Community-Based Social Entrepreneurship at Community Learning Centers

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ABSTRACT
Community-Based Social Entrepreneurship at Community Learning Centers is a concept that combines elements of entrepreneurship and social activities to empower communities in a holistic manner. In this context, the community learning center becomes the primary base where various social entrepreneurship initiatives are implemented. The community learning center is a place where individuals from diverse backgrounds come together to learn, share knowledge, and develop skills. The concept of social entrepreneurship is integrated here by leveraging the potential and needs of the community. This includes entrepreneurship training and education, the development of Micro, Small, and Medium Enterprises (MSMEs), empowering the local economy, sustainable social projects, partnerships, and networks. The main objective is to create sustainable positive impacts on the community through economic, social, and environmental empowerment. By utilizing the community learning center as its foundation, this concept creates an environment that supports growth, innovation, and sustainability for the community.

INTRODUCTION

Community-based social entrepreneurship at community learning centers has a close relationship with the self-reliance of institutions and communities to avoid complete dependence on external government funding. Several supporting backgrounds for this include: a) Focus on developing internal resources within the community; b) Developing business models or initiatives that have the potential to generate income for the community; c) Encouraging institutional growth within the community; d) Teaching financial management skills to the community; e) Creating sustainable business models by generating economic value within the community, thus reducing dependency on continuous government contributions or funding. In this context, the self-reliance of institutions and communities at the community learning center becomes crucial as it can enhance the resilience and sustainability of various social entrepreneurial initiatives. By not solely relying on external government funding, communities can have more flexibility in managing and directing their initiatives according to local needs and potentials, without being bound by conditions that might be associated with external funding.

The objectives of community-based social entrepreneurship at community learning centers encompass several important aspects: a) Empowering community members to identify, develop, and implement solutions to local issues they face. b) Assisting communities in creating sustainable business models or economic initiatives. c) Serving as a center that provides broader access to education, skills, and knowledge for individuals within the community, enabling their capacity building in various fields. d) Addressing social issues faced by the community. e) Cultivating an environment that fosters and supports an entrepreneurial culture within the community, facilitating the growth of social businesses and innovations that yield positive impacts. f) Ensuring that social entrepreneurship efforts have a sustainable long-term impact on the community, rather than offering short-term solutions to existing problems. The main goal is to create an environment that supports the overall growth, empowerment, and sustainability of the community. By engaging them in the process of social entrepreneurship, community learning centers serve as a bridge for

enhancing the capacity and self-reliance of communities in addressing their own issues. This aligns with the statement by Ansori et al. (2023) that the entrepreneurship model as a community empowerment program can be an effective tool in creating positive social and economic changes within society, especially when supported by appropriate infrastructure and a good adaptation to local needs.

In the context of community participation, Amartya Sen in Jack et al. (2022) emphasizes the importance of participation in decision-making and development as a fundamental human right. Hence, it's crucial to expand the choices and opportunities of communities in the development process. Sherry Arnstein in Gaber (2020) illustrates that there are eight levels of community participation, ranging from the lowest level that involves mere manipulation to the highest level, which involves full control by the community over political decisions. Robert Putnam in Tuominen & Haanpää (2022) also argues that community participation in social and political activities yields benefits for the entire society. Additionally, Robert Chambers in Cornwall & Scoones (2022) emphasizes the importance of understanding and promoting active community participation in the planning, implementation, and evaluation of development projects. Myles Horton in Chang & Glass, (2022) practiced an empowerment-focused educational approach through popular education and community-based learning. These perspectives elucidate that community participation is not just a right but also a means to achieve more inclusive and sustainable development. Expanding participation opportunities and encouraging active community involvement are crucial steps toward improving the quality of life and fostering sustainable development, where empowerment becomes a process for communities to develop their own capacities to solve problems, tackle challenges, and enhance their quality of life.

According to Bill Drayton in Tenrinippi (2019), social entrepreneurship can change the world by empowering individuals who lead social innovation. Meanwhile, Muhammad Yunus in Faza, (2022) asserts that "Poverty is not the lack of human potential, but the lack of opportunity." It's crucial to provide access and opportunities to less fortunate individuals, especially in the microfinancial context. Poverty is not a result of individual incapability but is more due to the lack of access to necessary resources and opportunities for development. Efforts are needed to provide opportunities to those overlooked by traditional financial institutions.

