(Participant 9).

This mechanism brings out the social resources that women have which are then turned into economic outputs. Women with diverse talents enjoy friendship and socialisation with each other from the established social connection. These women then build on this social networking, cemented by trust to work together in economic projects as was commented on by participant 17:

“This enterprise has connected us.....we can meet, socialise, and eat traditional food together as members of the group...I enjoy that a lot because of that connection. As a group of women, we work together on fattening cattle in which we sell and share benefits” (Participant 17).

This is possible because collaborative engagements among women result in meaningful conversations, which helps create diversity and inclusion. This helps women

to identify and solve their individual and communities' problems collectively. Through the groups formed by social enterprises, women are able to reach out to other communities' social groups in their locality and other areas to support different societal projects. For example, as Participant 22 explained, that women would organise themselves to help children in schools to study better, albeit on a small scale.

“...We have established a group of women to support students at school in the Ngorongoro area...” (Participant 22).

However, while there is evidence of signs that women's collaboration among themselves shapes communities' projects and women individuals' economies, there is no evidence of improvements on other empowerment constructs – particularly the political construct. This work's data show that women's political positions in local communities was not simply an outcome of women's collaboration but also the involvement of other social groups including men. Furthermore, women's choice to join political parties seems instrumental for women's journey towards political positions.

“I am a leader in my hamlet, I am a member of the ruling political party...Community members of this location want me to contest for higher position in the next election...” (Participant 14).

This implies that a closed women's collaboration (with each) alone might not be adequate for multidimensional women's empowerment. Establishing collaborations which are cross-societal to include other social groups and institutions (governmental agencies and private firms) could probably result in a more holistic women's empowerment.

5.6.2.6 Inter-organisational collaboration

Collaborative actions are key for social enterprises to create better social value through addressing gender tensions (Islam, 2020). These sorts of arrangement help social enterprises obtain different resources (materials and non-materials) necessary for social change which among others include women empowerment (Montgomery, Dacin and Dacin, 2012). On collaboration, the findings reveal inter-organisational collaboration (coaction between social enterprises and other organisations):

“...we collaborate with a microfinance firm and thus have a tourism-microfinance model...” (Participant 4).

The reason for this inter-organisational cooperation is to synergise resources to empower more women. Social enterprises collaborate with non-prosocial tourism enterprises, microfinance firms, government agencies (e.g., Tanzania Tourism Board), training institutions, and international organisations. Partnership and collaboration help tourism social enterprises to have more and much needed time to focus on tourism activities for better results. Other enterprises work alongside other institutions – e.g., private legal firms – to offer legal advice or train women on their rights for free. Women’s rights enlightenment boosts women’s confidence – as such, they challenge unfair patriarchal traditions, making their voice heard at home, as expressed by this woman:

“...through education, for example women can now express themselves, discuss and let their views heard at household level, which is against traditional Maasai culture” (Participant 26).

The findings of this paper also reveal collaboration between social enterprises at the local level (Tanzania) and their branches and partners internationally (the USA, Australia, and the UK). Social enterprises benefit from this sort of collaboration through gaining financial and expertise resources to empower the marginalised communities. However, this collaboration might appear to be the continuation of external financial dependence by local social enterprises. Although Tanzania's social enterprises generate income from their activities, however, most of their financial resources come from their partners (NGOs, tourism companies, sister social enterprises) in the western world (the UK, the USA, and Australia).

“...so social enterprise in the UK like I said, [our social enterprise] which is very much connected with the same enterprise in the UK, that is where a lot of resources come from and then internally in Tanzania we do generate sales ... but then we get donations from other outside sources such as AVI – Australian Volunteers International...” (Participant 8).

5.6.2.7 Multiple dimensions of women's empowerment

In understanding *how tourism social enterprises empower women*, four dimensions of empowerment emerged from this work's data. These are social-cultural (through local traditional leaders' engagement, raising women's rights awareness), economic, psychological, and political. **Social-culturally**, the interviews with participants disclose the decreasing and elimination of some adverse social and cultural norms that dictate unequal treatment of women, e.g., denying education to Maasai females, female

genital mutilation, and early marriages, or forced marriages, social harassment and denying of owning properties.

“This enterprise has helped to remove bad traditions in Maasai culture through education, for example, women can now express themselves, discuss and let their views be heard at household level, which is against traditional Maasai culture, female genital mutilation is not practiced anymore, girl children are now taken to school and such things”(Participant 37).

To do so, social enterprises work with local traditional leaders to transform women’s lives. Interviewees recognise the convincing power and endless immense efforts by social enterprises in transforming leaders’ (male) perceptions towards women and as a result the negative mentality these men have towards women changes and, contrary to cultural beliefs, the leaders now come out in support of the community’s women.

“...we have managed to engage traditional leaders in our partnership who are the most respected people and in that way women are happy to know traditional Maasai leaders are in supporting them” (Participant 42).

Furthermore, within the social-cultural dimension, social enterprises provide training on the rights of women, widows, and girls on various issues, such as the right to decide on various personal, social, and financial matters, the right to work, and the right for widows to inherit their husbands’ wealth. Furthermore, some of the social enterprises link these women with legal experts when in need of legal advice, all of which is now free of charge.

“...this enterprise has opened Maasai women’s eyes regarding their rights especially the law of inheritance. Many women didn’t know how to defend themselves, their husbands would die and all the assets and properties would be taken by other relatives and women would be left with children alone, suffering. We have seen bad and oppressive cultures taken down/out; for example, a cultural practice that women are not supposed to work, this enterprise has helped in taking out these types of bad cultural practice” (Participant 13).

Evidence of **women’s economic empowerment** by tourism social enterprises is unveiled in the interviewees’ accounts. Some of the participants stated how women’s economic wellbeing has improved. Enterprises provide training, create jobs, increase income and livelihood opportunities, and increase access to owning properties. Most women generate income from making and selling handicrafts to tourists and other customers at international markets as enabled by social enterprises:

“This enterprise connects us (women) to Fairtrade and business tourists who teach us on different styles of craft and bead making as per the need of their market. Because of opportunities to attend fair trade events... (Participant 29).

Self-esteem, increasing of confidence, pride in culture and traditions and happiness show **psychological empowerment for women** (Scheyvens, 1999). The analysis of data presents several points, which display the contributions of social enterprises towards women’s psychological empowerment. Particularly, there is an increase in the

sense of belonging and the relationships among community members within because the social enterprises' activities contribute to social cohesion. There is a feeling of togetherness among the women who are community members and beneficiaries of these tourism social enterprises. These women are connected, love each other, and work together regardless of their age, religion or tribe as indicated by one interviewee:

“Being in a group has made us (women) feel very good, we feel we belong to each other, and we live and work peacefully” (Participant 30).

In this paper's data, the analysis identifies how women are politically empowered both at community level and at household level because of tourism social enterprises' efforts. Some women are leaders, trusted by political parties to represent their community issues including women's matters to the government. Women are leaders at least at government lower level than some, through a Tanzanian ruling party, which means it is much easier for her to present the interests of local women at higher level.

Women's representation on community decision-making structures (Scheyvens, 1999) and the increase of *women's decision-making* autonomy in households (Sell and Minot, 2018) indicates political empowerment. Power relations and decision making should be looked at not only at the community level in general but also at the household level to ensure meaningful women's political empowerment:

“...training offered has been very useful for them because some of them have the courage to make decisions at home now. They have voices at home regarding family matters; at village level they can give their opinion and advice regarding building dispensaries and schools” (Participant 6).

5.7 Discussion

With the increasing challenges facing women globally, and with sub-Saharan African countries struggling more to achieve the targets of SDG 5 (Nhamo, Nhemachena and Nhamo, 2019; United Nations, 2019b; Muluneh *et al.*, 2020), various accounts on SE suggest that social enterprises have the potential to empower women (Chatterjee, Cornelissen and Wincent, 2021; Sahrakorpi and Bandi, 2021). Arguably, because of its wider impacts (spillover effects) to other sectors through sectorial interconnection (Scarlett, 2021), the tourism sector provides many opportunities for SE to empower communities (Sheldon, Pollock and Daniele, 2017). The few available works exploring the impact of tourism social entrepreneurship on women's empowerment (Haugh and Talwar, 2016; Kimbu and Ngoasong, 2016; McCall and Mearns, 2021) incline to create a positive picture, with few dimensions of empowerment being gendered. To counter these shortcomings, this paper intends to reveal if and how tourism social enterprises empower women and attain all the targets of SDG 5.

