SOCIO-CULTURAL FACTORS AND ENTREPRENEURIAL SUSTAINABILITY OF CHURCH BASED SOCIAL ENTERPRISES; A CASE OF BROTHERS CMM KENYA/TANZANIA PROVINCE.

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DECLARATION

I, the undersigned, declare that this thesis is my original work and that it has not been presented in any university or institution for academic credit.

Francis Ogero Oteki

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DEDICATION

I dedicate this work to the leadership of all religious men and women congregations in the Catholic church especially those that depend on foreign funds to fulfil their charism and missions. Special mention here is the membership and the leadership of the congregation of the Brothers CMM. To my great friends Solomon Kiogora, Sr. Maureen, Steve, Kemmy, Memoi, Sue, Bro. Tibo, Fr. Desiderius Olima, Sr. Rose Kyaligonza, and Sally whose love, support, push and encouragement kept me energized in this quest to complete this academic race. Of special mention is Bros. Kees Hems and Leo Van De Weijer who believed in my abilities to the end. You have been a formidable pillar in this journey. My mum Teresa, my dad Patrick, and my brothers and sisters for constantly checking up on me and reassuring me that am equal to the task.

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LIST OF ABBREVIATIONS

CBSEs: Church Based Social Enterprises

CMM: Congregatio Materix Missericordiae.

Const.: Constitution

IMF: International Monetary Fund

NGOs: Non-governmental organizations

Nkr: Nakuru

Nrb: Nairobi

RSCK: Religious Superiors Conference of Kenya.

QCA: Qualitative Comparative Analysis

RBT: Resource Based Theory

ROI: Return On Investments

SEs: Social Enterprises

S.E.T: Social Enterprise Theory

SCFs: Socio-Cultural Factors

UN: United Nations

UNESC United Nations Economic and Social Council

Tbr: Tabora

DEFINITIONS OF TERMS

Province is the congregation's administrative territory. Specifically, it is a group of religious communities belonging to the same congregation. Two or more provinces makes up the congregation.

Community is the official residence of the catholic religious brothers. It is headed by the community superior who is chosen by its members.

Congregation is a group of catholic religious men/women that has a common identity, leadership, and guided by the same rule of life namely, their constitution.

Superior is a legitimately elected or appointed leader of a religious community, province or congregation.

ABSTRACT

Socio-cultural factors have in several studies been cited as having contributed in the success and sustainability of many social enterprises. The Main objective of this study was to establish the relationship between the socio-cultural factors and the entrepreneurial sustainability of church based social enterprises; a case of Brothers CMM Projects, Kenya/Tanzania Province. The above main objective was studied under the following specific objectives; a) to examine the relationship between entrepreneurial management and sustainability of church based social enterprises, b) to establish the association between financial status and sustainability of church based social enterprises, c) to find out if there is any relationship between the culture of planning and sustainability of church based social enterprises, and d) to establish whether the use of technology has any effect on the sustainability of church based social enterprises. Data was collected by use of the questionnaires that contained closed-ended question items. The target population was 92 managers and senior management staff who included; board of management/provincial board members, project overall managers, departmental heads, and administrative assistants of these enterprises. By use of the descriptive design methodology and census sampling technique, all the 92 were sampled and formed the respondents. Data collected was edited, entered and analyzed using the SPSS 21.0 version. Spearman correlation data analysis between independent and dependent variables was done by use of SPSS (21.0). The findings indicated that all the four independent variables of entrepreneurial management, financial status, culture of planning, and use of technology had significant effects on the sustainability of the CBSEs. The study concluded that Brothers CMM SEs held at least one board planning meeting annually, 40-65% of their budgets were depended and funded by the General Board and the external donors, and that their financial performance was of losses below Kshs. 2 million. It was also found that the top management's entrepreneurial skills, and the SEs' financial status, planning, and use technology as SCFs indeed affected the sustainability of the SEs. The study recommended the following; management should ensure that strategic and business plans for each of these SEs are put in place. Diversification of investment options and revenue streams, make of donor-dependence reduction strategy progressively, invest in the entrepreneurial management capacity of top management, take advantage of the digitization of modern organizational operations among others.

CHAPTER ONE: INTRODUCTION

1.0. Introduction

This introductory chapter presents the research topic under several headings and sub-headings. These are; the background to the study which includes; the Brothers CMM Kenya/Tanzania Province, social enterprises, the concept of sustainability and culture. This is followed by the historical background, statement of the problem, research objectives, and questions. The research also delved into the significance of the study, study scope, assumptions and limitations of the study. Lastly, it concludes with the theoretical and conceptual frameworks and operational definition of variables.

1.1 Background to the Study

1.1.1 The Social enterprises

According to the ILO (2017), Social Enterprises (SEs) are those organizations that meet the following set three criteria; first, it should have a primary social purpose or social problem it seeks to solve. Secondly, it should use financial sustainable business models with clear ways of generating sufficient income that exceeds its expenses and that it should have progressively a significant proportion of its income coming from its earnings and not from grants or donations. Thirdly, it should be accountable to its stakeholders and beneficiaries, ensuring that it is able to measure and demonstrate its social impact. There are more other definitions of SEs but the one of Burns summarizes the whole SEs concepts.

According to Burns (2011), Social enterprises are those business enterprises which are primarily set up to serve a social purpose and their entire profits are ploughed back into the business in order to support their operations and help them grow more so as to reach the greater base of those who benefit from the said entity in society. This is in contrast to other business enterprises where the profits are shared among the shareholders or owners as dividends. All church based social enterprises like schools, hospitals, colleges, polytechnics and other social programs by this definition are social enterprises.

Njiru (2016) posits that social enterprises can take two forms; a charity enterprise and a commercial enterprise. A charity enterprise is funded mainly through grants and donations and whose profits or surpluses are wholesomely ploughed back into the society through the SEs in order to continue serving the need of the community. The entrepreneurs starting these social enterprises also can be seen from the two fronts. Social entrepreneurs differ from the commercial entrepreneurs in that while as the commercial entrepreneurs aim to reap maximum value from the society, social entrepreneurs are motivated by the need of creating value for the community.

Most of the church-based SEs are donor funded. Foreign funding has steadily seen a declining trend especially here in Kenya since 2010 (Moreno & Agapitova, 2017). There is now a more desire to increase the resilience and sustainability of SEs in Kenya and East Africa in general. This is because, despite the increasing and persistent needs in society that requires to be solved innovatively, the donor funding is constantly decreasing (Gatithi, 2017). For these church-based SEs to continue beyond the phase of donor funding, their Sustainability aspects requires to be urgently looked into. This research seeks to find the Socio-cultural factors, entrepreneurial sustainability readiness of these enterprises with the focus on the Brothers CMM Kenya/Tanzania Province.

1.1.2 The concept of Sustainability

Attempts have been made to define and measure the sustainability of enterprises in the recent past. Generally speaking, it is assumed that a sustainable enterprise is that which is able to meet its own costs and earn a surplus revenue to help its growth in terms of resources and size, namely, personnel, branches and programs (Courtnel, 2019).

Sustainability is what marks the real difference between success and failure of church based social enterprises. It has been noted that factors such as technological, technical, financial, economic, institutional and social factors contribute to the failure of the projects if not taken care of in all project life cycle (Oino et al., 2015). For a social enterprise to be sustainable for a long time, it must pay close attention to the socio-cultural aspects of the projects at all its stages.

Arguably, there are factors that define the sustainability of a business organization and these include; leadership, especially, leaders able to focus on the big organizational picture while at the same time getting hold in an innovative way to the small picture (Long, 2017). Presence of a strong strategic and tactical plans, effective communication, continuous and on-time quality improvements, efficient production particularly reduces wastage of resources. Great and innovative presence and use of the technological tools and avenues and a great marketing and customer service are also contributing factors. Other factors such as having an innovative business idea, hiring the right talent, establishing a strong social network and finances also play a role in this quest to sustainability (Long, 2017). Other researchers have however listed governance, social capital and finance as the key indicators of a sustainable business entity.

Mbugua, (2017) found that the catholic church's projects sustainability is based on long tradition, inspiring scripture, clear leadership, and reliable network. He also noted that, a project is sustainable if the beneficiaries are able on their own to continue producing results, without the assistance of outside development partners or donors, for their benefit for as long as their problem exists.

The main challenge facing church based social enterprises as aired by donor organizations is their sustainability long after donor termination (Oino et al., 2015). Actually, many donors have in the past partnered with local church organizations and congregations to start church based social enterprises in Kenya. This is with the assumption that, after the termination of donor funding, the projects would become self-sustaining and continue offering meaningful services to the communities (Mbugua, 2017).

1.1.3 Culture

According to Adiza, Alamina, and Aliyu (2020), culture is defined as the accepted behaviours, customs, and values of a given society. A culture embraces patterns of beliefs, motives and values acceptable in a particular society or organization. These makes individual members to behave in a certain set of ways. There are specific culture characteristics that helps in forming organization entrepreneurial culture or not.

There are many elements of culture that impacts in the success and sustainability of social enterprises. These includes; a total way of people's life, a way of thinking, feeling, believing, behaviour, learned experiences, learned behaviours, norms, attitudes and beliefs (Johnson, 2018). Attitudes and beliefs vary from one society or church organization to another. This basically informs the different attitudes and beliefs among the different organizations forming the church based social enterprises. For instance, the attitude towards planning in an organization is a cultural event that is passed on from one generation to the next.

1.1.4 Historical Background.

For the past 30 plus years, there has been emphasis on social enterprises. This has been attributed partly to the failure of the welfare state and welfare economics of governments and states (Yitshaki & Kropp, 2016). The responses to these inadequacies in addressing these social problems are varied from one world region to the other. Due to the varied levels of economies, SEs in different regions and different countries emphasizes on problems or issues particular to that region or country. More and more focus is being directed especially to the SEs with a ‘spiritual capital’ that seeks to emphasize the benefits of faith on the entrepreneurial activities (Oham, 2015).

In the larger group of the SEs, there exists this important subgroup known as the faith based social enterprises (FBSEs) which in this study is particularly referred to as the church based social enterprises (CBSEs) in order to give particular emphasis to Christian churches. These SEs from the CBSEs engage in traditional business activities as a result of their faith or in order to foster and propagate their faith mission. According to Oham (2015), CBSEs achieves two objectives in their endeavors; serving their host communities while legitimizing their role in the local secular society, and secondly, to generate earned income to sustain their objectives. In doing this, other CBSEs think that they are sustainable while others think they are not.

From a global perspective, Masovic (2018) carried out a global study on SCFs and their impact on the performance of multinational companies. The study indicated that culture, language, financial status, religion, level of education, technology, customer preferences, leaders’ attitude, and the attitude of the society towards foreign products and services affected the operation of these international companies. David, Elisabeth and Maria (2014) also investigated the socio-cultural factors (SCFs) that influence the likelihood of women becoming social entrepreneurs among the 40 countries using data from the database of the survey done by the World Value Survey (WVS) and World Bank (WB) in 97 countries. The main findings of this study reiterated the relevance of SCFs to the success and sustainability of women social enterprises. To a greater extend, these findings can be applicable to the Brothers CMM due to its global citizenry composition and mission outlook.

Funding these social enterprises differ from one region to the other. According to Agapitova, Sanchez, and Tinsley (2017), in the U.S for example, SEs were funded mainly by their foundations and other philanthropists. But since 2010, SEs in most states in America started receiving fostering support from the National government through the enactment of the Serve America Act of 2009. The entities and SEs that were supported were those that aim at achieving social impacts. This was done through the Social Innovation Fund, National Impact Initiatives (NII), grant programmes, Impact Investment Schemes like Impact Investment Fund and USAID that targets SEs with a global perspective. In Latin America, civil society organizations fund these SEs. Again, these SEs are mostly 'community based enterprises' or cooperatives where community members pool together their resources in order to achieve a common objective.

According to the Borzaga et al (2020) on the SEs and their ecosystem in Europe, the study that was carried in 35 countries discovered that by then, there were approximately 432,622 SEs in the sampled countries. These SEs in Europe had the following benefits to the society; employed around 13.6 million Europeans, delivered essential core services to the masses, created employment, helped in attainment of the sustainable development goals, addressed a bundle of societal challenges not addressed by governments and mainstream businesses. They also were helping in shaping policy objectives like; job creation, sustainability, civic participation, equal opportunities, and inclusiveness.

However, there were SCFs constraining the operations of these SEs in Europe according to Agapitova, Sanchez, and Tinsley (2017). These factors included among others the financial resources constraints. In central and Eastern Europe for example, the SEs were heavily driven by external inputs particularly through donors' programmes and public funding schemes. However, in the beginning of the 21st century, most international donors started withdrawing progressively from this region. According to Borzaga et al (2020), this forced the SEs to adopt entrepreneurial stance and invented other income generating streams for their sustainability. These income generating activities included; public grants & subsidies, membership fees, market exchange resources, mix of paid and unpaid volunteers, sale of goods and services and registration as members in the Employment and Social Innovation Programme (EaSI) guarantee fund.

Fortunately for these European SEs, according to Agapitova, Sanchez, and Tinsley (2017), there is presence of other funds meant to support them commonly regarded as Supporting the Social Economy. They include; the European Social Fund (SSF), European Fund for Regional Development (EFRD), European Structural and Investment Fund (ESIF) and through other legal ways like tax exemptions, availability of large pool of volunteers, and funds and resources of the founders of these SEs. These funds may not be available to the SEs outside the European Union countries.

In the Asian perspective, the SCFs affecting entrepreneurial sustainability of SEs can be sampled from country to country perspective. In Bangladesh, SCFs like religion, ethnicity, family background, physical attributes, economic status and education had an impact on entrepreneurial development process (Akhter & Sumi, 2014). In Malaysia, three socio-cultural factors specifically time orientation, sustainability orientation, and social norm significantly influences intention towards sustainable entrepreneurship among the SEs (Koe and Majid, 2014).

In Korea, the government enacted the Social Enterprise Act of 2007. According to Choi and Jang (2016), this act by the government was aimed at creating and supporting the social enterprises in order to reduce the rate of unemployment in the country that stood at 58% in 2014. Afterwards, the number of these SEs increased slowly but steadily over time. However, most of these SEs did not address the sustainability issue as they either failed to continue or reduced in size of operations immediately the benefits and government aid they received as certified enterprises came to an end. Whilst the government of Korea was funding these registered SEs in their country, the current study focuses on Brothers CMM's SEs that generally are funded by the international donor organizations including the Brothers CMM general Board and not by any specific country.

The SEs context in the African region are also faced with unique effects of SCFs. According to Ogbo et al (2019), some of the SCFs affecting the funding and sustainability of SEs in Nigeria includes; political, economic, cross country, and technological factors. Lack of entrepreneurial education support and financial support was also noted as major hindrances to the sustainability of these enterprises. On the impact of SCFs on entrepreneurial development and sustainability in Nigeria, Onodugo and Onodugo (2015) reiterated that SCFs like; political and legal forces, technological innovations, economic conditions, social and cultural forces had serious impacts on these enterprises.

The World Bank report prepared by Moreno & Agapitova (2017) showed that CBSEs are actively serving different countries in different ways in Africa. In Malawi, the large CBSEs deliver services to the health and education sectors. Despite them being few, CBSEs in Tanzania are an exception since they play an important role in the education, health and other social sectors. In Uganda too these SEs are involved in the education and health sectors, which is the same case in Zambia where other than health and education, they are also involved in the water and sanitization sectors.

In serving people in the above east and southern african region countries, according to Barran et al (2021), CBSEs are faced by almost similar challenges as those faced by other secular social enterprises. These includes; financial constraints, lack of proper management, and other enterprise skills like technology, planning and many others. This is driven by the fact that they were also started majorly because of passion and social need. These constraints like; difficulties in accessing finances, that is to say potential lenders and investors choosing to fund ongoing sectorial SEs rather than new ones. Human resources challenge, particularly, most SEs being run by the founders and not professional project managers. This means that these SEs are dependent on the founders with little governance structures, management and organization issues like business planning, accounting, social impact measurement are really affecting the operations of these SEs. This weak management leads to low paid salaries which eventually leads to qualified staff being poached by high paying entities (Smith & Darko, 2014).

