

Mona School of Business and
Management
3rd Annual Conference

November 8-10, 2017
Hilton Rose Hall Resort & Spa
Montego Bay, Jamaica

PI Presenter Dr Olivene Burke
Tarik Weekes



The UWI Mona Township and the Entrepreneurial Skills in its 'Venture'

The UWI Mona Township

The Project began in the August Town community in 2006 with grant funding from KRC.

2006-2010

The 1st wave of the Project led by Professor Chevannes who focused on providing capacity building aimed at reducing unemployment and brokering dialogue around crime prevention and violence reduction in the community

2011-present

The 2nd wave of the Project becomes Mona Social Services (MSS), a social enterprise within the Mona campus with an expanded focus, a structure and funding from the Office of the Campus Principal.

Mona Social Services



MSS
Mona Social Services
The University of the West Indies, Mona

Our **VISION**

To transform the Mona Valley into a place of choice to live, work, raise families and do business.

Our **MISSION**

To lead the social and economic transformation of underserved communities within the Mona Valley through research, knowledge creation and community engagement.

Objectives

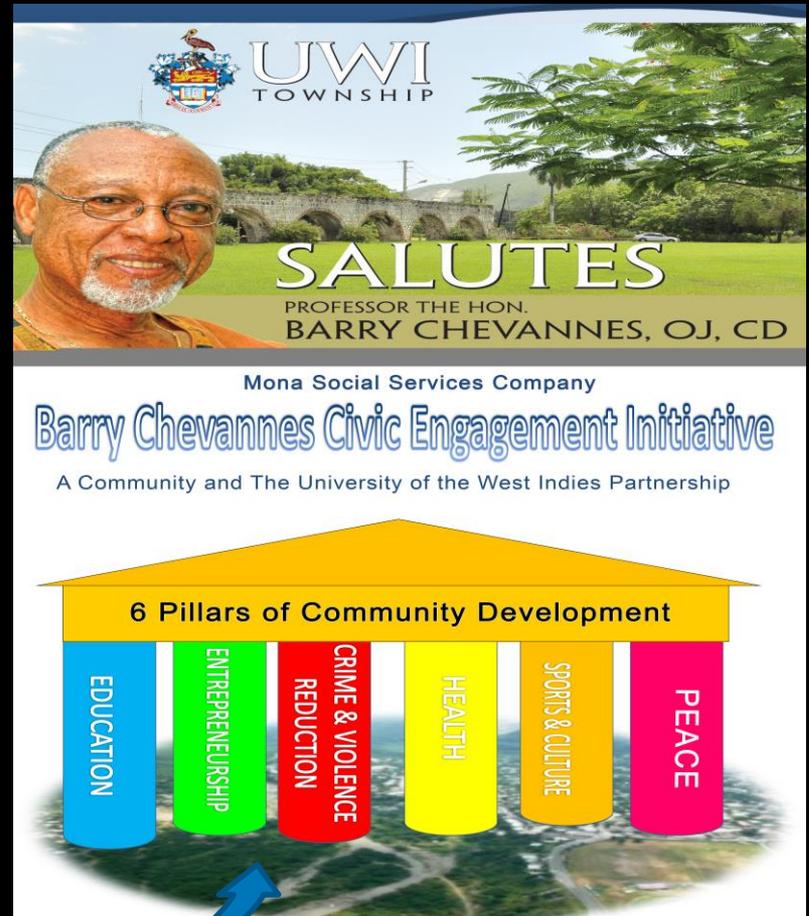
1. To make the Mona Valley hospitable for business and drive job creation.
2. To facilitate networking opportunities and forge relationships for the population of the Mona Valley with major stakeholders such as the Private Sector, Social Development Commission, the Parish Council and the UWI.
3. To become an agent for financial institutions seeking to do business in the Mona Valley.
4. To strengthen the capacity of community based organizations in the Mona Valley.
5. To generate revenue through fee based income, consultancy services and grants.

To Achieve its mandate

- The MSS has to leverage and integrate available University resources-knowledge and leadership across faculties, community, volunteers, stakeholders and grant funding to affect community transformation.