The study first focuses on interrogating whether tourism social enterprises in Tanzania transform women to achieve gender equality. This paper's data show that tourism social enterprises are instrumental in women's empowerment, through capacity building, women's rights and advocacy enhancement, mobilising resources from tourism, and reinvesting revenues within the organisation and community. They also create employment opportunities; ensure fair distribution of revenues and connect women with international fair markets. Even with the negative impacts of COVID-19, tourism social enterprises in Tanzania appear to be useful in empowering women and achieving gender

equality as expressed within goal number five of the United Nations Sustainable Development Goals. With the impact of COVID-19, social enterprises increased collaborations with both internal and external partners as well as identifying new sources of income. Particularly, for tourism social enterprises' projects to survive and/or bounce back, they have been aggressive in entering international competitions for awards and grants. Social enterprises have made use of awards and competition for grants in times of crisis (Cheah, Amran and Yahya, 2019; Chandra, Shang and Mair, 2021).

Nevertheless, tourism social enterprises' endeavours to empower women come with some undesired processes and outcomes. Seemingly, jobs offered are of lower positions and consequently pay an income which some women deem to be modest and/or unfair. Women work as cooks, tour guides, milling machines operators, clean stove cooker makers, solar system installers, and trainers or craft artists. The analysis of data yields inconsistent results on the sufficiency of the earned income. Some women are quite happy with their earnings as employees or casual labourers while others perceive the income to be insufficient and the jobs to be of somewhat lower status. Although women are more employed in tourism and hospitality industry globally, studies show that they are often offered low-quality jobs or tasks with low pay (Trupp and Sunanta, 2017; Zhang *et al.*, 2020). This remains a partially resolved social problem for tourism social enterprises in Tanzania.

On the social-cultural front, again social enterprises' efforts backfire sometimes, indicating another downside of social entrepreneurship. For example, there is evidence of family instabilities emerging from women being transformed. Men (husbands in

particular) in some communities (e.g., pastoralists) show resistance to their wives being employed, earning more income than men or becoming more vocal at home.

Consequently, some separations happen with children being disconnected from both or one parent in their upbringing. So, while social enterprises could be successful in empowering women to a certain extent, unfortunately, there is the potential for family instabilities; hence, children's poor well-being contribution. There is a relationship between family instabilities and adverse impact on children's wellbeing (e.g. Hadfield, Ungar and Nixon, 2018).

After seeing the potential and challenges for tourism social enterprises in establishing gender equality in Tanzanian communities, this paper now show what motivated tourism social enterprises/entrepreneurs to engage in bridging the existing gender gaps in Tanzania. The current study argues that the emerging motives from this research study – i.e. prosocial motives (sympathy, compassion and altruism) for women's empowerment – are questionable. While compassion and altruism are key for the genesis and operations of social entrepreneurs (Pittz Thomas, Madden Laura and Mayo, 2017), some women activists argue that women do not need sympathy; rather, they need to be equal partakers of all the resources within the community (Chary, 2017). They argue that sympathy does not really promote their empowerment but rather materialises and perpetuates women's marginality (Wolfe and Hook, 2019). This could be so because of the feelings that pity allows the flow of 'crumbs' from people at the top to people of inferior life quality below. Furthermore, social entrepreneurs' feelings of compassion are accused of being mere good behaviours covering bad acts (moral licensing philosophy) which could be capitalism in a different face (Barinaga, 2013). This implies that, although

compassion may be responsible for encouraging social entrepreneurs to boost women's empowerment, this may not always work or be the case unless the supported side accept that support and feeling are on the right track of empowerment.

This means that supporting others such as the marginalised women is not an act of charity or compassion but rather a genuine moral obligation and a way of life for the whole society. Thus, if care is not taken to ensure that social enterprises include communities, this approach could be exploitative rather than empowering; for example, employing women to provide high-quality tourism services while paying them very low wages as we have witnessed is certainly exploitative. This is contrary to the expectations that SE would be an alternative tool to capitalism (Driver, 2012; Bandinelli, 2019) presenting a capitalism dilemma within social entrepreneurship (Shaw and de Bruin, 2013; Nicolopoulou *et al.*, 2015).

This study shows also that social enterprises prefer to empower women on the assumption that women hold more moral virtues (trustworthiness, commitment, and discipline) than men do. This corroborates the findings by Dowell, Morrison and Heffernan (2015) that rational thought processes of empirical evidence, e.g., observations would lead to cognitive trust, which was demonstrated by social enterprises when they claimed they learnt that women are more faithful. Overall, when it comes to trust, women appear more trustworthy than their counterpart men, and this is by far demonstrated in lending and repayment relationships or in microfinance (Gul, Podder and Shahriar, 2017). Generally, scholars argue that women possess stronger moral identities and internalise moral traits in their self-definitions more strongly than men internalise;

women have higher personal ethical standards than men do. As such women are more trustable, committed and disciplined than men are (Kennedy, Kray and Ku, 2017). Consequently both conventional and social enterprises tend to engage women as customers, employees or business owners with a genuine stake in the future (British Council, 2017). Women would normally feel obligated when trusted, and that trust in the belief (emotional trust) that women would act ethically is common (Swamy *et al.*, 2001). However, social cultural theories show that this is not always the case as both gender's moral traits behaviour varies depending on some situations (van den Akker *et al.*, 2020). For instance, men are more moral than women in justice, rules, and people's rights situations while women are more ethical in care, compassion, and relationships situations (Kennedy, Kray and Ku, 2017).

Other tourism social enterprises in Tanzania seek to empower women on the premise that achieving SDG number five targets will result in a far more overarching impact on sustainable development. This study evinces that women are more likely to support other women in other geographical locations, children's wellbeing, and other members of communities. This situation attracts social enterprises to support women on the assumption that the impact spreads. This widespread impact of the empowered women supports the findings of previous scholars who established that empowered women are effective agents for deeper, larger, and extended-scale empowerment to all citizens (Bayeh, 2016; Haugh and Talwar, 2016). The link between SDG 5 (gender equality and women empowerment) and other SDGs shows the importance of women's empowerment (Connell, Holder and Kearney, 2020). This is so because, arguably, women support vulnerable community members (Herzog and Price, 2016). According to Scott

(2020) promoting women's empowerment improves empowers the whole world.

Arguably this considerable empowerment scale-up by women is because females account for the half of the world's population, (Scott, 2020) and that, through collaboration with each other, they can transform their own lives and the whole community.

Regarding ***how social enterprises empower marginalised women***, we reveal that collaborations among women and partnership between social enterprises with other development actors are key. The main findings suggest that putting women together creates social resources which usually develop into economic resources through resource leveraging. To arrive at sustainable income generation (something that seemingly appears to be an obstacle because of low pay), these women collectively reinvest the little income generated from jobs and set up microbusinesses, or farming projects (e.g., cattle fattening). Although studies show limited women's reinvestment of their savings into their families to improve education, nutrition and health (e.g. Feather, 2020), which is a positive thing, nevertheless the data of this paper indicate that women are also more likely to reinvest their earnings in economic activities and the community's overall wellbeing. Employed women collectively use informal financial institution practices – *Rotating Savings and Credit Associations* – to get a lump sum amount of money for higher investments. Rotating savings and credit associations are preferred in developing countries due to their convenience and very low or absence of transaction cost (Sadr, 2017). The reinvestment would continue, thus placing the women in a state of sustainable income earning.

Similarly, social enterprises use *collaboration engagements with other actors* to facilitate women's empowerment. Collaboratively, tourism social enterprises share resources (skills, expertise, funds, social capitals) with social enterprises in other sectors, NGOs, legal entities, and government entities. One tourism social enterprise, in their collaboration with microfinance firm; adapted a model of operation called the tourism-microfinance model (Phi *et al.*, 2017) and in that way have empowered more disfranchised women through microfinance. Nevertheless, while social alliances are important for resource-sharing in leveraging the achievement of social goals (Rama Murthy, Roll and Colin-Jones, 2021), when there is financial power asymmetry among partners, that becomes detrimental to financial sustainability of the less powerful enterprise (Feilhauer and Hahn, 2021). The findings show that, in the attempts to empower women, tourism social enterprises struggle to ensure meaningful self-financial sustainability. This casts doubts on the conviction of and keenness shown by numerous scholars (Nicolás and Rubio, 2016; Pareja-Cano, Valor and Benito, 2020) that social enterprises can sustainably be a cure-all for gender inequalities. The scepticism is echoed by current findings by different scholars such as (Chalmers, 2020) who offer precautional insights on considering social enterprises as a solitary solution to the complex problems that communities face.

The studied tourism social enterprises contribute to women's empowerment in multi-faceted aspects such as economic, social, psychological, and political. Therefore, also in responding to the *how* question, tourism social enterprises bridge the gender gap within communities in multiple dimensions (four dimensions in the case of this study). This multi-dimensionality of community empowerment has become increasingly popular

within academic and policy domains (Mayaka, Lacey and Rogerson, 2020; World Bank, 2021b). These constructs demonstrate scholars' interests in addressing communities' challenges to achieve sustainable development in a holistic manner. This reflects a paradigm shift from a narrow-minded view of economic growth towards more holistic approaches to achieve multiple empowerment dimensions for SDGs (Sánchez *et al.*, 2020). We discuss the contributions that tourism social enterprises make towards women's empowerment with the emphasis on multi-dimensionality of community empowerment and sustainable development, moving beyond a mere community economic growth construct.