Most of these social enterprises especially the CBSEs in Africa use donor grants in their operations mainly. Actually, Africa has the highest international aid per capita (Bewayo & Portes, 2016). The other sources of funding for these SEs other than donor grants are; user fees, personal funds, subsidies, informal debts particularly from friends and family, and incubators or accelerators (Moreno & Agapitova, 2017).

Kenya is generally an entrepreneurial society with an enabling business environment for private sectors including the CBSEs according to the World Bank Group (2021) report. Actually, this business enabling environment has resulted in Kenya continuously being ranked among the top three countries in the World Bank ease of doing business indices in Africa. Kenya is currently ranked third in Africa slightly behind leaders Mauritius and runners up Morocco. Globally, Kenya is ranked at position 56. Barran et al (2021) posits that there was approximately 85,600 SEs in Kenya by 2020 which offered Job opportunities to close to 350, 000 people with this number expected to grow to 444, 000 by the year 2030.

In the recent past, the foreign donors in Kenya have changed their ideologies and practices of their foreign aid in order to focus on the agenda, development, and the geopolitics (Mawdsley, 2022).

There's a paradigm shift of donor funding from the traditional poverty alleviation focus to economic empowerment and growth. This is also pushing the non-profit organizations to adopt the hybrid system where they have also to focus on the income generating activities to boost their sustainability (Savelli, Schwartz & Ahlers, 2019).

Despite the existing funding gap for SEs in Kenya, CBSEs have contributed actively in the education, agriculture, health, and other social dimensions aimed at poverty eradication (Moreno & Agapitova, 2017). According to Mwangemi, Wilson, & Mung'atu (2017), in Kenya, especially in Nairobi, SCFs not only influence largely the profitability of the SMEs, but also their sustainability. The other SCFs that affects the success and sustainability of these SEs are management capacity and financial returns (Njuguna, 2015).

Within the Catholic church in Kenya, Mbugua (2017) posits that CBSEs needs to be sustainable. For them to be sustainable, they need to do the following; establish the strategic fit in its management, pursue alternative income generating avenues, and re-look at their project designs to be oriented towards self-reliance. They actually need to re-look at their top management and ensure that the top management is able to support their overall sustainability objective. This can be achieved through financial accountability and transparency to their various stakeholders.

According to Okoth (2021), the need for sustainability necessitated for a two weeks training on strengthening financial self-reliance of local catholic churches in Eastern Africa, for diocesan priests, religious men and women, and lay faithfuls in Kenya. This training facilitated by the Catholic University of Eastern Africa equipped the participants with the need to implement new ways of sustaining their CBSEs. This is by urgently developing alternative ways of sustaining the diocesan, deanery, parish, and CBSEs in their jurisdictions instead of depending solely on offertory and tithes. The other avenues that participants noted that has been over relied on to sustain church mission operations is the donor funds and grants.

According to the study by Barran et al (2021), IMF estimated in 2017 that there existed a huge funding gap for these SEs in Kenya to the excess of 19.3 billion US dollars. The peak for the donor grants and funding to SEs in Kenya was reached in 2010. Since then this important support has been on the decline. This was partly attributed to corruption in the country and shifting of preferences and focus by the donors (Moreno & Agapitova, 2017). This funding and donor situation has been worsened by the ravaging Covid-19 pandemic that has not spared even the developed and donor source countries in Europe and America (CRS Report, 2021). This situation has greatly complicated the sustainability aspect of many SEs in Africa, more specifically in Kenya and East Africa region as a whole since most of them are heavily donor dependent. The situation is not any better or different in the church based social enterprises like the ones run by the Brothers CMM in the province of Kenya/Tanzania.

To this far, little has been researched on the sustainability of the social enterprises that are managed by the catholic religious brothers. This study therefore tried to look at how the SCFs affect the sustainability of church based social enterprises, specifically the Brothers CMM province of Kenya/Tanzania.

1.1.5 The Brothers CMM Kenya/Tanzania Province

Ever since the Brothers of Our Lady Mother of Mercy (commonly known as Brothers CMM) stepped into their east african mission in 1958 (Brothers CMM Constitution, 1990), they have grown in both numbers of new african brothers and number of communities and missions in which they currently serve. The congregation was founded in 1844 in the Netherlands but has ever since moved and registered its presence in other parts of the world. The Brothers are currently serving in four continents namely; Africa, Europe, South America and Asia (Brothers CMM Directory, 2021). The province of Kenya/Tanzania is currently the second largest in terms of membership, second to Indonesia Province (Brothers CMM Directory, 2021).

There are several projects currently in the management of the Brothers CMM both in Kenya and Tanzania. The number of the expatriate brothers has steadily declined in recent years to the current total of four in the Kenya/Tanzania province, so has the foreign donor funding. The overall congregational financial reserves have also seen a sharp decline. It is estimated that if the current congregational spending trend continues, the financial reserves will be depleted by the year 2032 (General Chapter Financial Committee Report, 2021). The success and sustainability of these projects have to be re-looked into in order to ensure that their future and the future of the mission of the brothers is assured beyond the donor funding period. Some of these projects includes; both primary and secondary schools, farms, apartments and other social programmes especially for prisoners and those infected or affected by HIV/AIDS. Appendix V shows the summary of the projects and Missions that the brothers are involved in the province of Kenya/Tanzania.

1.2. Statement of the Problem.

The social enterprises with specific focus on church based social enterprises have been in the forefront in the provision of the essential services that touches the lives of many people (Borzaga et al, 2020). They include Hospitals, Schools, Colleges, Universities, social programs, environmental champions and spiritual nourishment services. Others are engaged in social enterprise initiatives in their locality, for example; cafes, social housing, community hall hiring, farming, pastoral Centres, rehabilitation homes and programs (Oham, 2015) and many other life touching affordable programs like providing food, clothing, and shelter.

However, the practical sustainability aspect of these vital entities face several challenges in reality. A study done by Chigozie, Munene & Gakuo (2017) on the factors influencing the sustainability of church funded projects in Isiolo Catholic Diocese revealed a wanting reality. Most of the church funded projects in this diocese were on their winding up stage. Actually, this study said that the sudden end of almost 50% of these projects in Isiolo Catholic Diocese had devastating effects on the hopes and lives of beneficiaries. Most of them closed due to lack of funds or immediately their donors withdrew their support. During the Covid-19 pandemic, just like other SMEs, catholic church based social enterprises and their economies have been greatly affected (Adichie, 2021).

The failure of sustainability of these SEs is a disturbing concern to the organizations that fund and implement these social programs together with their beneficiaries (McDade et al, 2021). Brothers CMM have been very active in the provision of affordable and quality services in East Africa since 1958 (General Board, 1990). The fields in which they have been involved in includes; Primary and Secondary schools, Teacher Training Colleges, Technical and Vocational Training Institutes, Farming, Social programmes catering for Orphans, Prisoners, HIV/AIDS, elderly people, Youth ministry apostolates, catechesis and church ministry services. Most of these, if not all SEs and apostolates have been established and run with the help of funds from foreign donors and grants.

However, the decline in foreign funding to these SEs and the paradigm shift of donor funding to focus on economic empowerment and growth as opposed to traditional poverty alleviation (Savelli, Schwartz, & Ahlers, 2019) over the years has led to downsizing in most of them, some totally discontinued, and others rented or given out to other organizations who have funds to run them. The hopes of many beneficiaries of these SEs projects have now been dashed. Downsizing and discontinuation or total closure has led to loss of jobs by employees as witnessed recently in Oyugis Integrated Project (OIP Newsletter, 2021) and St. Vincent Depaul High School in Urambo. These crucial services run by the Brothers are facing future survival and sustainability challenges unless the donor dependence syndrome was cured. The mitigating factors to the current situation of these Brothers CMM SEs needed to be found urgently.

This research therefore sought to find out the SCFs influencing entrepreneurial sustainability of church based social enterprises, a case of the brothers CMM Kenya/ Tanzania Province and propose ways of overcoming these effects going forward into the future.

1.3. Research Objectives

1.3.1. General Objective

The Main objective of the study was to establish the relationship between the socio-cultural factors and the entrepreneurial sustainability of church based social enterprises; a case of Brothers CMM Projects, Kenya/Tanzania Province.

1.3.2. Specific Research Objectives

a) To examine the relationship between entrepreneurial management and sustainability of church based social enterprises.

b) To establish the association between financial status and sustainability of church based social enterprises.

c) To find out if there is any relationship between the culture of planning and sustainability of church based social enterprises.

d) To establish whether the use of technology has any effect on sustainability of church based social enterprises.

1.4. Research Questions

a) Is there any relationship between entrepreneurial management and the sustainability of church based social enterprises?

b) How is financial status associated with sustainability of church based social enterprises?

c) What is the relationship between the culture of planning and sustainability of church based social enterprises?

d) Does the use of technology affect the sustainability of church based social enterprises?

1.5. Significance of the study

These research findings will be of great help to the leadership of the Brothers CMM Kenya/Tanzania province and the worldwide congregational leadership including its various chapters and boards. Of direct intended consumers are the church-based religious led organizations especially in their attempt to diversify the funding options to help in their preparedness to face disruptions in their operations. Most importantly, the church based social enterprise donors will find it very useful as it is supposed to guide their decisions on future funding and priority areas.

These research findings are meant to add value to the available body of knowledge on the success and sustainability of CBSEs. Research institutions will borrow a lot from this research as a basis for future studies not forgetting the policy makers in the different government and regulatory bodies. Future church congregations will use it as a guide for establishing future entities. Most importantly, these research findings will be of great help to other organizations whose social entities will be facing disruptions or planning against disruptions in their operations not only in Kenya, Africa, but also throughout the world.

The dangers and dilemmas faced by the church-based social enterprises would have continued for a long time in future if this research was not carried out urgently and its findings and recommendations incorporated in the strategic plans of these entities.

1.6. Scope and Delimitation of the study

The research focused on the SEs under the direct management of the Brothers CMM in the province of Kenya/Tanzania. This only focused on the projects and their management. Specifically, the brothers CMM are found in Archdiocese of Nairobi (3 communities, one secondary school, and Prisoners' welfare project), Nakuru diocese (2 communities, one temporarily closed and 1 big commercial farm), Kisii diocese (1 community, 1 boys school and farm), Homabay diocese (2 communities, 2 secondary schools, and 1 HIV/AIDS social program) and Tabora archdiocese- TZ (1 community, one Secondary school). In this research the researcher did not focus on the economic/political philosophy of a country since there is only one Brothers CMM community and project in Tanzania.

Brothers CMM is one of the largest and most active member of the Religious Superiors Conference of Kenya (RSCK). Its membership, presence and spread across the area of study makes its choice ideal. The study findings from this one congregation will easily be generalized and representative of all other RSCK member congregations. RSCK has membership of more than 79 male religious congregations according to Maina (2020).

The study focused more on the male religious congregation SEs while assuming that this is replica of the female religious led enterprises because of the moderating factor of the church policies and teachings that influence both the male and female religious. The period of study under considerations was 5 years. This was sufficient enough in helping draw useful and critical conclusions. The researcher carried out this field study in the months of March to October 2021. During the study, the researcher limited the study to the socio-cultural factors that influence the church based social enterprises.

1.7. Theoretical Framework

The study was anchored on the Resource dependency theory and supported by two other theories, namely; the Resource-Based Theory, and the Social Enterprise theory. Resource dependency theory was developed in 1970s by Jeffrey Pfeffer and Gerald R. Salancik (Cobb & Wry, 2020). It has three main characteristics; first, the dominant and dependent, secondly, external forces are critical for economic activity of dependent entities, and thirdly, the relationship between the dominant and the dependent entities are a vibrant process. This theory also shows how the dependent entities continue being underdeveloped in the hands of the supposed 'donor-dominant partner entities' by continued cultivation of the dependence mindset in them (Romaniak, 2017).

In the resource based theory by Wernerfelt, SEs assembles their resources in order to create capabilities. They then leverage on these capabilities to create value out of their resources. Once these organizational resources become valuable, rare, hard-to-imitate, and Non-substitutable (VRIN), they then give the SEs competitive advantages in the market (Chinyoka, 2020).

The social enterprise theory states that social entrepreneurship world focusses on the provision of social and public services but not for profit, rather for improving the life of people and creating opportunity for them. This theory also holds that social enterprises are not only ventures that seeks to do social good and solve social problems, but also that they are organizations that do not seek self-gratifying profits (Azan & Sarif, 2017).

1.8. Conceptual Framework

A conceptual framework gives an explanation of how the researcher perceives the relationship between variables he intends to use in the study. It is the argument about why the study matters and rigorous roadmap of how to study the proposed topic (Ravitch & Riggan, 2017). It also provides the rationale and direction for the study (Adom, Hussein, & Agyem, 2018). In this study, the independent variables were the socio-cultural factors while the dependent variable was sustainability of Brothers CMM led social enterprises.

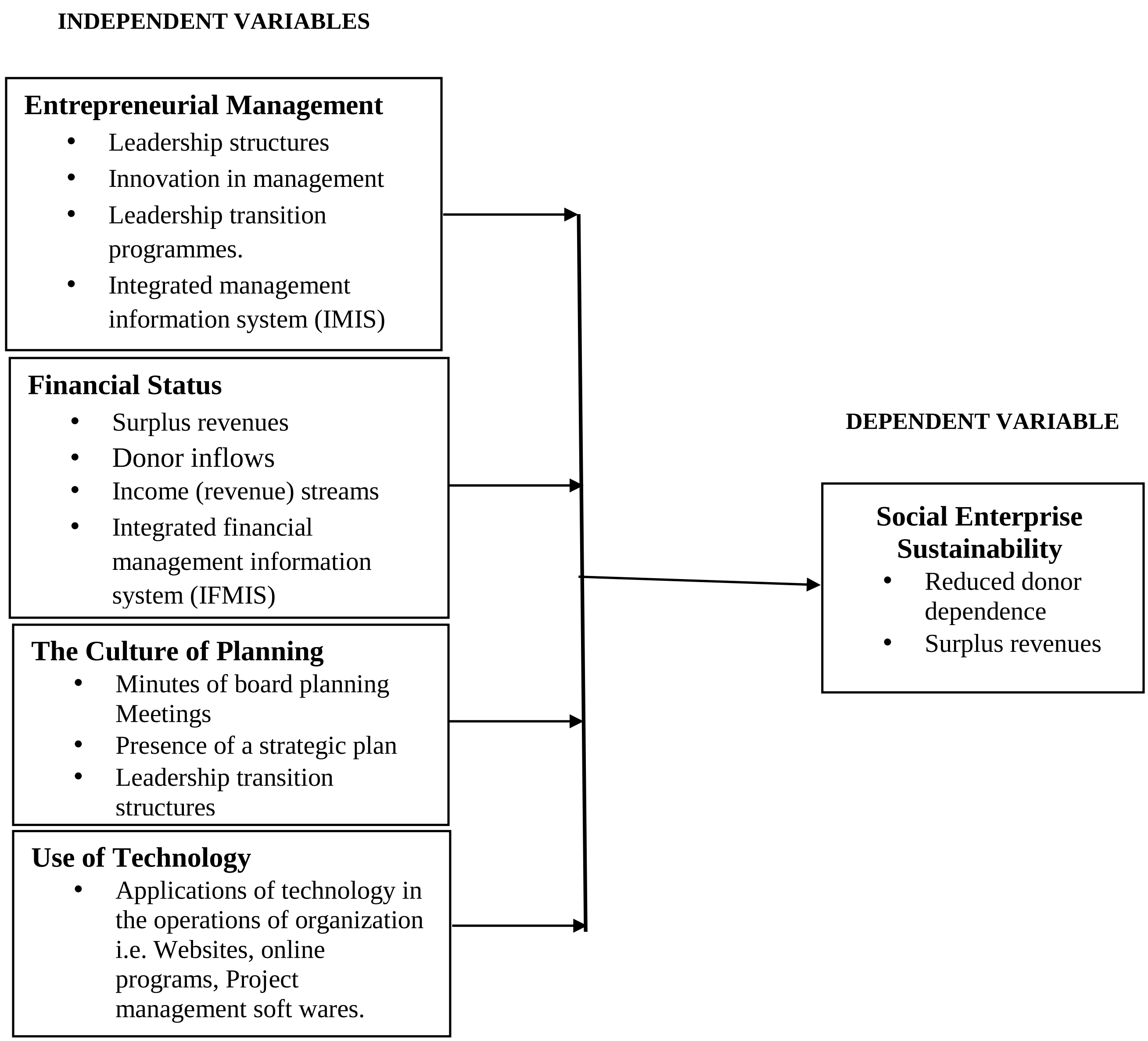

Figure 1.1. **Source:** Author (2021)

Operational definition of variables

Entrepreneurial management

In this study, entrepreneurial management refers to a process that ensures smooth operations of an organization by the managers which guarantees its profitability, liquidity, and solvency in the long term. This is achieved by the functions of management which are; planning, controlling, staffing, directing, and organization of the resources of the SEs (Olalekan et al 2020).