John McKnight in Okoko et al. (2023) emphasizes the importance of identifying and utilizing existing assets within communities to build self-reliance, rather than solely focusing on weaknesses and needs. Then, Peter Block in Davcheva (2021) states that communities have the power to manage and shape their own destiny. Thus, it can be concluded that community self-reliance requires a paradigm shift from focusing on weaknesses to focusing on strengths and existing assets. Collaboration, trust, and good relationships among community members form the essential foundation in developing better and sustainable self-reliance. By building upon existing assets and relationships, communities can effectively manage and shape their own destiny.

Malcolm Knowles in Cacam et al., (2023) emphasizes that the approach to learning should be tailored to the needs, experiences, and motivations of adults. Therefore, an effective learning approach for adults should consider specific aspects of how adults learn, including their needs, experiences, intrinsic motivation, and active participation in the learning process. Consequently, such an approach will be more relevant and yield more effective learning outcomes for adults.

In the concept of "structural holes" introduced by Ronald Burt in Bedford & Sanchez, (2021), the emphasis is placed on the importance of access to information and resources through broad and diversified networks. According to Wei-Skillern (2015), the significance of partnerships in achieving greater social impact through collaboration among non-profit organizations, businesses, and the public sector is highlighted. Therefore, access to information, collaboration, network analysis, and cross-sector partnerships play a crucial role in achieving shared goals, enhancing organizational effectiveness, and creating greater social impact.

METHOD

The research design used is an analytical descriptive method. The primary data sources utilized include scholarly articles related to social entrepreneurship, textbooks, academic publications, research reports, official documents from relevant institutions, participatory observation, interviews, and document reviews. Data analysis was conducted using a descriptive-analytical approach. Information from selected sources was organized and analyzed to identify patterns, trends, and key findings related to community-based social entrepreneurship at community learning centers. This analysis process involved synthesizing information from various sources to provide a comprehensive and in-depth understanding of this concept and its application within the context of community learning centers.

DISCUSSION
Community Support and Mentoring
Community support and mentoring in the context of community-based social entrepreneurship at community learning centers are vital strategies in facilitating the development of ideas, skills, and the success of entrepreneurial initiatives at the community level. Support begins with a deep understanding of the community's potential and needs. This involves identifying the expertise, resources, and challenges faced by community members related to entrepreneurship. Mentoring aims to provide access to the knowledge and skills necessary to develop entrepreneurial initiatives. From business management to market understanding, mentoring helps bridge these knowledge gaps. Support aids in designing robust business plans, encompassing financial modeling, marketing strategies, and identifying potential risks and opportunities. Mentoring encourages innovation and creativity in business approaches. This may involve learning from both successful and failed experiences, fostering bold thinking, and engaging in measured experimentation.

Besides skills and knowledge, mentoring also provides emotional support and motivation to community members. This is crucial in maintaining enthusiasm and resilience in the face of obstacles. Mentoring not only offers individual assistance but also opens doors to connections and networks that can aid business growth. This might involve introductions to external parties, additional mentors, or other resources. Effective support involves continuous evaluation of progress, successes, and challenges. Based on this evaluation, changes and adjustments can be made to enhance strategies and approaches. Community support and mentoring are crucial elements in ensuring that social entrepreneurship conducted at community learning centers not only flourishes but also empowers individuals and communities to reach their full potential.

Sustainable Local Business Models
Sustainable local business models in the context of social entrepreneurship at community learning centers aim to create significant social impact while ensuring operational sustainability. Several business models that can be applied in this context include:
Sales of Local Products with Social Impact
Community learning centers can develop local products that leverage community skills and resources. This approach creates local jobs, stimulates economic growth, while promoting social or environmental sustainability.
Community-Based Services
Providing services such as additional education, skill training, or health services by partnering with local resources. This approach supports income growth within the community while directly benefiting its members.
Partnerships with Local Businesses
Developing partnerships with local businesses to sell their products through the community learning center. This not only supports the local economy but also expands market access for micro, small, and medium enterprises in the community.
Membership-Based Models

Having a business model that involves membership at the community learning center. Members can pay for access to specific services or benefits provided by the institution.

Crowdfunding and Community Donations

Relying on support from the local community through crowdfunding or donations to support social entrepreneurship activities conducted by the community learning center. This approach allows direct community participation in social efforts.