In 2012, The Township communities expand to include Mona Common. The total communities now- August Town, Mona Common, Bedward Gardens, Goldsmith Villa, Hermitage, African Gardens and a population of over 17,000 (STATIN)

Throughout the past and current phase the framework for transformation in the Township communities has been a six pillar approach.

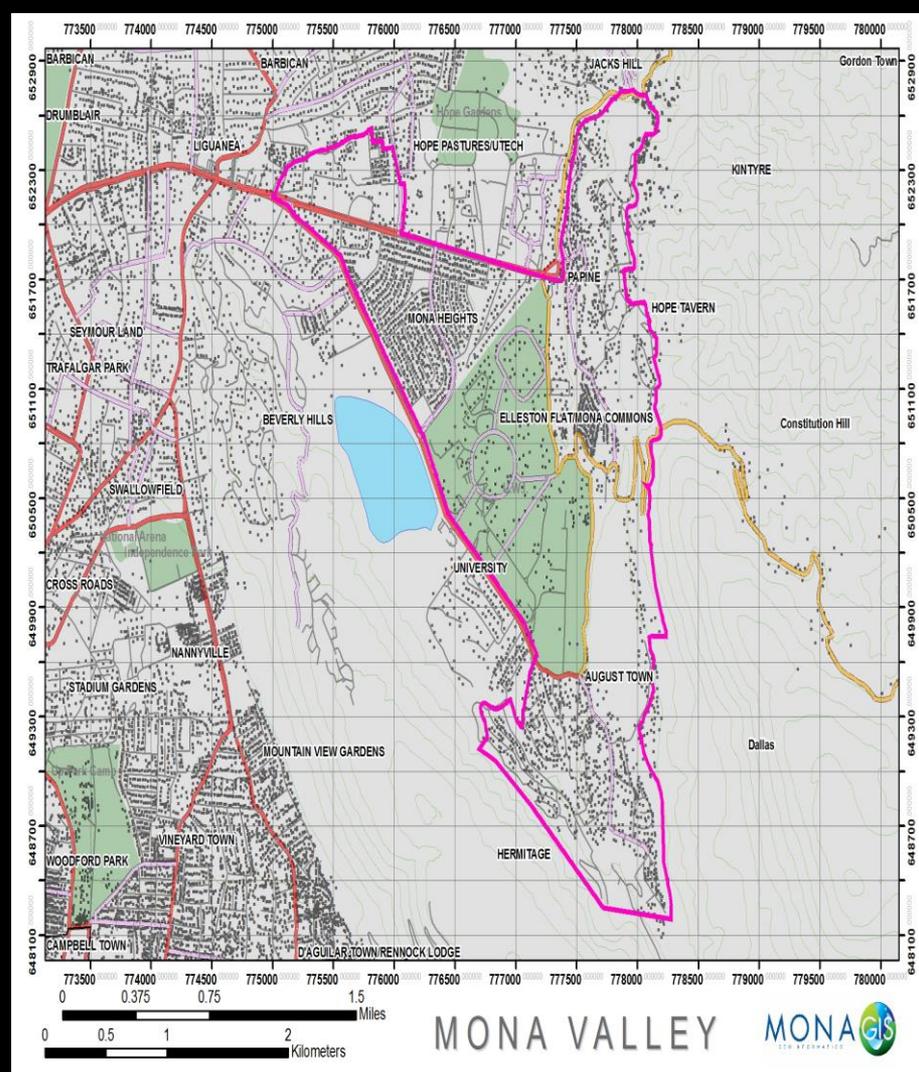


The Presentation Focus



Research Aim

To highlight activities of the UWI Mona Township Project/MSS and the connection between entrepreneurship and development in the UWI Mona Valley communities.



Research Questions

1. To what extent has the use of entrepreneurship contributed to a reduction in the risks and threats facing the Township communities?
2. How has businesses improve the living experiences of residents and the communities?