Financial status

Financial status refers to the financial performance of SEs at any given time in terms of profitability, costs incurred or expenses, investment, diversified revenue streams, and overall financial management systems that promotes efficiencies, transparency and accountability (Batchimeg, 2017).

The Culture of Planning

Planning in this study refers to the process of the management continuously anticipating and predicting the future business environment of the organization, formulating both the long term and the short term business objectives to be pursued and achieved, and eventually putting in place the appropriate strategies to help in realizing these business goals (Ogolo, 2019).

Use of technology

Usership of technology in an organization is the application of modern digital solutions and internet-aided platforms in business operations in order to create efficiency and increase profitability and sustainability (Teras et al, 2020).

SEs Sustainability

In this study, Sustainability of SEs refers to the financial stability and endurance of SEs which ensures their survival over a period of time even without external funding (Ketprapakorn & Kantabutra, 2019).

CHAPTER TWO: LITERATURE REVIEW

2.0. Introduction

This chapter entails the theoretical framework, the criticism of the applied theories, then proceeds to empirical review of the existing literature on the research variables. Lastly, this leads to the development of the research gap that guides this research.

2.1. Theoretical Review

The study was guided by Resource dependence theory and supported by two other theories namely; The Resource-Based theory, and the Social Enterprise theory.

2.1.1. Resource Dependence Theory

According to Mawudor (2016), resource dependence theory explains how the resources from the external organizations or bodies affects the operations of the receiving organization. The thinking behind this theory follows the following sequence of events; the organization depends on external resources for its operations, these external resources are owned or possessed by organizations or entities in its environment. These resources in the hands of these external organizations gives them power over this same organization. This then means that the legally independent organization becomes dependent on other organizations' resources for its operations and survival.

Chinyoka (2020) explains that this is actually a relationship between those who need resources and the resource providers namely, the donors, banks, foundations and philanthropists. This at the end calls on the organizations to work on reducing their dependence on resources from any one supplier of these resources and instead work on diversifying core resource sources and resource streams. This is because the unequal relationship between the dominant and dependent entities is seen as a contributor to poor economic growth among the dependence organizations. This theory actually shows how the dependent entities continue being underdeveloped in the hands of the supposed 'donor-dominant entities' by cultivating the dependence mindset in the dependent enterprises (Romaniak, 2017).

Resource dependence theory, according to Armean & Simm (2018) is important in trying to understand the relationship between the SEs and their financiers. It places more emphasis on the external environment as the source of the 'critical' operational resources. Armean and Simm (2018) goes on to explain that dependency on these 'external' resources affects the operations of the SEs and every decision and activities carried out in this dependent firm will need to be interpreted in the letter and spirit of the dependency relationship. These donor dependent SEs have to incorporate or integrate the external organizations' demands and expectations in order to continue being operations.

Since the Brothers CMM Kenya/Tanzania province still depends on the external funders to run its operations, this researcher submits that this relationship makes it a resource dependence relationship. The Brothers CMM Kenya/Tanzania province receives much of its budgetary allocations from other donors through the General Board of the Brothers CMM. This creates a dependence relationship which is a wake-up call for the Kenya/Tanzania province to seek to be sustainable financially. External resources are important for running the SEs, but it is the internal resources that gives the SEs their weaknesses and Strengths. These Weaknesses and strengths defines how SEs remains competitive in any chosen environment. This picture is clearly drawn by the Resource Based Theory.

2.1.2. Resource Based Theory

Resource Based Theory (RBT) was proposed by Penrose in 1959. It holds that competitive advantage is derived from an organization's effective use of tangible and intangible resources or assets (Chinyoka, 2020). SEs assembles their resources in order to create capabilities to create value out of their resources. Once these organizational resources become valuable, rare, and hard-to-imitate, they then give the firm the competitive advantage in the market. Resource based theory also suggests that competitive advantage may be sustained when the firm's resources have the above qualities and characteristics. In the actual business sense, these resources needs to be nurtured and renewed time in time out (Mawudor, 2016).

Mawudor (2016) continues to posit that, the question about how the prudent management of the firm's resources contributes to financial sustainability of church related organizations was answered. Indeed, firms should look into their internal resources, namely, physical, intellectual, financial, and technological resources in order to enhance the firm's competitive advantage. According to Kellermanns et al (2016), RBT is being used by the entrepreneurs more and more hence making it more of an entrepreneurial theory than its originally foundational one in strategic management. It was actually meant to help researchers to establish the reasons as to why some firms had greater competitive advantages than others in the same market.

In the long run, this greater competitive advantages possessed by some firms than others helped them outperform the less competitive firms in the market. Kiyabo & Isaga (2019) elaborates that firms must possess these competitive advantages in order to boast their performances. The resources owned and controlled by the firm greatly determines the kind of strategy that the management will employ in their businesses. Some of these resources includes; firm characteristics, organizational processes, knowledge, assets, capabilities and many others.

Alvarez and Barney (2017) while contributing to the RBT stresses that SE entrepreneurs must realize the importance of the SE's actions of transforming inputs into heterogeneous outputs that are rare and would therefore offer the firm the sustainable competitive advantage over others. As such these entrepreneurs needs to be aware of the wealth creation implications when thinking about these entities' long-term sustainability. But in order for these resources to offer competitive advantages, they need to possess four conditions according to Alvarez and Barney (2017). The first condition is that these resources needs to be 'heterogeneous' meaning that these resources needs to be discovered, converted from inputs to outputs, and exploited to gain economic advantages. This requires resource recognition, management alertness to opportunities, studying market opportunities, and coordinated knowledge so as to make these inputs become heterogeneous outputs.

Secondly, according to Alvarez and Barney (2017) the resources needs to be; 'ex post limit to competition*'*. This means that in order for the firm's heterogeneity to be durable, it needs to be preserved by seeking ways or forces to limit competition by making the firms' resources to be rare and inimitable. The third condition proposed by Alvarez and Barney (2017) is that of 'imperfect factor mobility*'*. This focuses on conditions that prevent imitation of valuable but non-tradable resources. And lastly, the resource must possess the condition of 'ex ante limit to competition*'*. This means that in order for the resource to offer a sustainable economic advantage to the firm, there must be limits to competition through continuous innovation. But these innovations must have casually ambiguous features to make it extremely costly and difficult for competing firms to imitate. It is almost impossible and impractical for firms to try to imitate resources that have ambiguous features.

The researcher therefore agreed with the resource based theory that the internally possessed resources by an organization can be a source of competitive advantage hence offering the possibilities of sustainable accrual of revenues from them. Brothers CMM run projects needs to increase their competitiveness by ensuring that they have enough reserves of internal resources that are valuable, rare, and non-imitable to give them the competitive edge.

2.1.3. The Social Enterprise Theory.

This theory was proposed by Drucker in the years 1985 and 1990. It states that social entrepreneurship world focusses on the provision of social and public services but not for profit, rather for improving the life of people and creating opportunity for them. This theory also holds that social enterprises are not only ventures that seeks to do social good and solve social problems, but also that they are organizations that do not seek self-gratifying profits (Azan & Sarif, 2017). S.E.T also gives attention to how the social enterprises can come up with additional revenues instead of depending solely on the donors, grants and other gifts in their operations.

While explaining more about the social enterprise theory, Stratan (2016) also defines SEs as entities that plough back all of their earned income to the projects' operations in order to achieve their social goals. According to Stratan, this theory helps bring out the fact that SEs comprises of not only not-for-profit organizations, but also market based innovations and solutions geared towards social problems as well as those businesses that make profits but the whole profit is then re-invested back into to achieve the social course. This theory shows us also how 'income generation and financial investment strategies support social enterprises' through activities like trading, use of charitable funds, loan facilities and even trading in shares. In their quest to serve people and society at large, social enterprises must also bear in mind their survival especially by ensuring that the revenue streams keep flowing and if possible through diversification.

While writing about social entrepreneurship in the light of S.E.T, Malsche (2016) asserts that sustainability of any social organization depends on its ability to generate social-environmental impacts and profits. The writer differentiates the social enterprises form the NGOs by stating that their main difference is in their revenue models. SEs are organizations that make positive social-environmental impacts and aims at generating enough revenue to sustain their operations financially so as to have steady revenue streams. NGOs on the hand are organizations that make positive impacts in the society but are running at a loss. That's to say that their expenses are more than their income. NGOs will depend perpetually on grants and donations. When these are stopped or their sources run dry suddenly, these NGOs also dies naturally until another donor comes to resuscitate them back to life.

According to Azan & Sarif (2017), this theory also helps in differentiating between the two main terms in entrepreneurship; social enterprises (SEs) which mainly focuses on the social goal, and social entrepreneurship which besides serving the social goal, introduces the aspects of innovation and creativity in running these Social Enterprises (SEs). In a nutshell, according to Azan and Sarif, social entrepreneurship shows the relationship that exists between the social activities of the SEs and creation of economic wealth in order to sustain these SEs' activities. Of greater contribution by this Social Enterprise theory is also in the revelation and preparation of the social entrepreneurs on the uncertainties that awaits them in the future of these SEs. These constraining aspects of uncertainty are perceived to be pertaining to the unpredictable success or even the unpredictable failure of these social entrepreneurs' initiatives in the near future.

This theory was appropriate for this study since it defined the true nature of the social enterprises and proposes ways in which these entities can achieve their sustainability. This is by diversifying their revenue streams. This encourages intrapreneurship among the various social enterprise entities like the Brothers CMM led projects.

2.2. Criticism of the theories

Resource dependence theory emphasizes the thinking that each organization is dependent on other organizations for its survival in terms of resources (Archibald, 2017). When taken by its letter and spirit it may lead to complacency and this will lead to management not focusing on their own independent sustainability. This theory should therefore be interpreted in this context as urging management to strive for financial independence in the long run. Another criticism of this theory is that it doesn't explain how those organizations or even countries that were deemed to be dependent on others for the resources and survival broke the chains and ended up being developed and hence independent (Cobb & Wry, 2020).

A good example of these countries that can be categorized as 'developed' are China, Brazil, Japan and many others. They were deemed to be underdeveloped and dependent on other big wigs only for them to now compete at the same level with the superpowers in the world. Lastly, this theory doesn't take the circumstantial factors of individual organizations into considerations. For example, in religious circles, all resources are owned in common by all stakeholders. This then removes the dominancy relationship even when one entity receives from another these critical resources.

In reference to the resource based theory; it is true that it is not the amount of resources an organization has that gives it the competitive economic and social advantage as argued by Chinyoka (2020) but rather how well utilized the available resources are. Just like human beings, if the talents and abilities (resources and capabilities) of individuals are not deliberately discovered, nurtured, grown and well utilized, they will remain dormant and thus not help the individual to stand out from among the masses. This therefore will not help the organization in any way in the long run on its sustainability trajectory. This is more so particularly with church based social enterprises like Brothers CMM led social enterprises.

Another downside of resource based theory is that it lacks clarity on its anchorage and boundaries. This further frustrates any attempt on having a fruitful discussion about it. Again, for the resources to offer competitive advantages, they need also other aspects of firms like management, right environment, and clear government and organizational policies.

The social enterprise theory has undergone various evolution phases with every interpretation and addition by different researchers to the extent that it is not only applicable to social enterprises only. It is now more generalized to focus on all businesses. This is because almost all business and corporations are now active in the Corporate Social Responsibility (CSR) programs. All these notwithstanding, its definition of the orientation and nature of these social enterprises remains a critical guide to date.

2.3. THE EMPIRICAL REVIEW

2.3.1. Entrepreneurial management and sustainability of church based social enterprises

According to Peinelt (2017), Kenyan SEs, just like other not-for-profit organizations are operating in a highly charged and competitive social environment which calls for improved effectiveness, efficiencies and sustainability management. The pressure on this need is even exerted more by the diminishing funds from the traditional sources, donors or financiers of these SEs. After all, the various SEs operating in this East African region are competing for these same foreign funds. This has driven most funders or donors to first seek to invest in SEs that have managerial capacities and skills that foster sustainability and create change. Some of these capabilities includes; innovativeness, managerial and financial management abilities of these SEs' managers. This is a realistic reflection of the situation of SEs in the area of study.

According to Njuguna (2015), one of the major factors that influence sustainability of SEs in Kenya is management capacity. This study that adopted a census sampling technique and purposive sampling came up with 55 social entrepreneurs and their senior managers. from the findings of this report, 69% of the respondents indicated that the management capacity of these SEs affected their sustainability coupled with that of financial returns at 63%. The study also found out that the organizational policy was the greatest contributor to its sustainability. It is common knowledge that organizational policies are made by the organization's management. This is the reason why a sound management system should be put in place to ensure sustainability of these SEs. The current study also adopted the census sampling technique.

This study by Njuguna (2015) has been supported by that of Kinoti (2020) which found that improvement of general management, financial management, and business management translates to more profitability which in turn ensures sustainability of these SEs. Kinoti also found that strong leadership and clear management that is geared towards achieving reduction of aid dependence are key. Strong leadership and management of these SEs coupled with right, consistent and clear policies will help achieve this financial independence by most SEs.

A study by Wangui, Faith, & Aketch (2019) on the strategies to improve performance adopted by social enterprises listed some of the perennial challenges facing the SEs. The study noted that most funders were faced with the general challenge of the beneficiary SEs' management lacking essential management set skills. This management set skills identified were; sound financial management skills, human resource management skills, leadership, change management, risk management, sustainable strategic management skills, and technological competencies required to profitably run these entities to make them sustainable. This study that was exploratory in nature also pointed out other management challenges affecting these SEs like; management lacking innovative and creative business ideas to solve prevailing social problems, lack of transparency, lack of good market information and the long process of institutionalizing SMEs within these existing SEs. The current study employed the descriptive research design.

Ndung'u & Karugu (2018) conducted a study in Nairobi city county to find out the determinants of sustainability of Micro and Small Enterprises (MSEs) owned by youths. This research adopted the descriptive research design. Out of the 3330 registered MSEs in Nairobi city county, 97 were sampled. In its conclusion, the study noted that sustainability of youth owned MSEs in the city of Nairobi were determined by among other determinants, entrepreneurial managerial skills and use of technology in their operations like production, transfer, and marketing of their products and services. The current study was not restricted only to Nairobi City county and neither was it about youth owned MSEs. It sought to find out how the SCFs affect the sustainability of Brothers CMM owned SEs in Kenya and Tanzania.

In their study, Sabella & Eid (2016) brought out this management aspect in their study by pointing out that there are several internal drivers that affects the organizational sustainability. These includes; general management, human resource management, and management of funds and material resources. They go on to propose that SEs should adopt the mainstream business management and accounting practices like automation of systems and operations, capacity building, contingency management, and brand marketing and communication.