Provision of Consulting or Training Services

Transforming the knowledge and skills possessed by the community learning center into consultancy or training services offered to external individuals or organizations as an additional source of income.

Hybrid or Mixed Models

Combining several business models to create diverse and sustainable income. This could involve product sales, consultancy services, and partnerships with local businesses.

These business models should be designed in a way that, besides achieving financial goals, also prioritize the desired social impact within the community. This requires a strong understanding of local needs, solid partnerships, and appropriate marketing strategies to reinforce sustainable business models.

Social Entrepreneurship Education Program

The social entrepreneurship education program at community learning centers comprises several key elements that include a structured curriculum, diverse teaching methods, and interactions that encourage active participation. Here are further details about the program: 1) Comprehensive Curriculum Planning involves investigating the community's needs and potentials to form the program's foundation, formulating specific objectives to teach social entrepreneurship skills, and creating relevant content such as social entrepreneurship concepts, business management, innovation, impact measurement, and managerial skills; 2) Diverse Teaching Methods encourage discussions, role-playing, and case studies to stimulate critical thinking and creativity, involving real projects or business simulations that enable participants to implement learned concepts. It also includes bringing in mentors or social entrepreneurship practitioners to share experiences and provide direct guidance to participants; 3) Active Participant Engagement encourages teamwork, discussions, and collaborative projects to build collaborative skills, field trips, or meetings with local stakeholders to provide direct experiences, and presenting real community problems to be solved through social entrepreneurship approaches; 4) Conducting periodic evaluations of understanding and implementation of social entrepreneurship concepts, encouraging participant feedback to continually improve program quality. This aligns with Ansori & Estherlita, (2019), stating the importance of ongoing evaluations to ensure sustainability and adapt programs to the evolving needs of the served community. 5) Bringing in social entrepreneurship experts and related professionals to provide additional insights, facilitating participant access to resources such as readings, seminars, or relevant online courses. A comprehensive and interactive social entrepreneurship education program at community learning centers not only teaches skills but also motivates and guides participants to apply these concepts practically within their communities.

Utilizing Technology for Social Impact

Leveraging technology in social entrepreneurship at community learning centers holds significant potential to expand reach, enhance efficiency, and strengthen social impact. Institutions can provide online learning platforms to broaden access to social entrepreneurship education and training among members of remote communities. Offering digital resources like e-books, video tutorials, or webinars facilitates easy access to social entrepreneurship-related information. Establishing collaborative platforms where community members and social entrepreneurs can share ideas, experiences, and resources is beneficial. Business communities can build networks among local or regional entrepreneurs using digital platforms to broaden partnership opportunities and support.

In this rapidly evolving digital era, creating an e-commerce platform that promotes and sells locally produced goods from social entrepreneurship initiatives at learning centers is a practical consideration.

Utilizing social media to expand outreach, build brands, and promote social initiatives enhances these efforts. Technology can also gather, analyze, and report data on the social impact of entrepreneurship initiatives systematically. Through technology, business communities can develop digital systems to monitor the progress of social entrepreneurship initiatives, allowing swift adjustments as needed.

Additionally, developing mobile applications providing access to social entrepreneurship education and aiding community members in decision-making regarding their entrepreneurship initiatives can strengthen collaborative efforts. As a specialized technological solution, integrating technologies like the Internet of Things (IoT) or Artificial Intelligence (AI) to address specific social issues, such as waste management or water resource management, can be highly beneficial.

Leveraging technology at community learning centers can enhance the effectiveness, efficiency, and impact of social entrepreneurship initiatives. This not only provides broader access but also strengthens community capacities to address social issues innovatively and sustainably. As mentioned by Sumitra et al., (2023), consideration must be given to ensuring equitable access to the technology used in the education system across the entire community.