SE facilitates the transformation of women in *the domain of social-culture* through eliminating various harmful traditions and norms such as early marriages or denying women ownership of properties. Tourism social enterprises do so mainly through *engaging traditional leaders and raising women's rights awareness*. Most of the women targeted by tourism social enterprises are from the Maasai tribe which is full of patriarchal traditions where men control everything and women are essentially relegated to objects (Archambault, 2017). Thus, engaging traditional community leaders is ostensibly of paramount importance. These leaders have much influence because of their broader and deep understanding of that community's (Maasai) culture and traditions (Parsitau, 2017). Also involving traditional leaders displays cultural sensitivities and respect which play a major role in gaining their support in boosting women's social-cultural empowerment (Page, 2019). However, since these leaders are men – and in African (Maasai) communities where men are inherently dominant over women (Smith, 2015) – one may wonder whether engaging leaders who are men would offer sustainable

solutions to existing gender inequalities. Is it that working with men to empower women would somehow fortify the existing men's dominance? Nevertheless, extant literature on women's empowerment encourages involving men as partners in bridging the gender gap (Ruxton and van der Gaag, 2013; Sweetman, 2013; Kelan, 2020). So, while the findings of the current study and previous studies portray the importance of engaging local leaders who in the case of this study are men, the current study is of the opinion that care should be taken to minimise the risk of men turning back into *predators* rather than *partners*.

There is evidence of women's ***economic empowerment*** through tourism social enterprises. Using various interventions, social enterprises incrementally increase women's economic empowerment. These initiatives include connecting women to international markets, jobs creation, various training such as entrepreneurship, and the right to own assets. It was noted that economic empowerment in many cases is still an ongoing process towards a complete empowerment outcome. This corresponds with other studies such as those of Bonis-Profumo, Stacey and Brimblecombe (2021) and (Lavoori and Paramanik, 2014) who demonstrate that women's empowerment is of a processual nature. In such a circumstance then, social enterprises which are relevant and potential vehicles for this course of action (Kimbu and Ngoasong, 2016) could be useful to arrive to the outcomes of empowerment and the targets of SDGs.

Another dimension of empowerment was ***psychological empowerment***. Social enterprises indirectly helped to boost women's confidence by dealing with women's inferiority feelings, culprits (men), creation of relationships among women, and making

women feel important by involving them in key activities (innovation) of the enterprise. Tourism social enterprises' initiatives to offer training to marginalised women within communities boost females' self-assurance. Scheyvens (1999) argues that improving the confidence of community members stimulates them to search for further education and training opportunities. Thus, from data of this research, the trained women would have their confidence improved and the cycle then goes on to become a cycle of confidence. The implication of this is the achievement of sustainable women's strong self-belief, which is key to psychological empowerment.

Women's representation on community decision-making structures (Scheyvens, 1999), and the increase of *women's decision-making autonomy* in households (Sell and Minot, 2018) indicates **political empowerment**. Power relations and decision making should be looked at not only at the community level in general but also at the household level to ensure meaningful women's political empowerment. This paper's findings show that income (economic empowerment) affects other facets of a woman's empowerment – e.g., political empowerment. As an example, a woman with stable income had a greater chance to participate in decision-making platforms (political party for example) and similarly has greater power in the decision-making process. Similarly just as Karimli *et al.* (2021) argued, this work found that income earning and access to and control of economic assets bestow a degree of decision power (bargaining power) on women, at community level or at household level. This study's data show the increasing of women's power and autonomy at the household level. Women now have equal share of power with their spouses and they can have a say on various matters including how and where to spend money. In other previous works on women's empowerment, usually, women's

economic growth does not necessarily mean family prosperity because men tend to withhold their income and leave the women to earn the income (Bradshaw, 2013). However, in this case, family expenditure uses both husbands' *and* wives' income.

5.8 Concluding comments

Gender equality and women's empowerment are important in achieving sustainable development goals and community wellbeing. This is spotlighted by their inclusion in the SDGs (Connell, Holder and Kearney, 2020). Endeavours to achieve women's empowerment have been taking different forms. One of them, which has drawn scholars' attention, is social entrepreneurship (Dahles *et al.*, 2020). With the tourism sector increasingly perceived as a potential sector to enhance women's empowerment (Zhang and Zhang, 2020), it is worth investigating women's empowerment as catalysed by tourism social entrepreneurship. Therefore, using Scheyvens' Empowerment Framework (Scheyvens, 1999), we examined whether and, if so how tourism social entrepreneurship empowers women to achieve gender equality in the specificity of SDG 5. In that way, we have extended the use of Scheyvens' Empowerment Framework into the scholarship of tourism social entrepreneurship and women's empowerment.

This study's data reveal mixed results on the role of tourism social entrepreneurship in empowering women in Tanzania, across different empowerment dimensions. While there is some evidence to suggest that social enterprises empower women to enhance gender equality (socio-culturally, economically, politically, and psychologically) on one hand, on the other side, social enterprises contribute to some

social-economical tensions. Therefore, although ostensibly, tourism social entrepreneurship contributes towards minimising gender gaps and achieving all the targets of SDG number five, however, as a vehicle for women's empowerment, SE is not a panacea to systematic public gender problems. This concurs with recent criticisms that social entrepreneurship is not always a flawless vehicle to solve every social problem (Chalmers, 2020) because, among many reasons, SE is embedded in the doctrine of moral licensing, where social entrepreneurs' initial moral behaviour is likely to allow future immoral behaviour – e.g., exploitation of vulnerable women (Cesar, 2020). Over all, this exposes the sustainability of both social enterprises and their beneficiaries (women) regardless of the sector or domain of social enterprises operation. Thus, to enhance the capacity of SE as a robust (women's) empowerment tool, and address root causes rather than tokens of gender tensions, social enterprises (entrepreneurs), beneficiaries (community members including women), government institutions, and local and international development actors need to establish balanced partnerships and collaborations.

More importantly, to enhance a sustainable women's empowerment, social enterprises must encourage marginalised women to work collectively for their personal and community transformation. Collaboration among women makes it easier for them to collectively save their income for reinvestment to boost their financial sustainability. Although it is an informal approach, in this case rotating savings and credit associations (through social enterprises) among women appear to contribute to this effect. From this research's analysis, this approach helps women to put their rather small income together

and reinvest it and, in that way, they increase the potential of sustainable income creation in the long run.

Therefore, policy makers need to be vigilant and create a conducive environment for both meso- and macro-level collaborations and partnerships among the stakeholders of gender equality and SDGs. Overdependence on one stakeholder (e.g., social enterprises or international donors) to solve grand community challenges such as gender inequalities may offer shallow and trivial solutions. In a similar line of thinking, at the micro-level, policy makers need to craft policies which encourage women's collective efforts to achieve SDG number five. Furthermore, although collaboration with other communities' social groups should be part of policy crafting, care should be exercised when engaging men, who sometimes have been shown to be resistant to women's transformation.

This paper provides the following major contributions to the existing literature on the integration of social entrepreneurship, and gender equality (women empowerment) domains: *First* in unpacking the role of social enterprises for gender equality and women's empowerment, this paper shows that SE could be empowering and disempowering simultaneously and in turn challenge the prevailing conceptuality that SE is always a solution to community grand challenges. This paper shows that tourism social enterprises' capacity to empower women is ineffective when collaborations and partnerships are weak, downplayed, or skewed. Even during global pandemics such as COVID-19, social enterprises' capacity to empower can be enhanced when collaboration and partnership are emphasised and applied. *Second*, the paper offers practical implications to social

enterprises management and policy makers on the importance of forging power-balanced partnerships. In agreement with (Chalmers, 2020), the study thus advise caution against over-reliance on social enterprises/social entrepreneurs as the superior and the only way to address systematic gender tensions. This study, therefore, questions studies that biasedly centre more narrowly on the social entrepreneurship as a tool which single-handedly fixes all gender issues and achieves all the targets of SDG number five.

Third, with a significant number of women in Tanzania's population, their built-in moral characters, and partnership among themselves, empowered women are more likely to spread community empowerment and social wellbeing to a larger scale, geographically and to a wider population. However, we conclude that, although tourism social entrepreneurship may contribute to minimising gender gaps, this model is not a panacea for attaining SDG number five and all other SDGs. To enhance sustainable women's empowerment, enterprises must work in partnership with other empowerment actors while encouraging women to work in partnership. Furthermore, it is erroneous to be moved by the feelings of sorrow or pity for the marginalised women; rather they are to be supported as a moral duty to treat them as equal partners (to other development stakeholders) and sharers of community development.