The above study by Sabella & Eid adopted the qualitative design and in its conclusion brought out the following major points that can be adopted by managers in the SEs; that sustainability starts with people changing their mentalities and attitudes, and that managers of the SEs can actually use social media in enhancing these entities' images, gain support and even sell their products and services. Other points are; that management should exercise transformative leadership, and that they should be alert to opportunities that can be financially exploited by their SEs. The current study focused on the catholic church religious brothers' led SEs and used census sampling technique instead.

2.3.2. Financial status and sustainability of church based social enterprises

According to Chigozie, Munene and Gakuo (2017), funding of a church based social enterprise is the single most influential element that could positively or negatively contribute to the sustainability of these SEs. They posit that SEs needs fund to start, run or operate and meet their costs and other social needs. According to this study, financial needs should be properly planned for and factored in the beginning of the SE, during its operational stage, and in its future. This requires that the project managers should be equipped with working knowledge of basic finance and accounting concepts like budgeting, break-even analysis, cost analysis, and forecasting in order to maximize their profitability. This study doesn't take into consideration other sustainability ingredients like management and digitization of systems which the current study seeks to cure.

A study by Javed et al (2019) on sustainable enterprise development recommends that SEs have to strike balance between their 'social value' and the 'economic value' of the SEs as early as at the planning stage. If this balance is not achieved, it poses the problem of the SE facing the 'mission drift' which in turn has two consequences. First, by focusing on the commercial activity returns from the SEs in order to sustain themselves, they create the danger of becoming commercial ventures focusing on ROI rather than the social mission. The second consequence is that by drifting into more commercial activities, the SEs fail to focus on the social mission, which is their main reason of existence. This study concluded that for SE sustainability's sake, they need to balance the ‘commercial value’ and the ‘social value’ right from the planning stage. The researcher agrees with this view that SEs needs to balance their objectives in order to be relevant. Chigozie, Munene & Gakuo (2017) reiterates that financial status as a factor of a SE may affect positively or even negatively on the SEs’ profitability, net present value of their investment, effects on their cash flows, cash requirements, size of investments required, time until its break-even, level of financial risks and many other implications. Sound financial management systems can be supported by established protocols for disbursement of funds, procurement, financial management, and transparency. The major finding of this study was that lack of reliable funds influence the church entities’ budgetary allocations as well as delayed disbursement of monetary resources to their various entities. This negatively affects their sustainability. This study therefore recommended that CBSEs should diversify their sources of funds revenue streams and avoid depending on one source of funds as that can bring their operations to a sudden halt which the researcher agrees with in the current study.

According to Gatithi (2017), reduced dependence on donor funds means that these SEs would have gotten reasonable expectation of being able to continue their operations into the future long after withdrawal of donors and donor support. This research by Gatithi used descriptive research statistics. To ensure their continuity beyond donor funding, the study recommends the following strategies that SEs can adopt; aggressively participate in income generating activities to give them a diversified revenue streams and to establish grants management arm or department within the SE to ensure that progressively, internal revenues exceeds external revenues. These SEs should also increase the capacity of their employees to fundraise for their department through training which will enhance their grant making and fundraising skills. They should also reinforce knowledge management which will enhance the culture of generation and collection of right ideas for funding and income generation. Establishing partnerships and knowledge sharing will also serve this purpose. The current study agrees with this assertion although it will employ the census method of sampling.

According to the study by Park (2019), dependency on foreign donor aid inhibits economic development or mobilization of domestic resources. Fortunately, aid dependency has fallen by a third in the poorest countries in recent past. This comparison between Africa and Korean development model write-up goes ahead to say that, effective aid should not foster dependence, instead it should 'do itself out of a Job'. This means that it should reduce gradually but progressively to nil dependence. Park (2019) proposes that, the key to reduction of aid dependence is strong leadership and change of mindset. Self-reliance should be the sole focus and way of life in every SE for sustainability to be achieved. In as much as the researcher agrees with the recommendations by Park, the above study only tried to compare sustainability model with that of Korea. Variety of nation models will help give valuable conclusions.

In the research that sought to investigate the influence of donor withdrawal on sustainability of NGOs projects implementation in Mombasa county, Kenya, Ondieki (2015) found that the greater majority of the respondents agreed that the social enterprises should be involved in other income generating activities to ensure sustainability beyond donor withdrawal phase. On the question seeking to find the extent to which strategic financial management by NGOs sustain their projects against adverse effects of donor withdrawal, respondents greatly agreed that indeed strategic financial planning had a great influence in NGO sustainability and reducing donor dependency. The current study will focus on CBSEs and not in Mombasa.

Ogbo et al (2019) investigated impacts of social entrepreneurship on sustainability of selected SMEs in Nigeria. Among the objectives, was to carry out an analysis on sources of funds and financing the social entrepreneurs. This study that employed the survey research design observed that economic factors like financial status and technological factors were among the major evolution experiences of SEs in Nigeria. Lack of financial assistance was also seen as being a contributory factor to SEs sustainability. This study also unearthed the new trends in social entrepreneurship; the use of social media and new technologies were on the rise among the SEs and offered more new opportunities for growth. The analysis on sources of funds to finance the operations of these SEs revealed that contributions from the social entrepreneurs, subventions from government, donor support, loans, advances, and retained earnings featured here predominantly. The current study focuses on Kenya and Tanzania and not necessarily on sources of funds but rather on sustainability of CBSEs, specifically Brothers CMM run projects.

Mustafa (2016) conducted a study on factors affecting the sustainability of community managed water supplies in Laikipia East Sub-county, Laikipia county, Kenya. Out of the 12,162 sample size, 419 respondents were sampled and interviewed. This study recommended that among other sustainability measures, the management of these water supplies in Laikipia should mobilize more financial grant providers and stakeholders. This is especially more financial assistance providers, to ensure that the projects have reliable financial bases long after the donors and government support is withdrawn. This means that the management should be prepared to face this donor face-out factor eventually in the course of the life of these water supply agencies. The current study employed the descriptive research design and was conducted in the Brothers CMM projects with a sample size of 92.

2.3.3. The culture of planning and sustainability of church based social enterprises

As seen from chapter one of this study, culture is the accepted set of behaviours, customs, and values of any given society or organization (Adiza, Alamina, & Aliyu, 2020)). Just like any other society, organizations also have their own unique cultures. This is what is commonly referred to as organizational culture. Organizational culture is the characteristic and tangible personality that is unique to any given organization (Morcos, 2018). This organizational culture also drives the organizational taste, the attitudes, the unwritten protocols of interactions and the company values. Organizational culture is tangible. That is to say that it can be deliberately designed, leveraged, and it influences the company's performance and profitability. It can actually be the source of the company's competitive advantage (Morcos, 2018). It is an internal affair and can thus be the strength of an organization or even its weak point at worst. The culture of planning is core in setting the tempo of any organizational culture. Everything that happens in an organization need to be properly planned to enhance measurement and evaluation. Planning in an organization usually takes place at the top management level, mostly, at the board level. The two main tools of management, apart from budgeting and other calendar supportive tools are; the business plans, and the Strategic plans.

Planning helps the organization in discovering new opportunities hence facilitating growth. Planning also guides in the allocation and use of the rare organizational resources e.g. people, capital, productive capacity and brand recognition which helps in reducing wastages. Appropriate planning helps an organization to gain a strategic position in the market hence subduing the competitors and showcasing its strengths. A comprehensive plan helps in harmonizing the organizational efforts into the same focus and objective (Morcos, 2018).

The other benefits of planning as proposed by Morcos (2018) are; organizations keep on improving themselves through planning in order to serve their customers better hence more profits. Planning creates the culture of systemic planning in an organization and also helps in setting up long-term objectives. Finally, it helps and facilitates performance measurement and evaluation of the attainment of the organizational goals. As stated earlier, planning in an organization happens at the top management level. Mostly at board level. Unfortunately, most board of directors of social enterprises or trustees are drawn from a voluntary sector rather than a business background. This unfortunate event leads to a lack of business focus which prevents social enterprises from truly reaching their potential.

Mswaka and Aluko (2015) posits that by organizations emphasizing and planning about the need to become financially sustainable through strategic planning, the social enterprises reduces their dependence on grants funding and instead develop more robust business plans and models that in turn helps them generate enough and surplus funds to support their social objectives in any given society. This aspect of seeking financial independence has seen increased interest in for-profit management and strategic planning techniques in the social enterprise sector.

It is now an open secret that the environment in which these social enterprises operate especially the church-based social enterprises has become more competitive. The Brothers CMM run projects are not an exemption. This thus needs the top management to think and strategize ‘out of the box’ in order to build more financial streams and human capacity and also look for alternate ways of producing value in their local environment (Stecker, 2014).

A case study in Britain by Oham (2015) on Faith Based Social Enterprises strongly brings out the need of training on various aspects of planning. It recommends that Faith Based Social Enterprises requires significant degree of formal development and capacity building to formalize their social enterprise activities for sustainability and growth. This can include among other trainings; entrepreneurial leadership, business planning, strategic planning, and financial planning training.

The services or fields in which the church-based social enterprises used to operate and dominate in particularly the healthcare, education, social services for example prison work and others are now flooded with many players even from individuals, private players, NGOs and Corporate sector. This calls for the leadership of the church-based organizations to approach their missions with more seriousness and not casually. They are called to invest thoroughly in planning for the future.

According to Galitopoulou et al (2016) study on scaling the impact of social enterprises, planning is essential in order to give direction to the future of the SEs. This study recommended that, in order for the SEs to be successful and sustainable, all their organizational aspects needs to be well planned right from the beginning. These aspects include; financial management, operations, strategic and overall business planning. This study indicated that SEs in the UK had planned to do the following in order for them to scale-up; 40% of the SEs had planned to attract new investments in the next one year, others had planned to invest in training and business planning, while others had factored financial planning and reporting as strategies to help them to scale-up.

This study therefore, seeks to find out more on the culture of planning and its effects on the sustainability of social enterprises owned and run by the catholic church, specifically the Brothers CMM led social enterprises in the province of Kenya/Tanzania.

2.3.4. Use of Technology and sustainability of church based social enterprises

According to the report of the United Nations (2019) Economic and Social Council, the council gave special consideration on the impact of rapid technological change on sustainable development. This report highlighted the opportunities presented by this rapid technological changes as well as the disruptive and transformative potential of rapid technological changes. Among the opportunities highlighted by the report were; accelerating and monitoring progress towards the sustainable development goals particularly through contributing to the faster achievement of the 2030 global development agenda, and improving food security, nutrition and agriculture development through use of innovative technological mechanisms.

Other opportunities according to this report of the United Nations (2019) Economic and Social Council were; promoting energy access and efficiency through cost effective technologies, and enabling economic diversification and transformation, productivity and competitiveness. Confronting disease and improving health through accurate and innovative research and cost effective technologies, improving access to educational learning and resources through online platforms, interactive boards, e-learning platforms and materials. Others includes; automation of services, labour markets and employment.

Janzen (2019) conducted a study on the technological advancement in the church operations and functions. This study looked at how technology has changed the church life dynamics in the past, present, and provided an educated guess on its effects in the future. This study noted that technology's main purpose is to improve the quality of life and make life easier by providing solutions to life problems and challenges. This study adopted the qualitative in-depth literature review method of the already available literature dealing with technological advancement in church operations and functions. The study noted that the church and its organizations have benefited and expanded its ministry life through the use of the print, visual, broadcast, telecommunication, internet based mediums like websites, social media platforms like Facebook, snapchat, Instagram, twitter, YouTube, Whatsapp, Zoom, and many other forms. While this study used majorly the secondary data, the current study will use primary data from the field.

The use of appropriate technologies according to Janzen (2019) allows the church and their entities to reach many other people beyond the boundaries of their church walls. Skype, zoom, google meet, podcasts and many other forms have also allowed live sessions and services beyond the physical locations. It concluded that church and their entities, though have done well in adopting to technology in their operations, still remains behind as compared to secular organizations. For those that have adopted technology already, they are mere imitators and not innovators.

This therefore means that the church based social enterprises especially the Brothers CMM projects needs to adopt the use of relevant technologies in their operations to be able to be competitive in the market. It is common knowledge that Technology based industries and businesses are more profitable, resilient and able to overcome the disruptions like Covid-19 easily (Swant, 2020).

A study by Can & Kaymakci (2016) on the use of technology and technology readiness in learning institutions indicated that most teachers do not give enough room for technology-supported content in their lessons or that they are inadequately prepared to utilize internet and computer for teaching purposes (Hsu, 2016). Just like these teachers, most church based social enterprises leaders or managers believe in the importance of technology in education (entrepreneurship) but feel incompetent to effectively use it in their operations (Can & Kaymakci, 2016). These and many other reasons make teachers and to similar extent social enterprise mangers not to use the technology in their operations.

Ndung'u & Karugu (2018) conducted a study in Nairobi city county to find out the determinants of sustainability of Micro and Small Enterprises (MSEs) owned by youths. This research adopted the descriptive research design. Out of the 3330 registered MSEs in Nairobi city county, 97 were sampled. In its conclusion, the study noted that sustainability of youth owned MSEs in the city of Nairobi were determined by among other determinants, entrepreneurial managerial skills and use of technology in their operations like production, transfer, and marketing of their products and services. The current study was not restricted only to Nairobi City county and neither was it about youth owned MSEs. It sought to find out how the SCFs affect the sustainability of Brothers CMM owned SEs in Kenya and Tanzania.

Yousaf et al (2021) conducted a study on sustainable digital innovations in SMEs in Pakistan which involved 397 CEOs and MDs of SMEs. The study found out that the rapid pace of change of things in the technology has changed how SMEs and to a larger extent SEs do their business. It has actually forced them to think out of the box and align their operations to these changing technological trends in the industry. This study recommended that SMEs and SEs should be able to deal with these rapid technological changes through cost effective frugal business models and designs. This will enable these organizations to reduce resource usage and wastage and thus enhance their sustainability. The current study is based in Kenya/Tanzania and will involve 92 top managers of Brothers CMM Projects.

A study by the Galitopoulou et al (2016) brought out how the use appropriate technology can help scale-up the SEs and support their sustainability aspects. It recommended that these technologies will enable SEs to move beyond their local geographical locations at lower costs hence serving more people. Some of the opportunities associated with the use of appropriate technologies includes; fostering greater networks between the SEs and the public or private sectors, facilitating fundraising through online platforms and crowdfunding, enabling production of goods and services in timely, cost-effective, efficient, and consistent manner. They will also help in overcoming distance barriers and lower transaction costs, help social entrepreneurs acquires more skills through learning from others, from online courses and modules. They also help the SEs become more transparent in their governance structures.

Most of the available research on use of technology are not focusing on religious brothers' led projects. This study therefore seeks to find the extent to which the Brothers CMM led projects utilize technology in their operations. It will also show how this affects the use of technology and their effect on these projects' sustainability.

2.4. Research Gap

All the above studies on SCFs and sustainability of SEs, apart from the ones touching on Kenya and Tanzania, were carried out in different parts of the world and not necessarily in East Africa. They didn't factor in the factors related with the nature of the SEs. For example, none of the above studies have focused on the catholic religious brothers led SEs. Instead they dwelt on SEs in different regions of the World, different set ups and indeed different sectors. Again, none of the above studies have tried to be guided by the combination of the three theories used here together. More specifically there is none information in the reviewed studies that deals with the donor face-out structures as a means of ensuring that these CBSEs are sustainable long after the withdrawal of the donors and other funders of these noble ideas in the society.

This study therefore seeks to bridge this gap by exploring the effects of the four SCFs on sustainability of CBSEs, namely; planning, financial status, entrepreneurial management, and use of technology especially in this Covid-19 situation. Establishing the link between the above named SCF variables and the sustainability of church based social enterprises is a major step in addressing the issues especially at the level of policy formulation. This is a case of the Brothers CMM Kenya/Tanzania province.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.0. Introduction

This chapter puts in place the research and methodology. It discusses the criteria for determining the appropriate methodology for the study. The various sections of this chapter are; the research design, target population, description of the sample and sampling procedures, description of the data collection instruments, description of data collection procedures, description of the data analysis procedures, ethical considerations, time frames, and lastly, the research budget.