Participants' Community Profiles

Profiles of Group A- Community Districts A & B

- Unemployment
- Incidence of crime & violence
- Known presence of gang activities.
- Low levels of education (reached high school)
- Poor housing stock
- One recreation area at least
- Small shops adjacent to homes
- None to minimal street lighting
- Greater presence of dirt tracks than primary road.
- Dusty, narrow roads

Group B Community Districts A & G

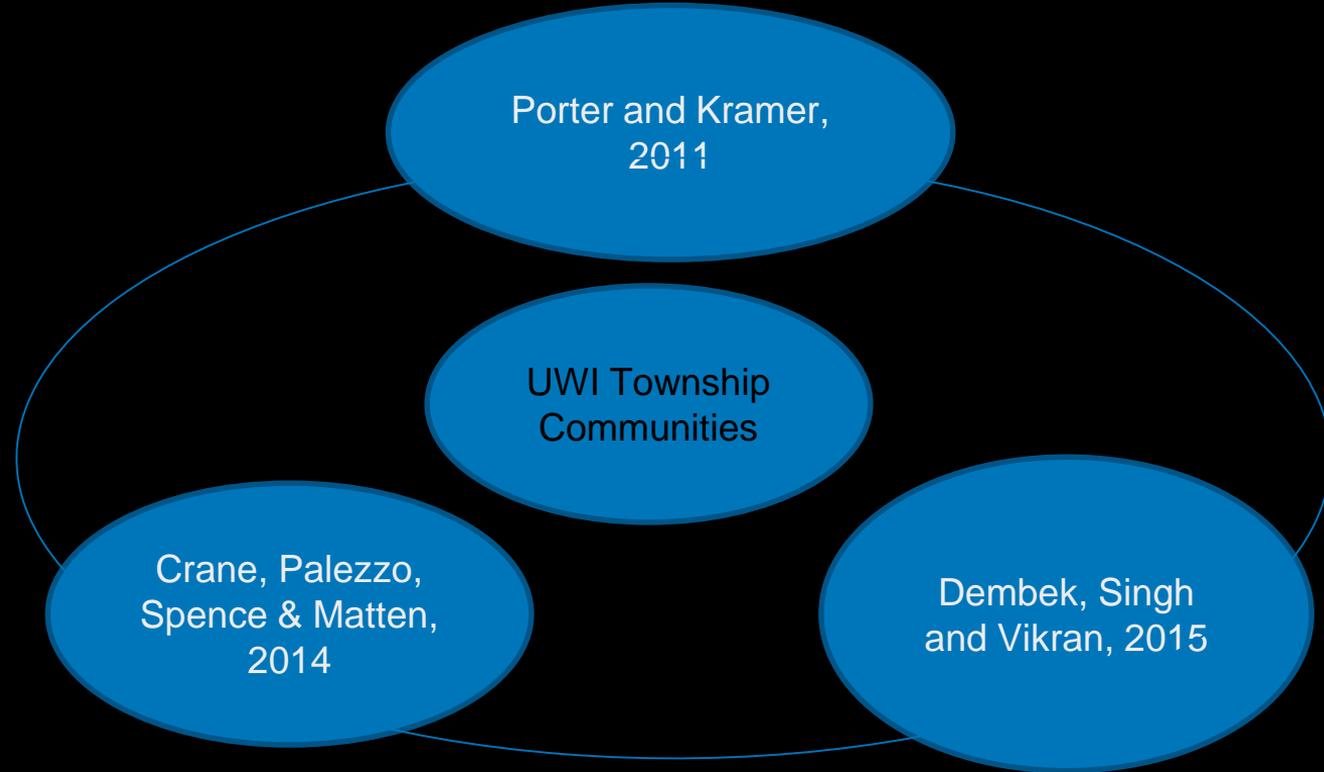
- Unemployment
- Incidence of crime and violence
- Medium levels of education (completed high school)
- Known presence of gang activities
- Good housing stock (concrete walls, zinc roof, medium sized homes)
- At least one recreational facility/area
- A community meeting place
- At least one community group
- A number churches
- A minimal street lighting
- Dusty, narrow roads

Group C- 1 Community D District R

- Unemployment
- No incidence of collective violence relative to A,B &G.
- Completed high school and reached tertiary level.
- Unknown presence of gang activities
- One or more recreational facilities/areas.
- A community meeting place
- One or more community groups
- Minimal street lighting
- Dusty, narrow roads
- Burke et al. p 81

Literature Review

The Shared Value Concept



Shared value cont'd

Shared value has appeared in business and non business journals and focuses on how foundations can create social values

Companies may create shared value by reconceiving products and markets, redefining productivity in the value chain and building supportive industry clusters at the company's locations.