There are some limitations of this research. *First*, this study did not consider the position of each social enterprise on the continuum of social enterprises. Following the spectrum school of thought, social enterprises range from philanthropically supported non-profits, to commercial non-profits supported substantially by market earnings, those which pursue social improvement, those which are commercially oriented, or those which

pursue dual goals in an hybrid structure (Young and Lecy, 2014). *Second*, although this study drew from social enterprises within tourism and hospitality industry settings, its findings are applicable in other sectors beyond tourism due to the universality of sustainability concerns. Although Tanzanian community is diverse, nevertheless there is similarity on their socio-economic problems, thus even this research focused on social enterprises located in the northern part of Tanzania, communities in other areas of Tanzania can draw from these findings to enhance SD and community empowerment through SE. Notwithstanding that though, future research may pay attention to the nature of social enterprises on the spectrum of operation (Lee, Kim and Green, 2021) to see if they might impact women differently. Furthermore, future scholarly works may extend investigations in other sectors such as agriculture, mining, education, and energy with more cultural national diversities to see if there will be any unique differences.

Chapter 6 Conclusion and Contributions

6.1 Introduction

This chapter presents an overall summary for this thesis. It highlights the key findings, theoretical, practical and policy contributions of this research and provides concluding remarks as well as limitations of the thesis. The discussion of contributions falls within two broad areas, which are theoretical (contributions to knowledge) and contextual with practical and policy recommendations pertaining to key stakeholders of development and community empowerment within tourism sector. Revisiting the overall aim, this doctoral thesis focuses on investigating the potential of social entrepreneurship in achieving sustainable development and community empowerment. Using the three papers, this thesis addresses the emerging overarching question within the literature of SD and SE in tourism context: *What is the potential of social entrepreneurship in contributing towards SD and community empowerment in developing economies?* It interrogates the broader picture of the extent and nature of social entrepreneurship's contributions towards SD and community empowerment, in order "to confront potential biases and assumptions in this research that privilege social entrepreneurship as a mechanism for societal change"(Chalmers, 2020). This PhD thesis adopts Alternative development theory and Scheyvens' Empowerment Framework, the main objective of this thesis was addressed in three papers as discussed in chapters 2, 4 and 5. The first paper uses Alternative Development theory to understand the link between tourism SE and SD literature to advance the understanding of the contribution of SE to SD, by looking at the extent at which SE contributes to SDGs. The second paper and

third paper use Scheyvens' Empowerment Framework to explore the extent and nature of the contributions of social entrepreneurship to community empowerment in Tanzania (second paper), and (if and how) of the role of social enterprises empower women (as one of the disadvantaged communities) to enhance gender equality as part of such community empowerment (third paper).

These papers are standalone works with distinct research contributions but all linked with threads of social entrepreneurship and sustainable development. The first paper informs the second paper and the third paper is informed by both the first and the second papers, as explained in Chapter 4. This thesis adopts qualitative research approach as underpinned by interpretivist paradigm. Thus, the axiology of the study is *value-bound*, the ontology is *relativism* and *epistemology is subjectivism*. Thus qualitative data collection techniques and procedures such interviews, focus group discussion and documentations were used. Thematic analysis, further structured and enhanced by Gioia's methodology, was used to analyse qualitative data (i.e. transcribed interviews).

6.1.1 Revisiting the thesis' problematisation

This doctoral research project aims to investigate the role of social entrepreneurship in promoting sustainable development and community empowerment in the context of Tanzania. This thesis is an outcome of scholarly discourses that application of SE concept in achieving sustainable development and community empowerment, has been welcomed by many countries, first in developed countries and now in developing countries and slowly attracting the attention of many researchers (Littlewood and Holt, 2018; Voronkova *et al.*, 2019; Dahles *et al.*, 2020). While the world face severe sustainability problems and

challenges (community disempowerment) such as climate change, poverty, diseases, famine, illiteracy, unclean water, gender inequalities, inaccessibility to clean and modern source of energy, high unemployment rates (Halkos and Gkampoura, 2021), developing countries especially in Africa experience more adverse impact than others (Balasubramanian, 2018). As such United Nations in 2015 established the 17 Sustainable Development Goals (SDGs) which consist of 169 targets to address economic, social and environmental issues (United Nations, 2020). Due to its cross-cutting character a very close connectedness with many other sectors (Lv, 2020), tourism sector was used for the second and third paper (Hall, 2019).

Over the decade now, social entrepreneurship within tourism sector has emerged as a possible alternative vehicle for sustainable development and community empowerment (Sheldon, Dredge and Daniele, 2017; Sheldon, Pollock and Daniele, 2017; Aquino, Lück and Schänzel, 2018). Social entrepreneurship carries the concept of the durability, longevity, persistence or sustainability of its impact to communities which is very important to tourism domains (Sheldon, Pollock and Daniele, 2017). Furthermore social entrepreneurship and sustainable development accommodate each other very well (Méndez-Picazo, Galindo-Martín and Castaño-Martínez, 2021), social entrepreneurship is a study of community and an approach to community development and sustainable development (Parwez, 2017; Littlewood and Holt, 2018). The question of how to apply social entrepreneurship in tourism discourse, to bring sustainable development and community empowerment is not well addressed and thus opens up for exciting research issues among scholars. SE and sustainable development studies the global south, sub-Saharan Africa in particular are scant

(Kimaro *et al.*, 2019; Rasoolimanesh *et al.*, 2020). I therefore argue that linking SE with sustainable development, notably within sub-Saharan Africa, creates new research possibilities for scholars and ideas for policy makers.

6.1.2 Summary of paper one

In order to advance our understanding about the linkage between SE and sustainable development and thus create more evident and subtle research gaps, in the first paper, this thesis began to systematically review 90 social entrepreneurship studies related to SDGs. This paper uses Alternative Development paradigm to explore the relationship between social entrepreneurship and sustainable development. It explores on how and the extent at which SE contributes to SDGs. The purpose is to advance understanding of the interactions between Social Entrepreneurship activities and Sustainable Development Goals, as well as to offer sound basis for practice and policy making. This paper reveals that SE scholarship pay more attention to community problems related to SDG1, SDG8, SDG3, SDG17 and SDG5. SE researchers and practitioners' interest in SDG17 (partnerships to achieve the goal) in particular, resonate with other finding of this SLR, which is the combination of both bottom-up and top-down development approaches. The study therefore contend that alternative development can be improved by accommodating top-down development approach along with bottom-up development approach and thus demonstrate a partnership and collaboration among SD stakeholders. Secondly, in relation to that, due to the complexity and interrelationship of SDGs, most social enterprises focus on addressing poverty for all to meet SDG1. In that way, indirectly social enterprises address most of other SDGs, for example such goal 2 (no hunger), goal 3 (health and well-being) or goal 5 (gender equality

and women empowerment). The revealed complexity and interrelationship among all seventeen SDGs call for collaborative efforts of all stakeholders of development and adherence to top down and bottom up approaches development. Thirdly, in this study, it is revealed that academic works researching sustainable development and social entrepreneurship is fast growing within the industry of tourism (Littlewood and Holt, 2018). This finding suggests that more works on social entrepreneurship contributions on sustainable development and community empowerment in a multiple dimensions.

6.1.3 Summary of paper two

The second paper seeks to explore if and how tourism-related social enterprise tackle community empowerment challenges in Tanzania. Specifically, this paper explores social entrepreneurship within tourism sector can be a tool for community empowerment as a process and an outcome. The study found that SE within tourism in Tanzania, community empowerment is perceived as both a process and an outcome viewed in interconnected, dynamic and multiple dimensions. The study underlines the reciprocity, interconnected and interdependence relationship of interwoven community empowerment dimensions towards enhancing community's wellbeing. The multidimensionality of community empowerment dimensions as displayed by tourism social enterprises depicts that empowerment cannot be understood or achieved using a single construct of empowerment, thus a holistic comprehension of empowerment is achieved through a multiple approach.

Secondly the study reveals that, through tourism social enterprises, community empowerment in Tanzania is both a process and an outcome. While some community

members do have sustainable income or full sense of belong in the community, other members have not reached into that yet, but progressively with step by step advancement they are gaining towards a full empowerment outcome. Social enterprises have activities and interventions in place e.g. training or grants and loans facilitations (processes) which would result into empowerment outcome. The variations of the status (process and outcome) of community empowerment with some community members experiencing process of empowerment in different dimensions while other members enjoying full empowerment outcomes could be because of nature of tourism-related social enterprises. That is the seasonality of tourism sector, which according to Martín Martín *et al.* (2019) usually affect the steadiness of community empowerment and sustainability of society. The process part of empowerment points out to the importance of time following the demand of the side of empowerment which is gradual with continual steps of empowerment activities by tourism social enterprises.

Thus, this paper contributes to the enhancement of Scheyvens' Empowerment Framework by adding more empowerment dimensions. The study thus enhances Scheyvens' Empowerment Framework by adding more two empowerment dimensions (environment empowerment and tourists' empowerment). Further to that the study suggests that each dimension of community empowerment should be viewed as both an outcome and a process. This paper emphasises that the process side of empowerment requires significant time to mature to an end result of empowerment, so community members' tolerance of the delay is required.