3.1. Research design

Takwi (2021) describes research design as a scheme, outline or an overall view of the method chosen and the reason for that choice. Takwi says that it is actually a general plan of how the researcher intends to answer the proposed research questions. McCombes (2019) described it as a roadmap of how one goes about answering the research questions. This research adopted the descriptive research design. This is because it is concerned with describing the characteristics of particular individuals, or groups (Ravitch & Riggan, 2017) or organizations or even events. It actually specifies the sources from which the researcher intends to collect data, measurement and analysis of data. This research design was used and it enabled the researcher to collect data from a relatively sizable subjects at particular times. It also allows generalization. In this research, the observation was on the relationship between the socio-cultural factors and the sustainability of church based social enterprises.

3.2. Target Population

The Brothers CMM Kenya/Tanzania province covers these two east african countries. For purposes of this research, focus was purely on those projects that are directly under the leadership of the religious Brothers CMM. The target being the top managers particularly the overall institution managers and senior management staff who includes assistant overall managers, departmental heads, finance managers, and administrative assistants of these entities since they are familiar with their sustainability policies, achievements, and challenges. These managers and senior management staff totals to a population of 92 as shown from the table below.

Table 1.0: Brothers CMM Institutions (Projects) and the respective number of respondents

No.	**Project**	**Diocese/Country**	**No. of managers/senior staff**
1.	CMM apartments	Nairobi, Kenya	4
2.	Fr. Grol's Prison Projects	Nairobi, Kenya	10
3.	St. Justino Secondary School	Nairobi, Kenya	12
4.	Molo farm	Nakuru, Kenya	3
5.	St. Vincent Depaul Mosocho	Kisii, Kenya	17
6.	Oyugis Integrated Project (OIP)	Homa Bay, Kenya	13
7.	St. Vincent Secondary School, Kachieng	Homa Bay, Kenya	10
8.	St. Georges Secondary School, Sikri	Homa Bay, Kenya	12
9.	St. Vincent De Paul Secondary School, Urambo,	Tabora, Tanzania	12
	TOTAL		**92**

Source: Compiled by author from individual CMM projects, 2021

3.3. Description of the sample and sampling procedures

The study used the census sample technique which allowed for the use of all the listed sizable samples. Census is a complete enumeration of all items in the population (Takwi, 2021). This means that the researcher used all the listed items from the population of 92 respondents as shown in table 1.0.

3.4. Description of research instruments

This study employed the closed ended questionnaire as a data collection instrument. This is because the questionnaire allows for collection of large amount of data at the shortest time possible with minimum data collection costs (Queiros, Faria, & Almeida, 2017). This questionnaire consisted of six parts, which are; demographic and general information of the respondents, institution's performance information, entrepreneurial management, the culture of planning, financial status, and use of technology.

3.4.1. Validity and reliability of research instruments

Validity is defined by Takwi (2021) as the accuracy and meaningfulness of inferences, which are based on the research results. In simple language, validity is the degree to which the results obtained from the analysis of the collected data, actually and in reality, represents the situation on the ground.

To ensure the validity of the questionnaire, the advice of the university supervisors was sought. They helped in shaping it and ensured that it was adequate. The supervisors approved the questionnaire after subjecting it to thorough judicious interrogation which greatly helped in improving it and clearing areas that seemed unclear, ambiguous and full of jargons (Chih-Pei & Chang, 2017). Content validity of the questionnaire was achieved by ensuring that contents pertaining to the various variables were properly and adequately captured. Construct validity was also ensured by making sure that the instrument was constructed in order to measure what it was supposed to measure.

Reliability is the extent to which a questionnaire, test, observation or any measurement procedure will produce the same results on repeated trials (Ravitch & Riggan, 2017). It is the ability of the measurement instrument being able to produce the same results in different times and scenarios. Reliability of the research instrument was ascertained by use of the Cronbach Alpha. This way of ensuring reliability of the research instrument is also rooted by Souza, Alexandre, and Guirardello (2017) who also posits that the acceptable Cronbach Alpha of any research instrument needs to be above 0.70. The Cronbach alpha for this study instrument is as shown in the table below

Variables	Cronbach Alpha
Entrepreneurial Management	.705
The culture of planning	.701
Financial Status	.770
Use of Technology	799
Organization’s Sustainability	.865
Overall	**.843**

Table 1.1: Reliability test

These reliability test findings showed that all the variables had Cronbach Alpha measure above the 0.70. The overall Cronbach alpha measure of 0.843 was deemed adequate and highly acceptable (Takwi, 2021). In the processes of cleaning data from questionnaires in order to achieve the required Cronbach measure, some questions from the questionnaires that measured lowly were eventually dropped. The remaining questions were used in the data analysis process.

3.5. Description of data collection procedures

First the researcher obtained the introduction letter from the Catholic University (CUEA) which was always presented to the respondents during the data collection process. Permission to visit the sites was obtained from the Provincial Board of the Brothers CMM which is the overall governing organ in the province. The researcher then visited all the sites, each on its own day according to the appointment from the project site managers. This was to ensure high response rate. The questionnaires were administered to the respondents and the researcher waited until they were completed within the same day. Adequate time was accorded to the respondents to ensure that they gave well thought out responses.

3.6. Description of data analysis procedures

The completed questionnaires were checked for completeness and accuracy before the analysis stage. All questionnaires were coded afterwards in order to help in the analysis and processing. Then data was entered into the SPSS data sheet before analysis was done. Descriptive data analysis was done with the help of SPSS (21.0) version. Spearman correlation was used in data analysis since this was majorly an ordinal data. Actually, Spearman's correlation is used to measure how strongly two variables namely the independent and dependent are related to each other. According to Thirumalai, Chandhini and Vaishnavi (2017), data must meet the following conditions for it to be measured using spearman's correlation analysis; the data is non-parametric, have monotonic relationship, and are of ordinal scale type of data.

SPSS was preferred by the researcher because of its ability to cover a wide range of common statistical and graphical data analysis. Demographic, general and institutions' information was analyzed and presented in terms of percentages and means. This was in analyzing the profile of respondents and institutions (Ravitch & Riggan, 2017)

3.6.1. Ethical Considerations

The principles of ethical research were adhered to strictly by the researcher before, during, and after the study. The researcher ensured that the data collection authorization letter from the Catholic University of Eastern Africa was obtained and was always presented to the respondents. This was supported with the self-introduction letter that was always attached to the questionnaire. The researcher ensured that authorization for undertaking the studies in congregation's project was discussed and granted. Prior to the site visits, the provincial superior did an introductory and authorization phone calls to all the project managers. The researcher ensured that this study did not harm anyone, and particularly the dignity and confidentiality of the respondents was ensured strictly. Free consent, privacy and anonymity was guaranteed. The findings of the study will be sent to all interested and requesting participants in an honest and transparent manner. The plagiarism report resulted in a count of 4% which is within the acceptable range.

CHAPTER FOUR:

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0. Introduction

This chapter presents the results from the analyzed data. Results are also given meaning to the findings by relevant interpretations. Lastly, these results are also briefly discussed.

4.1. Presentation of the findings

4.1.1. Questionnaire response rate.

All the 9 SEs in the province were visited and questionnaires administered. The total sample was 92 but only 85 were completed and handed in. The missing 7 was partly due to unplanned meetings in which some had to attend on the material day outside of the site, or others were completely absent on the material day. Therefore, this response rate translates to 92.4% which is exceptional according to Lindemann (2021) who posits that on average, a response rate has to be more than 57% when done by 'in-person' surveys for the findings to be acceptable and generalizable.

4.1.2. Gender of Respondents

The study sought to establish the gender composition of the top management of the Brothers CMM led SEs. The result is as shown in the table below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Gender of Respondents	Male	59	69.4
	Female	26	30.6
	Total	**85**	**100**

Table 1.2: Gender of Respondents

From the results in table 1.2, the managers and the senior management staff comprises of male as the majority with 69.4% as compared to their female counterparts who forms 30.6% of the entire management staff. This could be explained by the fact that these SEs are owned by a male religious congregation.

4.1.3. Age bracket of the respondents

Here the study sought to find out the age range of the top managers in these institutions. The result is as shown in the table below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Age bracket of the respondents	Below 20 years	0	0
	20-29 years	17	20
	30-39 years	35	41.2
	40-49 years	21	24.7
	50-65 years	10	11.8
	65 years and above	2	2.4
	Total	**85**	**100**

Table 1.3: Age brackets of the Respondents

From the results in table 1.3; it is clear that more than 85.9% which accounts for 73 of the managers and senior management staff of these SEs are aged below 50 years old. 20% (n=17) of these forms the youngest group in the management while 2.4% (n=2) of them forming the eldest of them all at 65 years and above. This can be interpreted to mean that the workforce is still energetic, and resourceful age bracket.

4.1.4. Length of work at this institution

The study sought to establish the duration which these staff at senior management level of these SEs had worked with them. This is meant to show the leadership transition and leadership retention pattern that is prevailing in these institutions. The result is as shown in the table below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Length of work in this institution	0-2 years	22	25.9
	3-5 years	34	40.0
	6-10 years	19	22.4
	10 years and above	10	11.8
	Total	**85**	**100**

Table 1.4: Length of work in this institution

From the results in table 1.4, majority of the managers and senior staff of the Brothers CMM led SEs have worked for between 3-5 years in these institutions which represents 40.0% of all respondents. This is followed by 25.9% of those who have worked for between 0-2 years, 22.4% whose duration is between 6-10 years and lastly 11.8% who have worked for more than 10 years in these institutions. This can be interpreted to mean that the workforce and talent retention is not guaranteed hence progressive exits from year to year.

4.1.5. Level of education

Here the researcher sought to establish the highest level of education of the respondents hence revealing whether they were qualified or not. The result is as shown in the table below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Level of Education	High school	1	1.2
	College Certificate	20	23.5
	Diploma	30	35.3
	Degree	33	38.8
	Masters and above	1	1.2
	Total	**85**	**100**

Table 1.5: Level of Education

From the result in table 1.5, 38.8% (n=33) of the respondents had university degrees, 35.3% (n=30) had Diplomas, 23.5% (n=20) possessed college certificates while those who had high school certificate and Masters degrees and above were 1.2% (n=1) each. This can be interpreted to mean that these SEs have qualified and skilled personnel with more than 98% of the workforce trained in their relevant areas from certificate level to master's level and above.

4.1.6. Area of professional specialization

The study sought to find out the different fields of training and qualifications of the managers and senior management staff. The result is as shown below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Area of Professional specialization	Education	45	52.9
	Accounting/Finance	5	5.9
	Health	12	14.1
	Agriculture	3	3.5
	Social work	15	17.6
	Others	5	5.9
	Total	**85**	**100**

Table 1.6: Area of professional specialization

From the results in table 1.6, majority of the managers and senior management staff are those with Education (Teaching) background at 52.9% (n=45), followed at a distance by those social work professionals at 17.6 (n=15). Health professionals who accounts for 14% (n=12) followed closely with those of Other professionals included the secretaries and I.C.T trained professionals accounted for 5.9% (n=5) equaling those from Agriculture. These findings mean that majority of these SEs are in the education sector, and also that the managers were adequately trained in their various areas.

4.1.7. Position in this institution

Here the researcher sought to ensure that all the management levels of these SEs are considered and their opinions heard in this study. The results are as shown below;

Variable	Characteristics	Frequency (n)	Percentage (%)
Position in this institution	Management/Provincial Board	8	9.4
	Overall managers	9	10.6
	Departmental heads	53	62.4
	Administrative assistants	15	17.6
	Total	**85**	**100**

Table 1.7: Position in this institution

The results from table 1.7 indicates that 62.4% (n=53) of the respondents were departmental heads, followed by administrative assistants at 17.6% (n=15), overall managers and management/provincial board members followed closely at 10.6%(n=9) and 9.4% (n=8) respectively. This can be interpreted to show that it is a true representation of a typical organization with few top managers and many departmental heads.

4.1.8. Number of staff

Here the study sought to find out the average number of staff in each of the SEs under the management of the Brothers CMM. This was also to show the manpower size of the institution. The results are tabulated below;

Variable	Characteristics	Frequency (n)	Percentage (%)	Mean	Std Deviation
Number of staff	Below 10 full-time staff	18	21.2	2.15	.748
	10-25 full-time staff	36	42.4		
	Above 25 full-time staff	31	36.5		
	Total	**85**	**100**		

Table 1.8: Number of staff

The results from table 1.8 indicates that the mean of the respondents' choices was 2.15 which can be rounded up to whole number as 2.0. This can be interpreted to mean that on average, the SEs under the management of the Brothers CMM had between 10-25 full-time staff.

4.1.9. Number of Board Planning Meetings

Here the study sought to establish the average number of board planning meetings held in the last 12 months in the institutions purposely to plan the operations and other sustainability related issues. The result is as shown on the table below;

Variable	Characteristics	Frequency (n)	Percentage (%)	Mean	Std Deviation
Number of Annual Board Planning Meetings	No (Zero) Meeting	38	44.7	1.92	.903
	1 meeting	16	18.8		
	2-3 meetings	31	36.5		
	4 and above meetings	0	0		
	Total	**85**	**100**		

Table 1.9: Number of annual Board Planning Meetings

The results from table 1.9 indicates that 44.7% (n=38) of the respondents say that there was no Board planning meeting that took place within the past 12 months. 18.8% (n=16) indicated that 1 meeting took place while 36.5% (n=31) indicated that 2-3 meetings took place. On average the mean of 1.92 which is roughly 2.0 indicates that there was one board planning meeting that took place in all these institutions in the last 12 months. This can explain the overall performance of these SEs since one annual Board Planning meeting cannot adequately address all issues of these SEs. Most importantly, strategic sustainability decisions need to be regularly evaluated and reviewed.

4.1.10. Percentage of External/donor funding

The study sought to establish the external funding percentage to the various SEs. Donor funding percentage to the various SEs according to the respondents are summarized in the following table;

Variable	**Characteristics**	**Frequency (n)**	**Percentage (%)**	**Mean**	**Std Deviation**
Percentage of External/donor funding	0-19%	29	34.1	2.56	1.229
	20-39%	3	3.5		
	40-65%	29	34.1		
	Above 65%	24	28.2		
	Total	**85**	**100**		

Table 2.0: Percentage of external/donor funding

From the table 2.0, 28.2% (n=24) of the respondents indicated that the SEs depended on more than 65% of external donor funding, 34.1% (n=29) indicated that SEs depended on donor funding of between 40-65%, and 0-19% respectively. The average mean of 2.56 means that on average, Brothers CMM led SEs have their external donor funding of between 40-65%. This can be interpreted to mean that theses SEs still depend largely on external funding. This also means that more measures need to be put in place to reduce this dependence if these SEs have to be sustainable.

4.1.11. Institution’s annual budget

The study sought to establish the institution’s budget size. This was to also help in establishing sustainability levels and funding deficits.

Variable	Characteristics	Frequency (n)	Percentage (%)	Mean	Std Deviation
Institution’s annual approximate budgets	Kshs. 5 million	0	0	2.99	.932
	Kshs. 5-9 million	37	43.5		
	Kshs. 10-15 million	12	14.1		
	Above Kshs. 15 million	36	42.4		
	Total	**85**	**100**		

Table 2.1: Institution’s annual budget

From the results in table 2.1, none indicated that they had budgets of less than Kshs. 5 million, 43.5% (n=37) indicated that they had a budget of between Kshs. 5-9 million, 42.4% (n=36) indicated that they had budgets of above Kshs. 15 million, and lastly 14.1% (n=12) indicated that they had budgetary size of between Kshs. 10-15 million. On average, the study found out that the budgetary size each of Brothers CMM SEs was between Kshs. 10-15 million. This can be interpreted together with the findings from the external funding percentage. This indicates that on average, each of these Brothers CMM SEs needs external funding of between Kshs. 4- 10 Million for them to operate smoothly. This is by factoring in the 40-65% of external funding budgetary needs.