Partnerships with the Private Sector

Partnerships between community learning centers and the private sector in the context of social entrepreneurship play a crucial role in supporting sustainable social initiatives. Here are several aspects related to these partnerships: a) Aligning the social goals of the community learning center with the values of private companies to establish a strong foundation for the partnership; b) Determining suitable partnership types, such as social investments, community empowerment programs, or strategic collaborations in operations; c) Co-designing innovative solutions that address social problems while supporting the business goals of the company; d) Financial assistance from private companies to support the development and implementation of social entrepreneurship programs, access to infrastructure, technology, expertise, or networks owned by the private sector; e) Agreeing on indicators and evaluation methods to measure the social impact of these partnerships, ensuring that the goals of social entrepreneurship are achieved; f) Organizing training and educational programs for community members supported by private companies to enhance their skills and knowledge, g) Leveraging the network and influence of private companies to promote social entrepreneurship initiatives and garner broader support; h) Agreeing on shared social responsibilities to enhance the sustainability of social initiatives; i) Formulating clear contractual agreements that outline the responsibilities, rights, and obligations of each party. Partnerships with the private sector open doors to resources, knowledge, and broader access while ensuring that the social entrepreneurship goals driven by community learning centers are achieved. The synergy between the private sector and social institutions can result in greater and sustainable impacts for the communities served.

Evaluation of Success and Impact

Community learning centers periodically conduct comprehensive evaluations of their social entrepreneurship initiatives to understand the generated impact and identify areas for improvement. These evaluations are based on several metrics and indicators used to measure success and its impact on the community. First, the evaluation involves monitoring the growth of local businesses and economic well-being. This includes tracking the income growth of individuals or groups engaged in the entrepreneurship initiatives and measuring the sustainability of local businesses initiated by the social entrepreneurship program. Additionally, the evaluation assesses the number and types of jobs created in the community as a result of these initiatives. Second, the evaluation involves participation and skill enhancement for participants. This includes measuring the number of actively involved participants in the social entrepreneurship program and evaluating the enhancement of practical, managerial, and technical skills acquired by participants after completing the program. Third, the evaluation considers the social and environmental impact resulting from these initiatives. This involves assessing the positive impact on the community, such as improvements in education, health, or sustainable practices within local business

operations. Fourth, the evaluation also examines program efficiency and the initiative's capacity to expand. This encompasses measuring resource efficiency and identifying potential expansions of initiatives to other communities. Last, the evaluation involves assessing the quality of partnerships and collaborations established. This includes evaluating the success of partnerships with the private sector, governmental institutions, or non-profit organizations, as well as the effectiveness of collaboration among community members. These evaluations gather data from various sources such as surveys, interviews, statistical analyses, and field monitoring. These metrics and indicators help community learning centers understand the overall impact of social entrepreneurship initiatives, enabling them to adjust and improve existing programs for the betterment of the community.

Collaboration Across Generations in Entrepreneurship
Collaboration across generations in entrepreneurship is a blend that builds a bridge between the knowledge and experience of older generations and the spirit, creativity, and innovative drive of the younger generation. This initiative not only stimulates economic growth but also strengthens social well-being within the community. Within community learning centers, this collaboration in social entrepreneurship programs creates a space where older generations can share their knowledge, wisdom, and practical skills with the younger generation. They offer insights rooted in years of experience, sharing valuable lessons on navigating business challenges, building community relationships, and sustaining enterprises.

Meanwhile, the younger generation brings innovative enthusiasm, fresh ideas, and a deep understanding of technology that can fortify and expand existing endeavors. They bring creativity to conceive new solutions, adopt cutting-edge technology, and create marketing strategies relevant to the times.

These programs can take various forms, such as collaborative workshops, joint business projects, or mentoring programs where older generations provide guidance and mentorship to the younger generation in developing their social ventures. In this context, senior entrepreneurs find new ways to connect with evolving markets and capture new trends, while the younger generation learns about traditional wisdom, sustainable values, and the importance of building businesses that not only profit financially but also have a positive impact on the community.

Collaboration across generations in social entrepreneurship provides an opportunity to create sustainability in businesses, preserve local knowledge, and strengthen social bonds within communities. It's not just a merger of two different resources but the creation of an inclusive space where knowledge and innovative spirit unite to bring meaningful change to the surrounding environment.

CONCLUSION
Social entrepreneurship in community learning centers facilitates inclusive economic growth, social well-being, and sustainable development. Through this approach, skills, collaboration, and innovation are taught, supported by community-based learning and technology. These efforts reflect a spirit of mutual cooperation and local innovation, aimed at improving the quality of life and social relationships within the community. With structured evaluation, updates, and active community participation, this social entrepreneurship becomes a driver of sustainable growth and well-being.

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