

1. INTRODUCTION

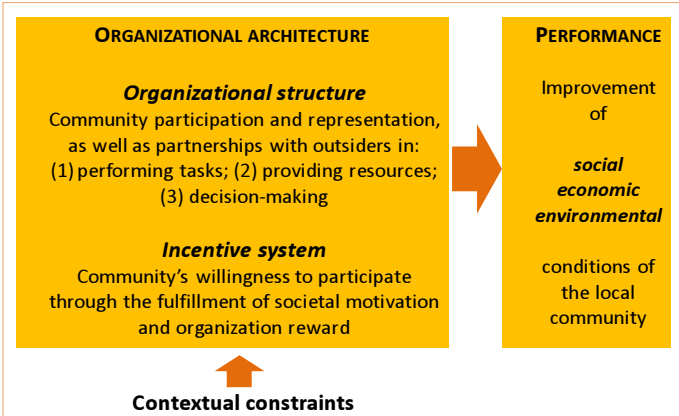
Background

- Lack of success of paternalistic approach
- Increasing implementation of community-based enterprise (CBE) as an alternative solution
- Lack of understanding about the organization and performance of CBE
- Difficulty in generalization because CBE's experiences are mostly reported in form of individual case-study

Objectives

- Identify the organizational architecture and performance of existing CBEs
- Find out aspects that are correlated to the success of the CBEs

2. RESEARCH FRAMEWORK



3. METHODOLOGY

Case survey method

Purpose: to bring diverse case studies under a common conceptual framework for achieving cumulative findings

Procedure: systematic keyword search in scientific databases (EBSCO, ScienceDirect) and donor/development agencies' publications

Sample: 34 cases

Type of data: a mix of macro indices and categorical data

Statistic analyses: frequency analysis, principal component analysis (for categorical data), ordered logistic regression, partial least squares regression

Software: STATA 12, SmartPLS 2.0

4. FINDINGS

Context:

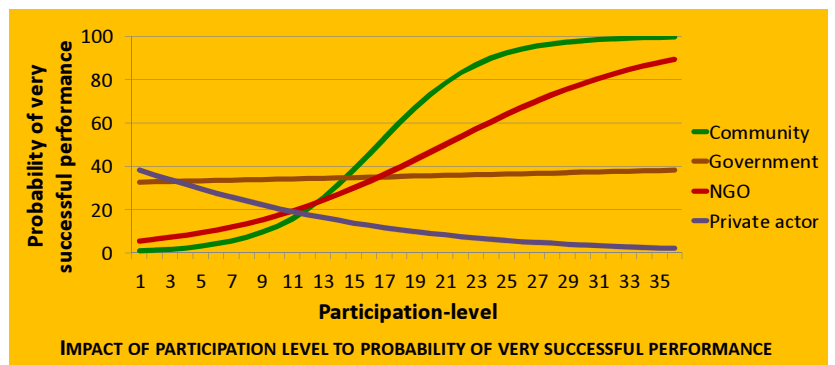
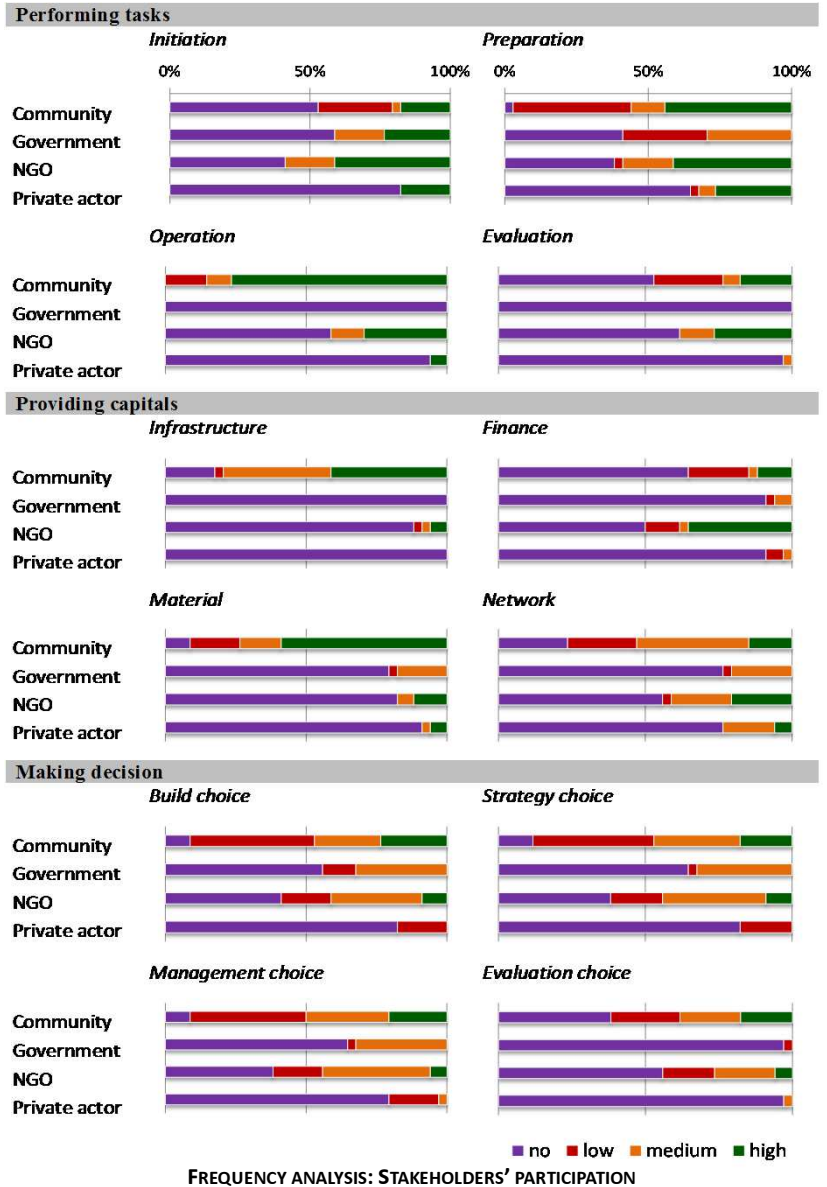
- CBEs are established under socio-economic and political pressure.
- Formatively speaking, there are partial or full governmental supports
- Originally, the communities do not possess the necessary means to establish CBEs.
- At least one active NGO supports the community.

Organizational structure:

- Community participation and representation are dominant in operation-phase and providing materials.
- The importance of NGOs' role cannot be neglected.
- Small group of community-members is coloring the decision-making.
- Most frequently used legal forms: association and enterprise.
- Almost all CBEs apply membership system: open for all community members or only for some selected ones.

Performance:

- CBEs bring economic, social, and environmental improvements.
- Various pattern about the employment and benefactors issues



5. CONCLUDING REMARKS

- The establishment of CBE may be, but not necessarily, triggered by socio-economic distress.
- The community's motivation to participate is more influenced by the underlying skill than by the social capital.
- The improvements achieved should be understood flexibly.
- Community participation may be important for the performance of CBE, but the intervention of NGOs should not be neglected.
- Different legal forms and diverse cooperation between community and NGOs seem to have influence on CBE's performance.