4.1.12. Institution’s annual financial performance

Here the study wanted to establish the overall financial performance in terms of profits and losses of these SEs. The results are indicated as in the table below,

Variable	Characteristics	Frequency (n)	Percentage (%)	Mean	Std Deviation
Institution's annual financial performance	Losses of above Kshs. 2 million	21	24.7	2.66	1.305
	Losses of below Kshs. 2 million	22	25.9		
	No Losses nor profits	13	15.3		
	Profits of below Kshs. 2 million	23	27.1		
	Profits of above Kshs. 2 million	6	7.1		
	Total	**85**	**100**		

Table 2.2: Institution's annual financial performance.

The results from table 2.2 indicated that 27.1% (n=23) were making profits of below Kshs. 2 million, 25.9% (n=22) indicated that institutions were making losses of below Kshs. 2 million. 24.7% (n=21) indicated that they had made losses of above Kshs. 2 million, 15.3% (n=13) believed that their institutions were not making profits nor losses, and 7.1% (n=6) indicated that their institutions were making profits of above Kshs. 2 million. On average, the study found out that the mean financial performance of the institutions was 2.66 which indicated that the SEs were making annual losses of below Kshs. 2 million. This financial performance implies that they need more financial help for them to stay afloat. When this result is interpreted together with that of external funding and the annual budgetary size, it clearly shows that these SEs are not sustainable in the long run.

4.1.13. Entrepreneurial management and sustainability of church based SEs.

The respondents were required to rate the entrepreneurial management skills statements and their effects on sustainability of the Brothers CMM project. The responses were provided on a scale of 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA). The results are as shown below;

Statements	SD (%)	D (%)	NDA (%)	A (%)	SA (%)	Mean	Std. Dev.
There is a clear leadership structure in this institution.	20	47	19	12	2	2.29	.998
This institution has a management Board in place that meets regularly for planning and management purposes.	18	28	20	25	9	2.80	1.261
I understand the sustainability objective of this institution.	33	45	15	2	5	2.01	1.006
Project leadership supports the innovative ideas from staff to enhance the institution's profitability and increased revenue streams.	12	39	24	17	9	2.73	1.159
There are clear and achievable timelines on this institution's sustainability towards achieving zero donor dependency and profitability.	35	33	19	12	1	2.11	1.058
The management innovates in this institution's operations to boost its profitability and sustainability.	19	37	24	14	7	2.54	1.160
There is a clear leadership transition policy and structure in this institution.	22	37	24	14	04	2.40	1.093

Table 2.3: Entrepreneurial management and sustainability of church based SEs.

The study revealed that with a mean of 2.29, there was no clear leadership structure in these institutions. With the mean of 2.80, the respondents disagreed that the institutions had a management board in place and that board had any board meeting in the last 12 months. Furthermore, it was established that the respondents didn't understand the long term sustainability objectives of their institutions. This was shown by a mean of 2.01. Also, the respondents disagreed with the statement that the project leadership supported the innovative ideas from their staff which could create more revenue streams to the institutions, hence sustainability. This was indicated by the mean of 2.73.

With a mean of 2.11, the study found out that there were no clear and achievable timelines on the institution's sustainability towards achieving zero donor dependency and profitability. The study further found out that the institution's leadership didn't innovate towards profitability and sustainability (mean=2.54). lastly, the study found out that there was no clear leadership transition policy and structure in the institutions. This was given by a mean of 2.40.

4.1.14. Financial status and sustainability of church based SEs.

The respondents were required to rate the culture of planning statements and their effects on sustainability of the Brothers CMM project. The responses were provided on a scale of 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA). The results are as shown below;

Statement	**SD (%)**	**D (%)**	**NDA (%)**	**A (%)**	**SA (%)**	**Mean**	**Std. Dev.**
The financial status of this institution affects its sustainability.	1	-	7	41	51	4.40	.727
This institution makes annual profits that can be used in funding its major building and construction expenses.	31	40	18	8	4	2.14	1.060
If the donors and the Brothers CMM stopped funding this institution today, it will not be affected and it will actually continue operating as usual for more than three years into the future.	31	26	21	11	12	2.47	1.342
From the consultative teamwork, creative, and innovative efforts of staff and management, this institution has more than one sources of income for revenues.	18	35	26	15	6	2.56	1.128
Our institution has in place a working, effective and verifiable Integrated	25	38	24	11	4	2.31	1.069

Financial Management Information System (IFMIS).							
Economic disruptions like recessions, covid-19 pandemic and other natural disasters have not affected greatly the operations of this institution and hence affected its sustainability in future.	28	35	25	11	1	2.21	1.013
This institution has a number of other staff-initiated income generating activities meant to nurture the entrepreneurial creativity and innovativeness among staff.	20	33	19	17	12	2.68	1.320
This institution collects more local revenues than those it receives from donors and Brothers CMM.	13	21	29	26	11	3.00	1.195
There are clear strategies and policies in place on reducing donor-dependence in this institution.	14	20	22	23	21	3.16	1.353

Table 2.4: Financial status and sustainability of church based SEs.

From the results on table 2.4, the study established that the financial status of the institutions greatly affected their sustainability either positively or negatively with a mean rate of 4.40. Furthermore, with a mean of 2.14, the study established that institutions were not making sufficient annual profits that could be used to fund their capital investments. With a mean of 2.47, the study found out that if the donors and Brothers CMM stopped funding these institutions, they will actually be affected and their continuity not guaranteed. The study also found out that the institutions didn't have in place working, effective and verifiable Integrated Financial Management Information System (IFMIS). This was shown by the mean rate of 2.31.

It was found from the study with a mean of 2.21 that Economic disruptions like recessions, covid-19 pandemic and other natural disasters had greatly affected the operations of these institutions and hence affected their sustainability in future. With means of 2.56, the study found out that the institutions depended only on one revenue stream. Further, with a mean of 2.68, indicated that these SEs didn't have other staff-initiated income generating activities meant to nurture the entrepreneurial creativity and innovativeness among staff respectively. Furthermore, with means of 3.00 and 3.16, the study was not able to establish whether the institutions collected more local revenues than those they received from donors and Brothers CMM, and whether there were clear strategies and policies in place on reducing donor-dependence in these institutions respectively.

4.1.15. The culture of planning and sustainability of church based SEs.

The respondents were required to rate the financial status statements and their effects on sustainability of the Brothers CMM project. The responses were provided on a scale of 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA). The results are as shown below;

Statement	**SD (%)**	**D (%)**	**NDA (%)**	**A (%)**	**SA (%)**	**Mean**	**Std. Dev.**
There is a strategic plan in place that guides the management in its sustainability endeavors.	20	47	19	12	2	2.29	.998
The staff are continuously involved in the implementation and evaluation of this institution's strategic plan.	18	28	20	25	9	2.80	1.261
This institution has a working business plan.	33	45	15	2	5	2.01	1.006
There are clear departmental and overall leadership transition structures in place that promotes openness.	12	39	24	17	9	2.73	1.159
Departmental heads and other staff are actively involved in the annual institution budget making.	35	33	19	12	1	2.11	1.058
All staff in this institution are aware of the long and short term objectives of the institution towards achieving self-sustainability.	19	37	24	14	7	2.54	1.160

Each department in this institution has clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability.	22	37	24	14	4	2.40	1.093

Table 2.5: The culture of planning and sustainability of church based SEs.

At a mean rate score of 2.29, the study revealed that the institutions didn't have strategic plans. It was also revealed with means of 2.80 that the institutions top management didn't involve other staff members in the implementation and evaluation of their strategic plans. The means of 2.73 indicated that there were no clear departmental and overall leadership transition structures in place that promoted openness respectively. The study established with a mean of 2.01 that the institutions didn't have business plans to guide their business operations.

A mean score of 2.11 indicated that the staff were not involved in the budget making process in the studied institutions. The staff in these institutions were not aware of the long and short term objectives of their institutions towards achieving self-sustainability as shown by a mean rate of 2.54. Finally, with a mean of 2.40, the study found out that departments in these institutions didn't have clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability.

4.1.16. Use of Technology and sustainability of church based SEs.

The respondents were required to rate the use of technology statements and their effects on sustainability of the Brothers CMM project. The responses were provided on a scale of 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA). The results are as shown below;

Statement	SD (%)	D (%)	NDA (%)	A (%)	SA (%)	Mean	Std. Dev.
The use of technology in this institution gives it a competitive advantage in the market.	4	17	45	15	4	2.48	1.191
This institution has a working, updated, and frequently visited website.	22	35	21	14	7	2.12	.931
Most of this institution's information and services are easily accessible through its website.	28	40	25	6	1	2.35	1.099
Our social media platforms are sources of our customers and businesses opportunities.	24	37	27	7	6	2.25	1.045
The institution's online platforms has helped our institution to overcome the effects of covid-19 pandemic through online modes of interactions and engagements.	26	41	17	15	1	2.31	.988
This institution has a working Integrated Management Information System (IMIS) for overall management.	23	38	29	8	2	2.29	1.067

Table 2.6. Use of Technology and sustainability of church based SEs.

From the results in table 2.6, the study established with a mean of 2.48 that the institutions didn't enjoy the competitive advantages derived from the use of technologically driven operations in the market. Also, the study revealed that the institutions didn't have working, updated, and frequently visited websites. This was revealed by a mean of 2.12. The study further established with a mean of 2.35 that most of the institutions' information and services were not easily accessible through their websites. Furthermore, it was established (mean= 2.25) that these institutions' social media platforms were not sources of their customers and businesses opportunities.

It was also found in the study with mean of 2.31 that the institutions didn't make use of the online platforms in order to overcome the effects of covid-19 pandemic through online modes of interactions and engagements like online teaching and learning in learning institutions. Lastly, the study found out with a mean of 2.29 that these institutions didn't have in place working Integrated Management Information System (IMIS) for overall management.

4.2. Analysis of the findings

In order to establish the link between the independent variables and the dependent variable, the study made use of the Spearman non-parametric correlation analysis. This was because the study data was ordinal in nature. The independent variables of Entrepreneurial Management, Financial Status, the culture of planning, and the use of technology were computed and compressed through the process of transformation in SPSS in order to get new consolidated variables. The dependent variable was analyzed using its two indicators of Annual financial performance, and percentages of external funding. The following are the results from the correlation analysis.

4.2.1. The relationship between Entrepreneurial Management and Sustainability of CBSEs.

Spearman's Correlations Analysis

			Percentage of annual budgetary external funding	Annual Financial Performance of the Institution	Entrepreneurial Management
Spearman's rho	Percentage of annual budgetary external funding	Correlation Coefficient	1.000	-.547**	-.309**
		Sig. (2-tailed)	.	.000	.004
		N	85	85	85
	Annual Financial Performance of the Institution	Correlation Coefficient	-.547**	1.000	.560**
		Sig. (2-tailed)	.000	.	.000
		N	85	85	85
		Correlation Coefficient	-.309**	.560**	1.000

	Entrepreneurial Management	Sig. (2-tailed)	.004	.000	.
		N	85	85	85

**. Correlation is significant at the 0.01 level (2-tailed).

Table 2.7: The relationship between Entrepreneurial Management and Sustainability of CBSEs.

From table 2.7, the study found out that Entrepreneurial Management had a statistically significant linear relationship with the percentage of annual budgetary external funding (r= -.309, p= .004). The relationship between these two is of a negative direction. Meaning that when entrepreneurial management is strengthened, the percentage of the external funding decreases or is reduced. This is the case though the strength of their relationship is a weak one. Furthermore, the study revealed that there is a positive statistically significant linear relationship with the institution's annual financial performance (r=.560, p=.000). This implies that when entrepreneurial management is strengthened, the institution's annual performance increases too. They have a moderate relationship though.

4.2.2. The relationship between Planning and Sustainability of CBSEs.

Spearman's Correlations Analysis

			Percentage of annual budgetary external funding	Annual Financial Performance of the Institution	The culture of Planning
Spearman's rho	Percentage of annual budgetary external funding	Correlation Coefficient	1.000	-.547**	-.240*
		Sig. (1-tailed)	.	.000	.013
		N	85	85	85
	Annual Financial Performance of the Institution	Correlation Coefficient	-.547**	1.000	.318**
		Sig. (1-tailed)	.000	.	.002
		N	85	85	85
	The culture of Planning	Correlation Coefficient	-.240*	.318**	1.000
		Sig. (1-tailed)	.013	.002	.
		N	85	85	85

**. Correlation is significant at the 0.01 level (1-tailed).

*. Correlation is significant at the 0.05 level (1-tailed).

Table 2.8: The relationship between Planning on Sustainability of CBSEs.

From table 2.8, the study found out that the culture of planning had a negative statistically significant linear relationship with the percentage of annual budgetary external funding (r= -.240, p= .013). This meant that when the culture of planning is strengthened, the percentage of annual budgetary external funding reduces proportionally. This is despite the fact that their relationship is very week one. This shows that planning does indeed has an effect on the annual budgetary external funding. The study also revealed that there was a positive statistically significant linear relationship between the culture of planning and annual financial performance of the institution. and, annual financial performance of the institution (r=.318, p=.002). This implies that planning actually has a significant effect on the institution's annual budgetary external funding, and annual financial performance.

4.2.3. The relationship between Financial status and the Sustainability of CBSEs.

Spearman's Correlations Analysis

			Percentage of annual budgetary external funding	Annual Financial Performance of the Institution	Financial Status
Spearman's rho	Percentage of annual budgetary external funding	Correlation Coefficient	1.000	-.547**	-.568**
		Sig. (1-tailed)	.	.000	.000
		N	85	85	85
	Annual Financial Performance of the Institution	Correlation Coefficient	-.547**	1.000	.627**
		Sig. (1-tailed)	.000	.	.000
		N	85	85	85
	Financial Status	Correlation Coefficient	-.568**	.627**	1.000
		Sig. (1-tailed)	.000	.000	.
		N	85	85	85

**. Correlation is significant at the 0.01 level (1-tailed).

Table 2.9: The relationship between Financial status and the Sustainability of CBSEs.

From table 2.9, the study found out that the institution's Financial Status had a negative statistically significant linear relationship with the percentage of annual budgetary external funding (r= -.568, p= .000). This Means that when the financial status is strengthened the percentage of the external funding decreases or is reduced. This is the case though the strength of their relationship is a moderate one. Further, the study revealed that there is a positive statistically significant linear relationship between the institution's financial status with the institution's annual financial performance (r=.627, p=.000). This implies that when the financial status is strengthened, the institution's annual performance increases too.

4.2.4. The relationship between Use of Technology and Sustainability of CBSEs.

Spearman's Correlations Analysis

			Percentage of annual budgetary external funding	Annual Financial Performance of the Institution	Use of Technology
Spearman's rho	Percentage of annual budgetary external funding	Correlation Coefficient	1.000	-.547**	-.641**
		Sig. (1-tailed)	.	.000	.000
		N	85	85	85
	Annual Financial Performance of the Institution	Correlation Coefficient	-.547**	1.000	.787**
		Sig. (1-tailed)	.000	.	.004
		N	85	85	85
	Use of Technology	Correlation Coefficient	-.641**	.787**	1.000
		Sig. (1-tailed)	.000	.004	.
		N	85	85	85

**. Correlation is significant at the 0.01 level (1-tailed).

Table 3.0: The relationship between Use of Technology and Sustainability of CBSEs.

From table 3.0, the study found out that the institution's use of technology had a negative statistically significant linear relationship with the percentage of annual budgetary external funding ($r= -.641$, $p= .000$). This Means that when the use of technology is strengthened the percentage of the external funding decreases or is reduced. in this case, the strength of their relationship is a strong one. Further, the study revealed that there is a positive statistically significant linear relationship between the institution's use of technology with the institution's annual financial performance ($r=.787$, $p=.000$). This implies that when the use of technology is strengthened, the institution's annual performance increases too. They are strongly related.