The Shared Value Concept

Crane, Palezzo, Spence and Matten (2014) say that shared value is “policies and operating practices that enhance the competitiveness of a company while simultaneously advancing economic and social conditions in communities in which it operates”.

Dembek, Singh and Vikran (2015) have said that Porter and Kramer introduced shared value as a powerful driver of economic growth and reconciliation between business and society. Since its introduction, shared value has appeared in business and non-business journals.

Methodology

Case study design-

- Stake (2000), Merriam (2002) and Yin (2003) explained that the case study method is also appropriate for studying a ‘bounded system’ (that is, the thoughts and actions of participants of a particular setting) to broaden the researcher’s understanding of how the system functions.

Methods

Desk Review of
existing documents
on Township
activities

Review of
Administrative data

Site Visits and
Observations

Use of shared
value framework
(Porter and
Kramer 2006) to
understand how
the University's
pursuit of
economic value
is addressing
social and
societal
problems.

Findings & Discussions

1. Porter and Kramer shared value concept is applicable to the University as a whole, but must be carefully applied to an non-governmental organization such as the MSS. MSS is not a private enterprise but it also easily related to funding model of most local NGOs. It is also not very clear if MSS fits more as a Corporate Social Responsibility (CSR) action. MSS does not have a staffing structure set up designed for its own fund raising but it is expected to compete for grants to change Township communities.

Findings and Discussion

2. The Township Project was implemented in community settings that were both residential and commercial in character. The economic value accompanying a University presence was not tapped in a meaningful way. Prior to the Township there was a lack of integration between the University and the community- an anti August Town attitude existed.

Findings and Discussion

3. The Township project assisted home owners in providing accommodation to students. Training in leadership skills, standardization of product (accommodation) to attract students. The result, owners improved ion infrastructure in their communities. Linkage businesses developed growing interest in keeping violence down.

Findings and Discussion

4. In one Township community, student accommodation has expanded but land ownership is still a problem.
5. Several win-win situations for wealth and economic value creation for University and residents in Township communities. The vehicle has been tuition free-scholarships.

Conclusion and Recommendations

1. There could be more supportive industry examples in the Township experience. For example, aide from the University employing individuals from the community, what of the businesses in the communities supplying products and services to the University. This would contribute to employment creation.

A readiness survey for businesses to be able to do this beyond just student accommodation is recommended

Conclusion and Recommendations

2. There is room for more partnership with the private sector to achieve the transformation. Lined with the previous thought, this has to be incorporated in the skills MSS is using to bring transformation with the community.

References

Burke O., Weekes T., Costen W. (2015). Football culture and community development. In. Perspectives on caribbean football. Edited by Charles C., p. 73 hanib Publications Ltd

Charles C. Political Identity and Criminal Violence in Jamaica: The Garrison Community of August Town and the 2002 Election, *Social and Economic Studies* 53:2 p31-73

Crane A., Palezzo G., Spence L., Matten D. (2014). Contesting the value of Creating Shared value California management Review. Vol56 No. 2 University of caleifornia Berkeley.

Dembeck K., Singh P., Bhakoo V. (2015) Literature Review of Shared value:P A Theoretical Concept or a management Buzzword? *Journal of Business Ethics*. 10.1007/s10551-o15-2554-z

Government of jamaica Statistical institute of jamaica Publication on Housing Census 2011

Merriam, S.B.A. (2002). *Qualitative research in practice: Examples for discussion and analysis* (1st ed.). San Franciso, CA: Jossey-Bass.

Porter M. Kramer (2011) Creating a Shared Value. Harvard Business Review. Janauary – February 2011. Issue retrieved from <http://hbr.org/2011/01/the-big-idea-creating-shared-value>.

Stake, R.E. (2000). Case studies. In N.K. Denzin, & Y. S. Lincoln (Ed.), *Handbook of qualitative research* (2nd ed, pp. 134-164). Thousand Oaks, CA: Sage Publications, Inc.

Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Thousand Oaks, CA: Sage.