6.1.4 Summary of paper three

This paper seeks to offer empirical evidences on why and how tourism social enterprises empower marginalised women and thus to contribute to sustainable development goal number five. Women empowerment is central to all seventeen United Nations Sustainable Development Goals, thus it is crucial to explore the contributions of under-researched role of tourism social entrepreneurship. Contributions of this paper three-fold: Firstly, it adds on the to the body of research about how social entrepreneurship empowers women by shedding light on the criticality of adopting balanced collaborations and partnerships to enhance gender equality, and the agency of women themselves as actors who synergise their resources more effectively and foster such meaningful and effective collaborations with a wider range of institutional actors and stakeholders. This is so evident in tourism social activities in Tanzanian context. Social enterprises actively build the capacity of women through training, involve social leaders in the process of boosting women position in the society, improve women's right awareness through training, create employment opportunities, enhance women entrepreneurial skills, contribute in eliminating males' dominance at working places, involve women in products designing, have tourists who admire and respect local women' culture, enhance the electability of women as leaders, boosting women's leadership skills.

Secondly, the findings demonstrate that social entrepreneurs within tourism are driven by their prosocial nature (altruism and sympathy) to empower women. Although compassion and altruism are key for the genesis and operations of social entrepreneurs (Pittz Thomas, Madden Laura and Mayo, 2017), it is argued that compassion and feelings of

care alone do not really promote females empowerment but rather materialise and perpetuate women marginality (Wolfe and Hook, 2019). Contestably, feelings of compassion seemingly permit the flow of rather small quantity of support from people at the top to people (women) at the bottom. This implies that, although compassion may be responsible for encouraging social entrepreneurs to boost women empowerment, this may not always work, unless the supported side accepts that support. Therefore, there needs to be a relational process, which is legitimised in the eyes of all parties, accepted and internalised.

Third, the paper generates policy insights for social enterprises, sustainable development actors, who are responsible for women empowerment and gender equality. The study emphasises on creating policies, which seek equal partnership and collaboration rather than competition between actors (organisations). Policy makers should seek to develop environment and strategies which encourages social enterprises to facilitate collective actions amongst women as to enhance gender equality to achieve SDGs number 5 amongst a few other SDGs.

6.2 Contributions of the thesis

This study explores the link between tourism social entrepreneurship, community empowerment and sustainable development. This work seeks to expound on the existing literature on the role social entrepreneurship towards achieving sustainable development and community empowerment (Scheyvens, 1999; Dahles *et al.*, 2020; Goyal, Agrawal and Sergi, 2021; Méndez-Picazo, Galindo-Martín and Castaño-Martínez, 2021; Al-Qudah, Al-Okaily and Alqudah, 2022b) and to advance knowledge in this domain, drawing on two key

theoretical perspectives, notably: Alternative Development Theory and Scheyvens' Empowerment Framework. The study, therefore, makes multiple contributions as summarised in the following sections.

The theoretical orientation of the thesis is informed by two theories; in particular, the alternative development theory and Scheyvens' empowerment framework and accordingly contributing to knowledge on both theories as well as to extant literature on SE linked to sustainable development and community empowerment. In particular, AD advocates bottom-up approach where it solely consider development practices to be participatory and people-centred, while overlooking the role by stakeholders outside the community (Pieterse, 1998; Sharpley, 2000). According to alternative development paradigm, development is interpreted as human flourishing, and originates from community and its development agents (e.g. NGOs) (Pieterse, 1998; González, 2008). Social entrepreneurship shares values with the alternative development paradigm in achieving sustainable development through its bottom-up aspects and associated focus on people and communities. This theory suits non- western societies, such as Tanzania, which is the context of this research. This thesis contributes to the enhancement of alternative development theory by integrating top-down approach with bottom-up approach of sustainable development. This compliment other scholars views that resolving the challenges to sustainable development needs balancing bottom-up and top-down approaches (Swarnakar, Zavestoski and Pattnaik, 2017). It is argued that for effective results, sustainable development strategies starting at the highest system level must be

nicely and effectively combined with sustainable development strategies starting at local or regional level(Cairns 2003).

This work proposes engagement of more agents of development on top of non-governmental organizations (NGOs) as presented by alternative development theory (Bebbington and Bebbington, 2001). The study reveals that social enterprises with their social welfare and commercial logics with focus on solving chronic community problems through innovations and surpluses reinvestment would be useful agent in the pursuit of sustainable development along with other stakeholders such as NGOs. With regard to Scheyvens' Empowerment Framework, this thesis bolster it by bringing in the argument of understanding community empowerment as both the process and outcome in the context of emerging economies. Empowerment discourses such as that of Scheyvens (1999) predominantly view empowerment as an outcome. Thus this work agrees with perception of Laverack and Labonte (2000) about comprehending empowerment as both a process and outcome from Tanzanian context. This work also underscores the significance of patience for empowerment outcomes achievement, it emphasizes on the importance of time value consideration in the dynamic nature of empowerment for paramount results.

In addition, this thesis contributes to the Scheyvens' Empowerment Framework by adding two more dimensions of empowerment to the original Empowerment Framework. Environment empowerment and tourists' empowerment dimensions are added on the original dimensions of empowerment- economic, social, political and psychological dimensions, to enhance a thorough, broader and holistic understanding of community empowerment as suggested by previous scholars (Winkler and Zimmermann, 2015;

Aghazamani and Hunt, 2017). This thesis underscore on the interdependence, interconnection and the interwoven relationship among all the dimensions of empowerment. This presents the complexity of community empowerment concept and thus requires deep dive efforts to understand the “messy” concept of empowerment. Thus, the current doctoral study puts together a framework that provides broader comprehension of aspects of sustainability and community empowerment pointing to practical actions required to support the empowerment of local communities.

Overall, this thesis contributes to growing literature of the link between social entrepreneurship and sustainable development with emphasis on community empowerment by showing how development should be approached. This study demonstrates that top-down and bottom-up approaches should be integrated to take advantages of the strengths of both approaches. The thesis contributes to the critics of social entrepreneurship, who disputes the *heroic* conception and or *overrating* the role of social entrepreneurs (Dey, Schneider and Maier, 2016; Chalmers, 2020) and it thus emphasise on genuine and equal partnership and collaborations among all the actors of SD and community empowerment across all sectors.

This study also shows that empowering communities through social enterprises needs consideration of not many but also interconnected, interdependent empowerment dimensions. The findings contribute to knowledge by arriving to a more holistic and nuanced understanding of sustainability, critiquing the existing studies focusing on one of few dimensions of empowerment in isolation. The study adds to the literature by emphasising that empowerment is both outcome and process and thus call for stakeholders

not to overlook the dynamic part of empowerment which tends to be ignored. Another general contribution on the link between social entrepreneurship and sustainable development and/or community empowerment, is by extending the interrogations into potential and yet under-researched research context of Africa, more specifically Tanzania.

6.3 Practical and Policy implications

The three papers of this thesis present a number of practical contributions and implications to various audiences. Firstly, the findings of this doctoral study calls for social entrepreneurs, policy makers, development stakeholders and researchers to focus on effective partnership and collaboration models to achieve sustainable development. This is informed by the integration of bottom-up development aspect of alternative development with a suggested construct of top-down development approach. Policy in all makers should seek to accommodate both bottom-up and top-down approaches when scheming recommendations for a thorough sustainable development.

Secondly, another implication for social entrepreneurs, policy makers and other stakeholders of development is that they could establish innovative inclusion policies, which cultivate and shape diversity by encouraging the inclusion of the underrepresented women in SE activities. There is a need for policies that combat all types of exclusion and enhance women opportunities of involvement as leaders and beneficiaries of social enterprises, protecting them from oppressive cultural and social practices, which usually stand as hindrances for their flourishing. A comprehensive attainment of sustainable development and community well-being beyond income requires a new policy framework for

multidimensional development that nurtures the dynamic interlinks among economic, social, environment, political and psychological dimensions while permitting the emerging of new dimensions. Third, the study suggests that across all sector; policies, programmes and strategies aiming at empowering women and reduce gender gap, need to develop conducive ecosystem which promote collective actions among women in order to increase chances of meeting SDG number 5.