4.3. Discussion of the findings.

4.3.1. Entrepreneurial management and sustainability of CBSEs.

From the results, it was found that entrepreneurial management had significant effect on the sustainability of CBSEs especially in reduction of the annual budgetary external funding syndrome ($r= -.309$, $p= .004$). The result showed that when entrepreneurial management capacity is strengthened, the amount of the percentage of donor funding needed reduced significantly. This is important for the sustainability of these CBSEs. This was in agreement with the study findings by McDade et al (2021) that strong, proper, and strategic management of SEs helps reduce external aid dependence syndrome through reduced resource wastages and diversification of local revenue streams.

These study findings also agree with those by Kinoti (2020) who found that improvement of general management, financial management, and business management translates to more profitability which in turn ensures sustainability of these SEs. This study by Kinoti continues to stress that strong leadership and clear management that is geared towards achieving reduction of aid dependence are key. This needs strong leadership and management that's coupled with right, consistent and clear policies will help reduce donor dependence and instead achieve financial independence by most SEs.

Lastly, the study revealed that there is a positive statistically significant linear relationship between entrepreneurial management and the institution's annual financial performance ($r=.560$, $p=.000$). This implies that when entrepreneurial management is strengthened, the institution's annual performance in terms of profitability increases too. This finding is in agreement with Catherine's (2020) which found that increasing effective management increases the profitability of the business through a number of ways. These includes; managers learning how to read financial statements, learning how to calculate the profitability of the future projects, increasing business process efficiencies, sticking to the set budgets, investing in market research, training staff and new hirings, and fostering unity and collaboration among the staff.

The study finding on the relationship between entrepreneurial management and the institution's annual financial performance also supports the finding by Sabella & Eid (2016) which pointed out that there are several internal drivers such as management of funds and material resources that increases the financial performance of institutions and thus affecting the organizational sustainability. Sabella and Eid go on to propose in their study that SEs should adopt the mainstream business management and accounting practices like automation of systems and operations, capacity building, contingency management, and brand marketing and communication.

4.3.2. Financial status and sustainability of church based CBSEs.

The study found out that the institution's Financial Status had a negative, statistically significant linear relationship with the percentage of annual budgetary external funding ($r= -.568$, $p= .000$). This Means that when the financial status is strengthened the percentage of the external funding decreases or is reduced hence fostering sustainability. This is in agreement with a study by Gatithi (2017) which stated that stronger and improved internal financial performance of the SEs ensures reduced dependence on donor funds which in turn ensures that these entities would continue their operations long after donor withdrawals. These findings also agree with the study by Park (2019) which asserts that dependency on foreign donor aid inhibits economic development or mobilization of domestic resources. Park posits that donor dependence should reduce gradually but progressively to nil dependence aided by strong leadership that has a self-reliance mindset and focus for SEs to achieve sustainability.

Lastly, the study revealed that there is positive statistically significant linear relationship between the institution's financial status with the institution's annual financial performance ($r=.627$, $p=.000$). This implies that when the financial status is strengthened, the institution's annual performance increases too. This is in agreement with a study by Masovic (2018) which found out that SCFs like financial status affected the financial performance of any organization and hence their sustainability. These study findings also agree with that by Ogbo et al (2019) who found out that weak financial status was also a contributory factor to SEs' lack of sustainability.

4.3.3. The culture of planning and sustainability of CBSEs.

The study found out that the culture of planning had a negative statistically significant linear relationship with the percentage of annual budgetary external funding ($r= -.240$, $p= .013$). This meant that when the culture of planning is strengthened, the percentage of annual budgetary external funding reduces proportionally. This shows that planning does indeed has an effect on the annual budgetary external funding. This is in agreement with the findings by Morcos (2018) who found that planning helps and facilitates performance measurement and evaluation of the attainment of the organizational goals. This in turn increases profitability which in turn reduces donor dependence. Another study that this study's findings agrees with is that by Pallas and Sidel (2020). Pallas and Sidel highlighted and showed how planning (especially on donors) of aid reduction can affect organizations' overall performance and sustainability. This study reiterates the importance of planning in ensuring self-reliance and hence gradually reduction of donor dependence.

The study also revealed that there was a positive statistically significant linear relationship between the culture of planning and annual financial performance of the institution ($r=.318$, $p=.002$). This implies that planning actually has a significant effect on the institution's annual financial performance. This finding is in agreement with that by Hunjra, Shamim and Khalid (2019) who found that there was a positive relationship between planning and financial performance among the firms in the banking sector in Islamabad especially on Return On Assets and Return On Equity. The current study's finding is also in agreement with that from Gomera, Chunyamurindi and Mishi (2018) who also found that planning and its aspects of formulation, implementation, evaluation and control were found to have a positive relationship with the financial performance of the SMMEs in South Africa.

These study findings also agree with those by Galitopoulou et al (2016) who posited that planning is essential in order to give direction to the future of the SEs including in the aspects of financial management right from the beginning. Galitopoulou et al concluded by insisting that financial planning and reporting are strategies that can help SEs to scale-up.

4.3.4. Use of Technology and Sustainability of CBSEs.

The study found out that the institution's use of technology had a strong negative statistically significant linear relationship with the percentage of annual budgetary external funding ($r= -.641$, $p= .000$). This Means that when the use of technology is strengthened the percentage of the external funding decreases or is reduced. This is in agreement with the findings by Yousaf et al (2021) from Pakistan that the rapid pace of change of the technological advancement had made top managers to adopt relevant technologies in the management. This in turn had reduced resource usage and wastage and increased profitability and hence reducing the donor dependency of these organizations. This was also similar to that by Galitopoulou et al (2016) who found out that the use of appropriate technology can help scale-up the SEs and support their donor independence trajectory and sustainability aspects.

Further, the study revealed that there is a strong positive statistically significant linear relationship between the institution's use of technology with the institution's annual financial performance ($r=.787$, $p=.000$). This implies that when the use of technology is strengthened, the institution's annual financial performance increases too. This study finding is in agreement with that by Janzen (2019) who found out that the church and its organizations had experienced improved financial performance and expanded their ministry life through the use of appropriate technologies like the print, visual, broadcast, telecommunication, internet based mediums like websites, social medias platforms like Facebook, Skype, zoom, google meet, podcasts, snapchat, Instagram, twitter, YouTube and many other forms. These appropriate technologies enable the churches and their entities to reach many people beyond the boundaries of their church walls and vicinities.

Another study whose findings are supported by this study's finding is that by Swant (2020) which was published by Forbes.com. Swant found out in the survey of the year 2020 that Technology based industries and businesses are the most popular brands in the world, profitable, resilient and able to overcome the disruptions like Covid-19 easily. This finding is also in agreement to those by Ndung'u & Karugu (2018) that sustainability of youth owned SEs in the city of Nairobi were supported by the use of technology in their operations like production, transfer, and marketing of their products and services.

CHAPTER FIVE:

SUMMARY, CONCLUSSION, AND RECOMMENDATION

5.0. Introduction

This chapter presents the summary of the study findings as well as the conclusions on the study findings are drawn, recommendations based on the study findings are made too. Limitations of the study are revealed and, lastly, the areas of further studies are also outlined.

5.1. Summary of the findings

5.1.1. Institutions' Information

It was found that on average, the SEs under the management of the Brothers CMM had between 10-25 full-time staff. It was also established that these institutions held at least one board planning meeting for a period annually. Furthermore, it was revealed that on average, Brothers CMM led SEs depend on external donor funding for their annual operations to a tune of 40-65% of their annual budgets which ranged between Kshs. 10-15 million annually. Lastly, averagely, the mean financial performance of these SEs was losses of below Kshs. 2 million annually.

5.1.2. Entrepreneurial management and sustainability of Church Based SEs.

It was established that there was no clear leadership structure in these institutions. Also, the study established that the respondents didn't think that there was any management board in place nor has it held any board meeting in the past one year. Furthermore, it was established that the staff didn't understand the long term sustainability objectives of their institutions. Also, the study established that the project leadership didn't support the innovative ideas from their staff which could create more revenue streams to the institutions, hence sustainability. It was also found that there were no clear and achievable timelines on the institution's sustainability towards achieving zero donor dependency and profitability. The study further found out that the institution's leadership didn't innovate towards profitability and sustainability. Lastly, the study found out that there was no clear leadership transition policy and structure in the institutions.

In inferential statistics, Entrepreneurial Management had a negative statistically significant linear relationship with the percentage of annual budgetary external funding. This means that when entrepreneurial management is strengthened or increased by one unit, the percentage of the external funding decreases or is reduced by one unit too. Further, the study revealed that there is a positive statistically significant linear relationship with the institution's annual financial performance. This implies that when entrepreneurial management is strengthened, the institution's annual performance increases too. In summary, entrepreneurial management was found to have effects on the sustainability of the SEs.

5.1.3. Financial Status and Sustainability of Church Based SEs.

The study established that the financial status of the institutions greatly affected their sustainability either positively or negatively. Furthermore, it was established that institutions were not making sufficient annual profits that could be used to fund their capital investments. Actually, it was revealed that if the donors and Brothers CMM stopped funding these institutions, they will actually be affected and their continuity will not be guaranteed. It was found that the institutions didn't have in place working, effective and verifiable Integrated Financial Management Information System (IFMIS). It was found that Economic disruptions like recessions, covid-19 pandemic and other natural disasters had greatly affected the operations of these institutions and hence affected their sustainability in future.

The study found out that the institutions depended only on one revenue stream., and they didn't have other staff-initiated income generating activities meant to nurture the entrepreneurial creativity and innovativeness among staff respectively. On the other hand, the study was not also able to establish whether the institutions collected more local revenues than those they received from donors and Brothers CMM, and whether there were clear strategies and policies in place on reducing donor-dependence in these institutions respectively.

Lastly, in inferential statistics, the institution's Financial Status had a negative, statistically significant linear relationship with the percentage of annual budgetary external funding. This Means that when the financial status is strengthened the percentage of the external funding decreases or is reduced. Further, there was a positive statistically significant linear relationship between the institution's financial status with the institution's annual financial performance. This implies that when the financial status is strengthened, the institution's annual performance increases too. Generally, the financial status was found to have effects on the sustainability of these SEs.

5.1.4. The Culture of Planning and Sustainability of Church Based SEs.

It was established that the institutions didn't have strategic plans in place. It was also revealed that the institutions top management didn't involve other staff members in the implementation and evaluation of their strategic plans. Further, it was found out that there were no clear departmental and overall leadership transition structures in place that promoted openness. Again, the institutions didn't have business plans to guide their business operations. Furthermore, it was revealed that the staff were not involved in the budget making process for their institutions. The study found out that the staff of these institutions were not aware of the long and short term objectives of their institutions towards achieving self-sustainability. Finally, the departments in these institutions didn't have clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability.

In conclusion, the study found out that the culture of planning had a negative statistically significant linear relationship with the percentage of annual budgetary external funding. This meant that when the culture of planning is strengthened, the percentage of annual budgetary external funding reduces proportionally. This shows that planning does indeed has an effect on the annual budgetary external funding. The study also revealed that there was a positive statistically significant linear relationship between the culture of planning and annual financial performance of the institution. This implies that planning actually has a significant effect on the institution's annual budgetary external funding, and annual financial performance. This means in summary that Planning does indeed affect SEs' sustainability.

5.1.5. Use of Technology and Sustainability of Church Based SEs.

The study found out that digitization of institutions' operations and service delivery would greatly positively affect the profitability and sustainability of these institutions. It was also established that social media and other emerging technological trends can help in the institutions' sustainability endeavors. It was revealed that these institutions didn't enjoy the competitive advantages derived from the use of technologically driven operations in the market. Actually, these institutions didn't have working, updated, and frequently visited websites. This meant that; the institutions' information and services were not easily accessible through their websites. Furthermore, it was established that these institutions' social media platforms were not in anyway, sources of their customers and businesses opportunities.

It was also found that the institutions didn't make use of the online platforms in order to overcome the effects of covid-19 pandemic through online modes of interactions and engagements like online teaching and learning in learning institutions. Lastly, it was found that these institutions didn't have in place working Integrated Management Information System (IMIS) for overall management. Regarding inferential statistics, the study found out that Use of Technology had statistically significant linear relationship with both the percentage of annual budgetary external funding and the institution's annual financial performance. This implies that use of Technology does indeed significantly affect the sustainability of these SEs.

5.2. Conclusions based on the findings

Based on the findings from the study, it was concluded that the SEs under the management of the Brothers CMM held at least one board planning meeting annually. Further, on average, these SEs depended on external donor funding for their annual operations to a tune of 40-65% of their annual budgets. This external funding is out of an average annual institutional budget of between Kshs. 10-15 million. Lastly, the mean financial performance of these SEs was losses of below Kshs. 2 million annually.

On entrepreneurial management, it was concluded that there is no clear leadership structure in these institutions. It was also concluded that the management of these SEs had not involved other stakeholders in setting clear and achievable sustainability timelines geared towards the institution's sustainability especially towards zero donor dependence and profitability. Lastly, it was concluded that there was no clear leadership transition policy and structures in these institutions. Generally, on the relationship between entrepreneurial management and sustainability of CBSEs, it was concluded that indeed entrepreneurial management has a significant positive linear relationship with the sustainability of CBSEs. This then answers this study's 1st research question whether there existed any relationship between these two variables.

On the relations between financial status and sustainability of SEs, it was concluded that the SEs were not making any annual profits that could be used to fund their capital investments- instead they had deficits. They actually face continuity crises if the donors and Brothers CMM stopped funding these institutions. It was also concluded that these institutions didn't have working, effective and verifiable Integrated Financial Management Information System (IFMIS) and, that there were no clear strategies and policies in place on reducing donor-dependence in these institutions respectively. Finally, it was concluded that the financial status as a SCF of the institutions significantly affected the SEs' sustainability either positively or negatively. This answers the 2nd research question on association between financial status and the sustainability of the CBSEs. This also shows that the 2nd objective of this study is achieved.

On the effects of planning on sustainability of CBSEs, it was concluded that the culture of planning affected the sustainability of the institutions. It was also concluded that the institutions didn't have two core business documents; the strategic plans, and business plans to guide their business operations. Further, it was concluded that the staff were not involved in the budget making process for their institutions. Furthermore, the study concluded that departments didn't have clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability. Lastly, the study concluded that planning as a SCF was found to affect the sustainability of these CBSEs in that it helps reduce the external budgetary donor funding while on the other hand strengthening the annual financial performance of these SEs. This answers the 3rd research question hence achieving the 3rd objective of this study.

On the use of Technology, the study concluded that social media and other emerging technological trends can help in the institutions' profitability and sustainability endeavors. It is the conclusion of this study that since these SEs didn't have institutional websites, they haven't started enjoying the competitive advantages derived from the use of technologically driven operations in the market like acquiring more customers for their business and hence increased profitability. In conclusion, these institutions haven't put in place online platforms of interactions to help overcome covid-19 social distancing effects and disruptions. These SEs do not have in place working Integrated Management Information System (IMIS) for overall management. In conclusion, indeed the use of Technology as a SCF affects the sustainability of these SEs. This thus answers helps achieve the 4^{th} objective and answers the 4^{th} research question of this study.

5.3. Policy recommendations based on the findings and the conclusion.

First, for the Brothers CMM SEs to be sustainable in the long run, the study recommends that they establish the strategic fit in its management through the use of strategic plans. The congregation also need to pursue alternative income generating avenues with the help of business plans, and re-look at their overall projects leadership structure and project designs to be oriented towards self-reliance.

Secondly, the general board, through the provincial board should consider establishing the provincial enterprise management and investment arm. This will be the supervisory and investment advisory arm of the provincial board. Among its mandate, on behalf of the provincial board will be; performing feasibility studies prior to any new mission establishment and investment, putting in place sustainability measures and supervising establishment of new projects and missions. Other mandates will be; overseeing the strategic plans preparation, implementation, and evaluation for each and every Brothers CMM SEs, preparation of the business plans and their execution and evaluation. Others will include; hiring, inducting, training and remuneration of the staff, signing of work and project contracts on behalf of the board, resource mobilization and grant sourcing, project writing and reporting, on-going training of the Brothers and other management and administrative responsibilities too. This will include overseeing alternative investment vehicles (streams) on behalf of the provincial Board.

Third, the study recommends that the SEs' management should ensure that each institution has both a working and updated strategic plan and business plan outlining their long-term and short-term visions, mission, and objectives. Regular evaluation of the implementation successes and challenges of these business instruments will yield to at least quarterly planning and evaluation board meetings. It is also recommended that the planning instruments should be able to address the following challenges; include the donor dependency reduction strategies and policies to ensure financial independency. They should also outline practical measures and policies geared towards meeting their own institutional budgeted expenses and yield return on investment (ROI).

The developed strategic and business plans will also help in addressing the identified gaps that currently exists like; ensuring that clear leadership and transition preparedness structures are in place. They will also ensure operational issues like planning, budgeting and sustainability objectives are treated as a process, and not as an event. This will ensure that all stakeholders are involved and are aware of their current institutional position, as well as their duties and responsibilities. The strategic and business plans will also act as long term guides on policy issues and ensures that there exists both operational and financial annual targets to be achieved. Lastly, they will help departments enact clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability.

Fourth, the study recommends that the General board and the Provincial board of the Brothers CMM should also ensure that the managers of these institutions are trained at least on basic business management skills. This will make it easy in running these institutions with the sustainability aspects of social, ecological, and economical goals in mind. This business management knowledge will enable them be able to come up and evaluate the strategic and business plans for their institutions. This in turn will help them to ensure that their revenue streams are diversified through diversification of investment avenues. The surpluses from these diversified investments will be used to fund the core social programmes of the congregation.

Fifth, this study recommends that the General Boards, Provincial Boards, Regional Boards and Institutional Management Boards should ensure that their CBSEs take advantage of modern technological advancements and trends in managing these institutions. This may include having working, updated, and well patronized websites for them. Those websites can also be designed so as to cater for other uses like staff, students, donor sourcing, tenders and suppliers' recruitment among other uses. Institutional social media platforms can also be linked to these websites and should help in the institutions' profitability and sustainability endeavors. Overall service provision automation will greatly help.

Sixth, the study recommends that the donors, congregational management boards, and the SEs' management boards should ensure that there's donor exit strategy in place at the very beginning of any new social programme. These bodies should ensure that there are sufficient measures in place to ensure transparency, openness, and accountability especially in financial management. This will cure the economic illness of perpetual donor dependency among the congregational projects. An Integrated Financial & Management Information System (IFMIS) can be a useful tool in this.

Seventh, the study recommends that the congregations, especially the Brothers CMM should change its management structure to include the development office at the provincial level. This office will be headed and run by professionals who will be supervising and advising the Provincial and Regional Boards on the progress of the various projects within their jurisdictions. This is meant to supplement the efforts of these Board members who may not be having necessary skills in business enterprise management.

Lastly, the study also recommends that the government, just like it has enacted laws and policies governing MSMEs in the country, should enact laws that recognizes and guides the unique operational structures of the SEs. This will help in registration process and governing of these entities.

5.4. Further areas of research.

The aim of this study was to determine the effects of the SCFs on CBSEs: a case of the Brothers CMM Kenya/Tanzania Province. Its scope was limited to the Brothers CMM owned SEs. The researcher recommends that a similar study should be done in future with the focus on the following groups; all the Religious Superiors Council of Kenya (RSCK) membership affiliate SEs, all the Association of Sisterhood of Kenya (AOSK) membership affiliate SEs, and all the Diocesan run SEs in Kenya. These studies will help bridge the gap caused by the current study. Researchers can as well try to find out if there exists any difference and impacts between CBSEs that are run as SEs and those Church based institutions that are run as pure businesses with pure business structures.

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APPENDICES

Appendix I. Research time frame.

No.	Items	Duration	Period
1	Preliminary research proposal	2 months	15th April – 15th June.
2	Corrections based on panelists' recommendations	1 ½ Months	1st July – 15th August
3	Data collection	1 Month	16th August - 15th September
4	Data analysis and interpretation	1 ½ months	16th September - 30th October
5	Conclusions and recommendations	2 months	1st November – 31st December
6	Research final defense preparations	1 Month	15th January – 15th February, 2022
7	Research corrections and Publications	5 ½ Month	16th February – 30th July
	Total Duration	**1 year & 2 months.**	

Table 3.0: Research time frame

Source: Author (2021)

Appendix II: Letter of Introduction

Dear respondent;

I am Francis Ogero (Bro), a student at the Catholic University of Eastern Africa, CUEA, Langata-Nairobi, Kenya. Am pursuing my Masters in Business Administration (MBA). As part of the requirement for the award of the degree, am conducting research on socio-cultural factors and entrepreneurial sustainability of the Brothers CMM led social enterprises in Kenya/Tanzania Province.

I kindly request your assistance in completing the attached questionnaire. All information provided will be treated with utmost confidentiality and will only be used for academic purposes. I will share with you the findings of the study upon request. Thanks very much in advance.

Yours faithfully,

Francis Ogero Oteki (Bro).

Email: francisogero4@gmail.com

Appendix III: CUEA data collection authorization letter.

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA

School of Business

09th July 2021

To Whom It May Concern:

Dear Sir/Madam,

RE: BRO. FRANCIS OGERO OTEKI - REG. NO: 1039739

The above named is a student at The Catholic University of Eastern Africa pursuing Master of Business Administration degree (Entrepreneurship and Strategic Management Option).

As part of the MBA degree requirements, the University expects the student to write a research thesis. Br. Francis has chosen The Brothers CMM Kenya/Tanzania Province to conduct his studies. His research thesis is entitled "Socio-*cultural factors and entrepreneurial sustainability of church based social enterprises; a case of brothers CMM Kenya/Tanzania province*

I kindly request you to provide any assistance he may require. All the information will be used purely for academic purposes and will be treated with all due confidentiality.

Yours faithfully,

Dr. Kifleyesus Andemariam
HOD, Graduate School of Business

THE CATHOLIC UNIVERSITY OF EASTERN AFRICA (CUEA) P.O. BOX 62157 00200 Nairobi – KENYA
Tel: 020-2525811-5, 8890023-4, Fax: 8891084, Email: gbs@cuea.edu Website: www.cuea.edu
Founded in 1984 by AMECEA (Association of the Member Episcopal Conferences in Eastern Africa)

Appendix IV: Questionnaires for managers and senior management staff of CMM...

Kindly answer all the questions contained in this questionnaire in the spaces provided appropriately. Feel free to seek clarification from the researcher incase need be. All information given here in will be treated as confidential as possible and only used for this research purposes. Kindly, don’t include your name or any other personal information on this questionnaire.

SECTION A: DEMOGRAPHIC AND GENERAL INFORMATION

1. Gender of respondent:

Male	[ ]
Female	[ ]

2. Age bracket of respondent:

Below 20 years	[ ]
20 – 29 years	[ ]
30 – 39 years	[ ]
40 – 49 years	[ ]
50 – 65 years	[ ]
65 years and above	[ ]

3. Length of work at this institution:

0 – 2 years	[ ]
3 – 5 years	[ ]
6 – 10 years	[ ]
10 years and above	[ ]

4. Level of education:

High school	[ ]
College Certificate	[ ]
Diploma	[ ]
Degree	[ ]
Masters and above	[ ]

5. Area of specialization:

Education	[ ]
Accounting/Finance	[ ]
Health	[ ]
Agriculture	[ ]
Social Work	[ ]

Other………………………………………………………………………………………

6. Position in this institution:

Overall Manager	[ ]
Administrative assistant	[ ]
Departmental head	[ ]
Provincial board/ Management Board	[ ]

SECTION B: INSTITUTION'S INFORMATION

7. Kindly indicate by ticking the right choices that represents this institution's staffing.

Below 10 full-time staff	( )
10-25 full-time staff	( )
Above 25 full-time staff	( )

8. How many Board planning meetings have been held in the past 12 months for this institution?

No meeting	( )
1 meeting	( )
2-3 meetings	( )
4 and above meetings	( )

9. In approximate figures, what **percentage of total budget funds** came from foreign donors, government, local funding organizations, philanthropists, and Brothers CMM to support the operations of this institution?

0 – 19 %	( )
20 – 39%	( )
40- 65%	( )
Above 65%	( )

10. How much is this institution's annual budget approximately?

Below Kshs. 5 million ( )

Kshs. 5 – 9 million ( )

Kshs. 10 – 15 million ( )

Above Kshs. 15 million ( )

11. Kindly tick the appropriate choice that represents the average annual financial performance for this institution.

Losses of above Kshs. 2 million ( )

Losses of below Kshs. 2 million ( )

No Profits nor Losses ( )

Profits of below Kshs. 2 million ( )

Profits of above Kshs. 2 million ( )

SECTION C: ENTREPRENEURIAL MANAGEMENT

12. Kindly rate the following statements on the entrepreneurial leadership skills and their effects on sustainability of this Brothers CMM project. Just **tick (√)** in the appropriate corresponding box. Scale: 1= Strongly Disagree (SD), 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA).

	Statements	**1**	**2**	**3**	**4**	**5**
a	There is a clear leadership structure in this institution					
b	This institution has a management Board in place that meets regularly for planning and management purposes.					
c	I understand the sustainability objective of this institution					
d	Project leadership supports the innovative ideas from staff to enhance the institution's profitability and increased revenue streams					
e	There are clear and achievable timelines on this institution's sustainability towards achieving zero donor dependency and profitability.					
f	The management innovates in this institution's operations to boost its profitability and sustainability.					

g	There is a clear leadership transition policy and structure in this institution.					

SECTION D: THE CULTURE OF PLANNING

13. Kindly rate the following statements on the culture of planning and its effects on sustainability of this Brothers CMM project. Just **tick (√)** in the appropriate corresponding box. Scale: 1= Strongly Disagree, 2= Disagree (D), 3= Neither Disagree nor Agree (NDA), 4= Agree (A), 5= Strongly Agree (SA).

	Statement	**1**	**2**	**3**	**4**	**5**
a	There is a strategic plan in place that guides the management in its sustainability endeavors.					
b	The staff are continuously involved in the implementation and evaluation of this institution's strategic plan					
c	This institution has a working business plan.					
d	There are clear departmental and overall leadership transition structures in place that promotes openness.					
e	Departmental heads and other staff are actively involved in the annual institution budget making					
f	All staff in this institution are aware of the long and short term objectives of the institution towards achieving self-sustainability.					
g	Each department in this institution has clear and achievable annual operational targets aimed at achieving cost effectiveness and overall profitability.					

SECTION E: FINANCIAL STATUS

14. Kindly rate the following statements on financial status and its effects on sustainability of this institution. Just **tick (√)** in the appropriate corresponding box. Scale: **1**= Strongly Disagree, 2= Disagree, 3= Neither Disagree nor Agree, 4= Agree, **5**= Strongly Agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a	The financial status of this institution affects its sustainability					
b	This institution makes annual profits that can be used in funding its major building and construction expenses.					
c	If the donors and the Brothers CMM stopped funding this institution today, it will not be affected and it will actually continue operating as usual for more than three years into the future.					

d	From the consultative teamwork, creative, and innovative efforts of staff and management, this institution has more than one sources of income for revenues.					
e	Our institution has in place a working, effective and verifiable Integrated Financial Management Information System (IFMIS).					
f	Economic disruptions like recessions, covid-19 pandemic and other natural disasters have not affected greatly the operations of this institution and hence affected its sustainability in future.					
g	This institution has a number of other staff-initiated income generating activities meant to nurture the entrepreneurial creativity and innovativeness among staff.					
h	This institution collects more local revenues than those it receives from donors and Brothers CMM.					
i	There are clear strategies and policies in place on reducing donor-dependence in this institution.					

SECTION F: USE OF TECHNOLOGY

15. Kindly rate the following statements on the use of technology and its effects on sustainability of this institution. Just **tick (√)** in the appropriate corresponding box.

    Scale: 1= Strongly Disagree, 2= Disagree, 3= Neither Disagree nor Agree,

    4= Agree, 5= Strongly Agree.

	Statement	**1**	**2**	**3**	**4**	**5**
a	The use of technology in this institution gives it a competitive advantage in the market.					
b	This institution has a working, updated, and frequently visited website					
c	Most of this institution’s information and services are easily accessible through its website					
d	Our social media platforms are sources of our customers and businesses opportunities.					
e	The institution’s online platforms has helped our institution to overcome the effects of covid-19 pandemic through online modes of interactions and engagements.					
f	This institution has a working Integrated Management Information System (IMIS) for overall management.					

Thanks very much for your responses and time. God bless you.

Appendix V: Table of Projects under the Brothers CMM Kenya/Tanzania Province.

No.	Community & Diocese	Mission activities	Target Group
1.	Provincialate, Rhaptah Rd, Nrb.	**1.** Molo Farm **2.** Provincial administration **3.** Apartments	- Brothers CMM
2.	Umoja Community, Nrb.	1. St. Justino Secondary School 2. Fr. Grol's project	- Needy students - Prisoners and ex-prisoners.
3.	Sigona Novitiate, Nrb.	1 Community farm	- Brothers in the community.
4.	Nakuru Postulance, Nkr.	- Hyrax farm - Guest house wing - Nakuru School (not operational) - Postulance	- The Postulance community. - Guests - Not operational - Brothers and Postulants
5.	Mosocho community, Kisii.	1. St. Vincent De Paul Boys Boarding School. 2. School Farm	- Boys from able backgrounds. - Brothers in the province
6.	Oyugis Community, Homabay	1. OIP (Oyugis Integrated Project) 2. St. Vincent Secondary School	- People infected and affected with HIV/AIDS, Orphans. - Students from needy backgrounds.
7.	Sikri Community, Homabay	1. St. George Secondary School. 2. St. Antony Nursery School	- Able to pay students. - Kids from needy families.
8.	Urambo Community, Tbr.	1. Community farm 2. St. Vincent Depaul High School	- Brothers - Able to pay students.

Table 3.2: **Source:** Author with adaptions from CMM Directory (2021).

Appendix VI: Study research budget

No.	Item	Unit Cost	Total Cost
1	Internet bundles		8,000
2	Printing for proposal binding	5/- x 80 pgs.	400
3	Photocopying for proposal binding	5 x 80 pgs. x 2/-	800
4	Spiral binding	5 copies x 100/-	500
5	Printing questionnaires	7pgs x 5/- x 92	3, 220
6	Printing final defense copy	5/- x 116	580
7	Photocopying for final defense copies	116 x 5 x 2/-	1, 160
8	Spiral binding for final defense	5 x 100/-	500
9	Printing final thesis copy	116 x 5/-	580
10	Photocopying the final thesis copies	5 x 116 x 2/-	1, 160
11	Final hardcopy binding	5 x 1000/-	5, 000
12	Fare in Nairobi region	20 x 500/-	10, 000
13	Fare to Nakuru	2 x 800/- x 5	8, 000
14	Fare from Nakuru to Kisii (Mosocho)	1 x 800/-	800
15	Fare to projects in Mosocho	4 x 500/-	2,000
16	Fare from Mosocho to Oyugis (Kachieng) and Sikri	2 x 1, 000	2, 000
17	Fare to Urambo (Tz) and back	2 x 8,500	17,000
18	Meals and snacks while on all site visits		10,000
19	Accommodation while travelling far places	2 x 3, 500	7, 000
20	Consultation facilitation & other miscellaneous expenses		38, 080
21	Plagiarism Check	1 x 10, 000	10, 000
22	Journal Publication	1 x 15, 000	15, 000
	TOTAL		**145, 000**

Table 3.2: Study Research budget

Source: Author (2021).