6.4 Limitations and future research

Notwithstanding the theoretical and practical contributions unveiled by this doctoral project, which are very critical in offering new insights of the link between social entrepreneurship and sustainable development (including SDGs and its relevant indicators), this study is not without limitations. In the first paper, systematic literature review was circumscribed into papers published in English language, thus the findings might not represent the whole scholarship of the present social entrepreneurship for SD. There could be important literature in other languages such as Spanish or Chinese that the first paper missed out (Stockemer and Wigginton, 2019). The second and third papers of this thesis are limited to social entrepreneurship within tourism sector towards SD and community transformation. However in Tanzania, SE efforts towards community development are available in other sectors such as energy, education and health and water and sanitation (World Bank, 2017c). Future works could carry out cross-sector analysis of SE for sustainable development through community empowerment. Similarly, the two papers are confined in tourism northern circuit of Tanzania, however, tourism social enterprises also operates in other Tanzania regions. Future studies could adopt a larger sample across Tanzania and

analyse regional variations in the potential of SE activity. Furthermore, Tanzania alone cannot represent a picture of tourism social enterprises in the whole of Sub-Saharan Africa. Also this research has ignored the differences of social enterprises as positioned on the spectrum of social enterprises (Rama Murthy, Roll and Colin-Jones, 2021). This angle would form the basis for another interesting problematisation that could warrant future studies. Different typologies of social enterprises in the continuum would yield different results on the same topic because of their different objectives (Young and Lecy, 2014). Hence future studies on this would be welcome.

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To whom it may concern- Joseph Modest Kimaro

Joseph Kimaro is currently studying under my supervision for a PhD in the Business studies and Management at the University of Southampton. His research focuses on a very important subject area of the role of Tourism social Enterprises in empowering local community members in Africa, particularly in Tanzania. In this context, he is particularly interested with tourism social enterprises/organisations and their stakeholders. This work is very significant as it may contribute to scholars, practitioners and policy makers on the position of tourism social enterprises in empowering communities.

Joseph has contacted you as an expert in this area that is of importance for his research. He has obtained the ethics approval and he will comply with the research ethical guidelines of the University of Southampton, a member of the British Russell Group of research-intensive University .Please feel free to contact me if you have any questions.

Yours faithfully,



Mine Karatas-Ozkan

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**YAH: KIBALI CHA KUFANYA UTAFITI KWA MWANAFUNZI WA
CHUO KIKUU CHA USHIRIKA MOSHI (MoCU)**

Mada tajwa hapo yahusika.

Namtambulisha kwako **Bw. Joseph M. Kimaro** ambaye ni mwanafunzi kutoka Chuo Kikuu cha Ushirika Moshi. Anaomba kufanya Utafiti unahusu ***"The Role of Social Entrepreneurship in Promoting Sustainable Tourism"*** katika Jiji la Arusha kuanzia tarehe 21/12/2018 hadi tarehe 16/03/2019.

Hivyo, unaombwa umpatie ushirikiano wa kutosha mtafiti huyo.

Nawasilisha.

Godluck P. Tarimo

**Kny: KATIBU TAWALA MKOA
ARUSHA.**

Nakala: Bw. Joseph M. Kimaro.

Appendix C Participant Information sheet

Study Title: “Sustainable Development and Community Empowerment through Tanzanian Tourism Social Enterprises”

Researcher: Joseph Modest Kimaro

ERGO number: 46501

You are being invited to take part in the above research study. To help you decide whether you would like to take part or not, it is important that you understand why the research is being done and what it will involve. Please read the information below carefully and ask questions if anything is not clear or you would like more information before you decide to take part in this research. You may like to discuss it with others but it is up to you to decide whether or not to take part. If you are happy to participate you will be asked to sign a consent form.

What is the research about?

I am a research student at the University of Southampton in the UK working to qualify for a PhD in Business Studies and Management. In this PhD project, I am exploring the role of Social Entrepreneurship within tourism industry in boosting sustainable development and community empowerment. I am therefore asking for your precious time to share your experience and knowledge through an interview. I will ask you questions which intends to reveal your understanding and experience on Tourism Social Entrepreneurship in empowering marginalised community members, opportunities available and challenges facing the emerging of tourism social enterprises and their efforts in empowering local communities in Tanzania.

Why have I been asked to participate?

You have been chosen to participate in this research because of your experience in tourism social entrepreneurship. Thus, you are valuable, relevant and reliable source of information for this study.

What will happen to me if I take part?

We will arrange a time and a suitable place to conduct an interview that last between 45 minutes to 2 hours. I will need you consent to tape-record the interview, so I can transcribe it later for the sake of analysing the data. Although the plan is to conduct the interview once, I might follow up with you if further information is required.

Are there any benefits in my taking part?

Your involvement in this study is important and thus valuable to me as a researcher and to the community of Tanzania in general. You will contribute in adding new knowledge to the Tourism social entrepreneurship and community empowerment in Tanzania. The results of this study will contribute in understanding the tourism social entrepreneurial and sustainable development (community empowerment) as well as policies improvement in Tanzania.

Are there any risks involved?

There will be no risks involved in this study

What data will be collected?

Only primary qualitative data will be collected by the researcher and all data will be handled securely by using encrypted password, during collection, analysis and analysis

Will my participation be confidential?

Your participation and the information we collect about you during the course of the research will be kept strictly confidential.

Only members of the research team and responsible members of the University of Southampton may be given access to data about you for monitoring purposes and/or to carry out an audit of the study to ensure that the research is complying with applicable regulations. Individuals from regulatory authorities (people who check that we are carrying out the study correctly) may require access to your data. All of these people have a duty to keep your information, as a research participant, strictly confidential.

As part of complying with the Data Protection Act and the Data Protection Policy of the University, all your data will be kept confidential. There will be no-disclosure of research information except to authorised person by the University. Data will be coded and kept on a password protected computer

Do I have to take part?

No, it is entirely up to you to decide whether or not to take part. If you decide you want to take part, you will need to sign a consent form to show you have agreed to take part.

What happens if I change my mind?

You have the right to change your mind and withdraw at any time without giving a reason and without your participant rights being affected.

If you withdraw from the study, we will keep the information about you that we have already obtained for the purposes of achieving the objectives of the study only.

What will happen to the results of the research?

Your personal details will remain strictly confidential. Research findings made available in any reports or publications will not include information that can directly identify you without your specific consent.

Where can I get more information?

If you have any questions after reading this information sheet, you may contact the researcher anytime:

Joseph Modest Kimaro

Email: jmk1n17@soton.ac.uk

Mobile (Tanzania): +255756 400 545

Mobile (UK): +44 7453777074

What happens if there is a problem?

If you have a concern about any aspect of this study, you should speak to the researchers who will do their best to answer your questions. If you remain unhappy or have a complaint about any aspect of this study, please contact the University of Southampton Research Integrity and Governance Manager (023 8059 5058, rgoinfo@soton.ac.uk).

Appendix D Consent Form

Study title: "Sustainable Development and Community Empowerment through Tanzanian Tourism Social Enterprises"

Researcher name: Joseph Modest Kimaro

ERGO number: 46501

Please initial the box (es) if you agree with the statement(s):

I have read and understood the information sheet (insert date /version no. of participant information sheet) and have had the opportunity to ask questions about the study.

I agree to take part in this research project and agree for my data to be used for the purpose of this study.

I understand my participation is voluntary and I may withdraw (at any time) for any reason without my participation rights being affected.

Name of participant (print name)

Signature of participant.....

Date.....

Name of researcher: Joseph Kimaro

Signature of researcher:

Date: 3/12/2018

Appendix E Interview questions for beneficiaries (community members)

1. Personal information-Age, Gender, Job, Education (Formal and Informal), Ethnicity group
2. What does the term (tourism) social entrepreneurship mean to you?
3. What chronic social, economic, and environment problems prevail in your community?
4. Why was tourism social entrepreneurship developed in Tanzania?
5. How are you involved in touristic social entrepreneurship?
6. Can you elaborate how tourism social enterprise solve chronic society problems, which have not been solved by the government and other institutions?
7. How does cash you earned from tourism social enterprises flow into the community?
8. Do you produce and /supply products that are used by tourism social enterprise? (if is supplier/Producer). How is that helping you economically and socially?
9. How has your culture been uplifted and recognised since you have been involved in tourism social enterprise?
10. Do you feel psychologically empowered by tourism social enterprise?
11. How has your social status changed in any way since this social enterprise began here?
12. Do you feel encouraged to say your opinion on tourism development related issues? How?
13. Do you think this enterprise help you to be involved in political decisions related to development in you locality?
14. How does this enterprise help you to be involved in environment preservation?
15. How does this enterprise help you gain entrepreneurial skills? In what ways the skills have helped you?
16. Do you think tourists who visit this enterprise are happy? Why?
17. Do you think it is necessary to have TSE in Tanzania? Why?

18. What does the term community empowerment mean to you?
19. In which aspects do you think you are empowered/not empowered? Why?
20. What is your view on the potential of tourism social enterprises in empowering you?
- a. Economically
 - b. Psychologically
 - c. Politically
 - d. Ecologically
 - e. Other aspects...
21. How do other tourism businesses empowers/disempowers you compare to social enterprises?
22. What do you think are the obstacles facing this social enterprise in its effort to empower the community?

Appendix F Interview guide for management team members and other stakeholders

1. Would you please give me a brief information about yourself?
2. Motivation for setting up/managing this enterprise
3. Can you please give me a brief information about your enterprise?
4. What does the term social entrepreneurship mean to you?
5. Can you elaborate how social entrepreneurs can solve chronic society problems, which have not been solved by the government and other institutions?
6. What chronic social, economic, and environment problems prevail in Tanzanian communities?
7. Are you aware of any tourism projects or activities that Social Enterprises are engaged in?
8. What is the role of your tourism social enterprise in addressing these issues facing the society?
9. How was tourism social entrepreneurship developed in Tanzania? [origins, history, pioneers, supporters, networks]
10. How do tourism social enterprises/entrepreneurs mobilise resources?
11. In your estimation, what proportion of (Women or Disabled people or Maasai people/or combination of 2/3) are involved in this touristic social enterprise?
12. Do you produce products that are used by other tourism social enterprises, or other businesses in tourism?
13. How do you used the revenue generated by your enterprise activities?
14. How has your enterprises contribute to the recognition and boost of the local culture?
15. How the marginalised people are involved in tourism social enterprises activities?

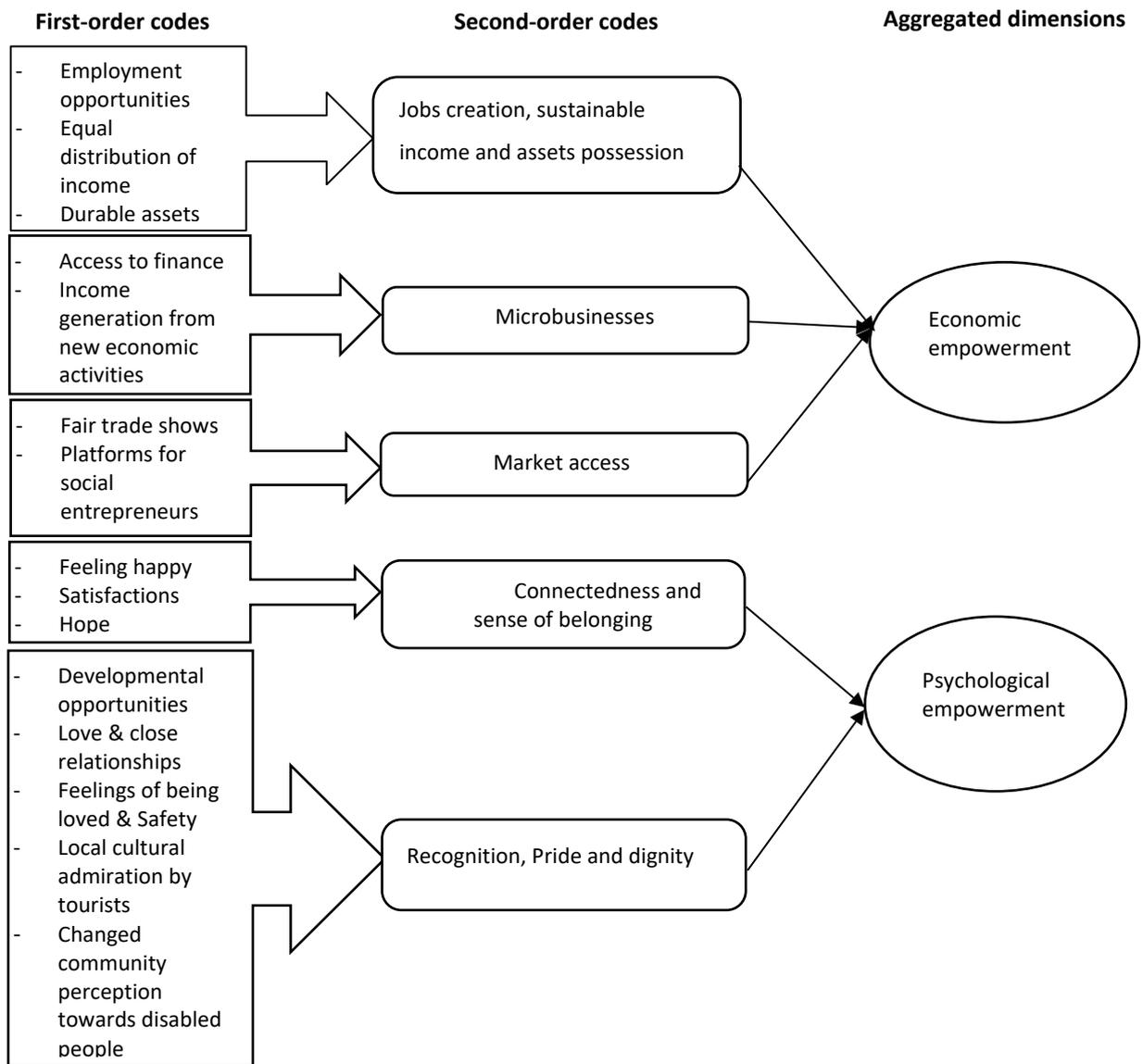
16. How has the social status of community members (Women or Disabled people or Maasai people, or poor people or orphan children) changed in any way since this social enterprise began here?
17. How does your enterprise contribute to the wellbeing of the local people
18. Do community members feel encouraged to say their opinion on tourism development related issues?
19. Are the community members supportive of this social enterprise? Why or why not?
20. Is your enterprise encourage and enhance members of the community to participate in political issues?
21. Are the community members satisfied with the present level of support by the key stakeholders (the central and local government, private sector donors) in facilitating empowerment through social enterprises to participate in tourism activities? Why or why not?
22. How does your enterprise support efficiency use of energy and water
23. How does your enterprise involve in environmental conservation?
24. How your enterprise satisfied tourists who are using your services?
25. How do you increase tourists' awareness of the local culture?
26. What does the term community empowerment mean to you?
27. What is your view on the potential of tourism social enterprises in empowering the community?
28. What are the main challenges are experienced by tourism social enterprises in empowering people?

Appendix G Participants for paper 1 and 2

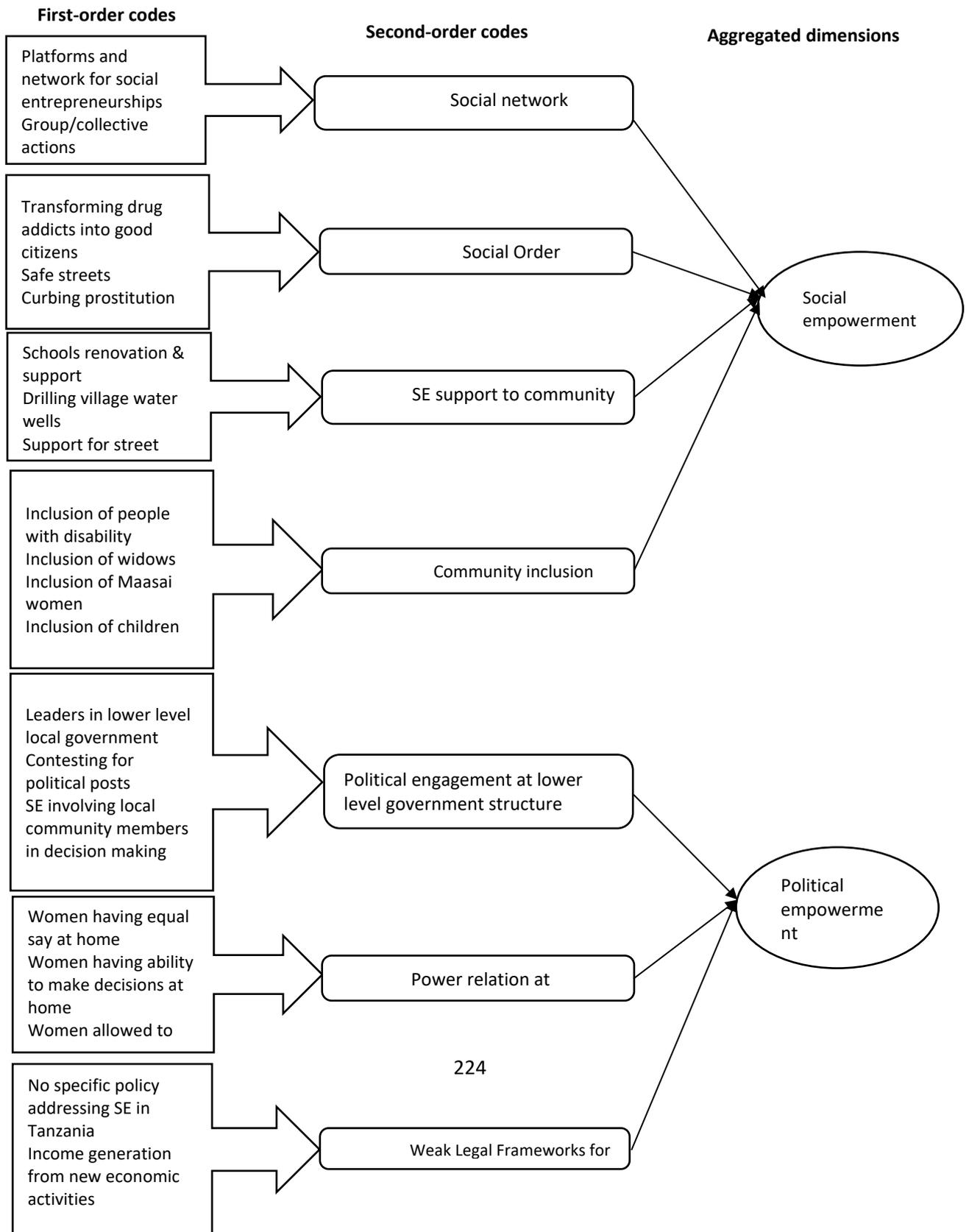
Participants	Description	Location	Gender	Duration (minutes)
Participant 1	Manager of a touristic social enterprise	Enterprise's office	Female	38
Participant 2	Manager of a touristic social enterprise	Public space	Male	46
Participant 3	Manager of a touristic social enterprise	Enterprise's office	Female	30
Participant 4	Manager of a touristic social enterprise	Enterprise's office	Male	35
Participant 5	Manager of a touristic social enterprise	Enterprise's office	Male	40
Participant 6	Manager of a touristic social enterprise	Enterprise's office	Female	27
Participant 7	Manager of a touristic social enterprise	Enterprise's office	Male	29
Participant 8	Manager of a touristic social enterprise	Enterprise's office	Female	32
Participant 9	Manager of a touristic social enterprise	Maasai's Bomas	Male	28
Participant 10	Manager of a touristic social enterprise	Maasai's Bomas	Male	38
Participant 11	Manager of a touristic social enterprise	Public space	Male	40
Participant 12	Beneficiary of touristic social enterprise	Enterprise's office	Female	50
Participant 13	Beneficiary of touristic social enterprise	Enterprise's office	Female	40
Participant 14	Beneficiary of touristic social enterprise	Enterprise's office	Female	57
Participant 15	Beneficiary of touristic social enterprise	Enterprise's office	Female	50
Participant 16	Beneficiary of touristic social enterprise	Public space	Female	40
Participant 17	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	35
Participant 18	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	30
Participant 19	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	50
Participant 20	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	46
Participant 21	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	48
Participant 22	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	33
Participant 23	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	58
Participant 24	Beneficiary of touristic social enterprise	Maasai's Bomas	Female	63
Participant 25	Beneficiary of touristic social enterprise	Enterprise's office	Female	45
Participant 26	Beneficiary of touristic social enterprise	Enterprise's office	Female	38
Participant 27	Beneficiary of touristic social enterprise	Enterprise's office	Female	33
Participant 28	Beneficiary of touristic social enterprise	Enterprise's office	Female	29
Participant 29	Beneficiary of touristic social enterprise	Enterprise's office	Female	35
Participant 30	Beneficiary of touristic social enterprise	Enterprise's office	Female	31
Participant 31	Beneficiary of touristic social enterprise	Enterprise's office	Female	28
Participant 32	Beneficiary of touristic social enterprise	Enterprise's office	Female	29
Participant 33	Beneficiary of touristic social enterprise	Enterprise's office	Female	22

Participant 34	Beneficiary of touristic social enterprise	Enterprise's office	Female	60
Participant 35	Beneficiary of touristic social enterprise	Enterprise's office	Female	58
Participant 36	Beneficiary of touristic social enterprise	Enterprise's office	Female	34
Participant 37	Beneficiary of touristic social enterprise	Enterprise's office	Female	35
Participant 38	Beneficiary of touristic social enterprise	Enterprise's office	Female	30
Participant 39	Beneficiary of touristic social enterprise	Enterprise's office	Female	56
Participant 40	Beneficiary of touristic social enterprise	Enterprise's premises	Female	41
Participant 41	Beneficiary of touristic social enterprise	Enterprise's premises	Female	22
Participant 42	Beneficiary of touristic social enterprise	Enterprise's premises	Male	32
Participant 43	Beneficiary of touristic social enterprise	Enterprise's premises	Male	35
Participant 44	Beneficiary of touristic social enterprise	Enterprise's premises	Male	34
Participant 45	Beneficiary of touristic social enterprise	Enterprise's premises	Male	35
Participant 46	Beneficiary of touristic social enterprise	Enterprise's premises	Female	42
Participant 47	Beneficiary of touristic social enterprise	Farmers' home	Male	28
Participant 48	Beneficiary of touristic social enterprise	Farmers' home	Female	35
Participant 49	Beneficiary of touristic social enterprise	Farmers' home	Female	31
Participant 50	Stakeholder in social enterprise/business	On telephone	Male	38
Participant 51	Stakeholder in social enterprise/business	On telephone	Male	41
Participant 52	Stakeholder in social enterprise/business	On telephone	Female	35
Participant 53	Stakeholder in social enterprise/business	On telephone	Male	36
Participant 54	Stakeholder in social enterprise/business	On telephone	Male	32
Participant 55	Stakeholder in social enterprise/business	Stakeholder's office	Male	37
Participant 56	Stakeholder in social enterprise/business	On telephone	Male	46

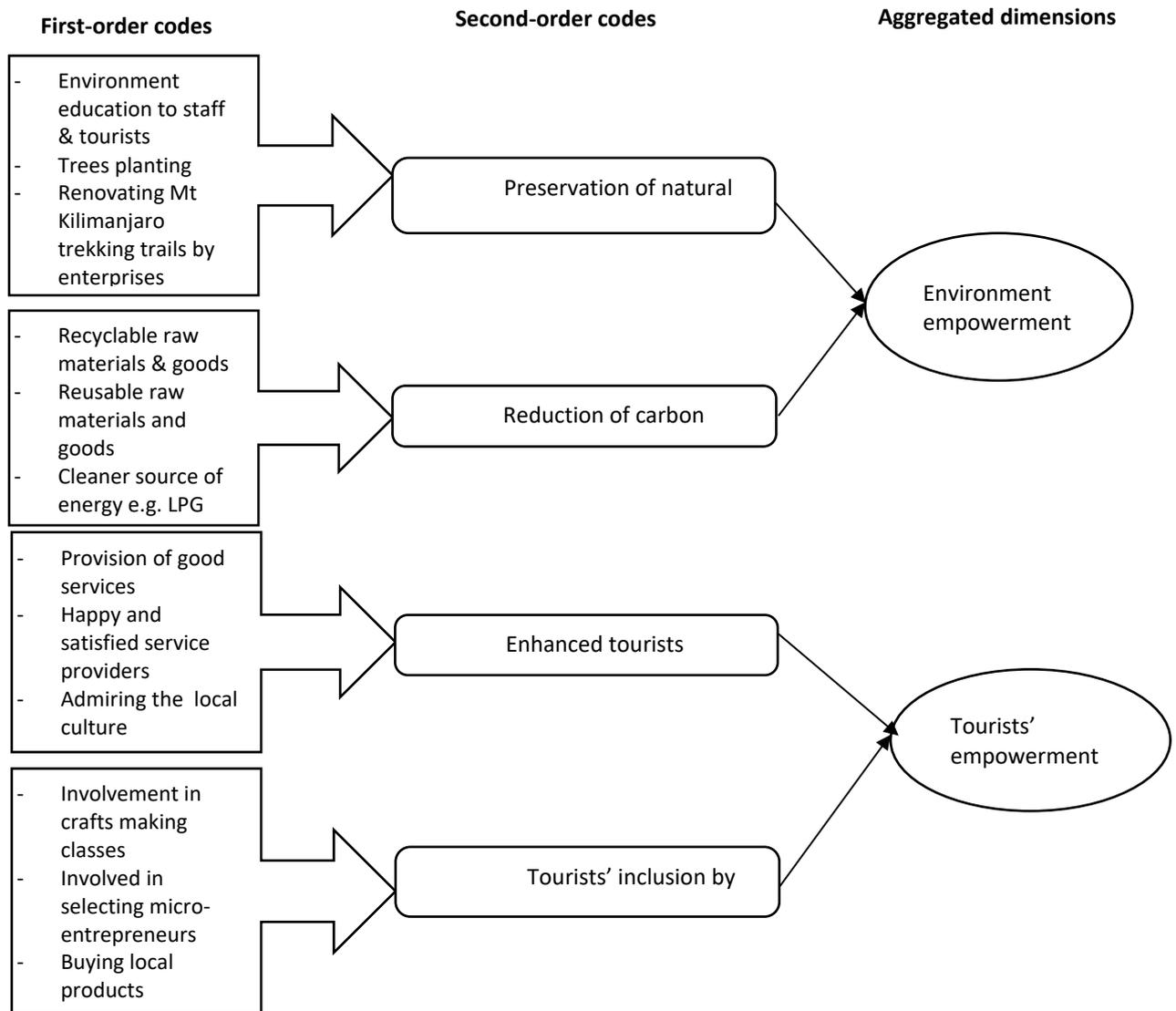
Appendix H Data structure



Appendix I Data structure 2



Appendix J Data structure 3



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