

Department of People & Technology - Social Entrepreneurship & Management.

MSC-DISSERTATION PAPER



Achieving Social Sustainability Values Through Civic Engagement: A Case Study from Two Social Enterprises in Dhaka, Bangladesh.

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List of Abbreviations

GSB	Green Savers Bangladesh
YYV	Yunus & You Ventures
NGO	Non-Governmental Organization
SE	Social Enterprise
CSR	Corporate Social Responsibility
MDGs	United Nations Millennium Development Goals
SDGs	Sustainable Development Goals
RQ	Research Question

List of Terms

Case Organizations	Green Savers Bangladesh and Yunus & You Ventures Bangladesh.
Research Project	Master’s in social science in Social Entrepreneurship and Management.

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Abstract

Motivation: My motivation for conducting this research project is to understand the sensemaking process of the members of Green Savers Bangladesh (GSB) and Yunus & You Ventures (YYV) understanding the key challenges to engage citizens and stakeholders to pursue social sustainability values through the organizational activities. This research project can contribute to the field of social entrepreneurship to grasp new knowledge in the country perspective of Bangladesh in understanding the key challenges in achieving social sustainability value creation through civic engagement through the lens of the case organization's members. However, this research cannot be considered to assess all the other unexplored social enterprises in Bangladesh. I intend to apply Karl Weick's theory of Organizational Sensemaking in understanding the sensemaking process of the members of the case organizations. Besides, Robert Putnam's theory of Social Capital explained by Julia Häuberer is also applied to recognize the organizational strategies in building relationships with locality and engaging potential stakeholders. Overall, the social constructivist approach has been applied to understand the distinctive features of societal context and practices experienced by the members of GSB and YYV in creating knowledge and sensemaking to recognize key challenges.

Objective: I aim to explore the two social enterprises in Bangladesh to understand how the members of GSB & YYV make sense of understanding key challenges while pursuing social sustainability value creation through civic engagement through their organizational activities.

Research Method: A qualitative research method is applied to collect data from the field. A total of six qualitative semi-structured expert interviews have been conducted online. For data analysis, the thematic coding method is applied and to generate thematic coding from the data NVIVO software was used. Besides, secondary data was also collected to enrich the to add new perspectives in data analysis.

Conclusion: GSB is a social enterprise working closely with community people, different networks, and public and private institutions to advocate for ecological sustainability. YYV is aiming to engage potential entrepreneurs to create a sustainable social business in Bangladesh. GSB & YYV engage stakeholders/partners to sustain economically while creating value for society through organizational actions. Both GSB and YYV claimed to experience diverse challenges in operating organizational actions while engaging the community people and stakeholders. The members' empirical experiences explaining the past and current challenges reveal the formation of their sensemaking process.

Keywords: *Social Enterprise, Social Enterprise in Bangladesh, Social Entrepreneurship, Social Sustainability, Social Sustainability Value Creation, Civic Engagement, Social Constructivism, Social Capital, Sensemaking Theory.*

Chapter One: Introduction

1. Overview of the Project

The challenges of pursuing sustainable development goals have been witnessed by the many businesses, governmental and non-governmental organizations that initiate socially responsive programs and actions. In general, sustainability has three major aspects intertwined: living environmentally sustainable, long-term living standards with economic sustainability, and social sustainability for future endeavors. Recently, the dimension of social sustainability has been identified as a significant social aspect which led public and private sectors to take the initiative collectively to pursue social and environmental impact. However, social sustainability is still overlooked due to its non-established definition. It is also argued that understanding social capital would support recognizing the social sustainability perspective because social capital comprises civic participation and public relations in institutions. (Dillard et al., 2008).

This project explores the emerging challenges of achieving the social sustainability goals by the two social enterprises in Bangladesh, such as Green Savers Bangladesh (GSB) and Yunus and You Ventures (YYV). GSB and YYV both social enterprises are initiating community-based activities in the grassroots and urban areas of Bangladesh. The abbreviation form of the two case organizations “Green Savers Bangladesh” and “Yunus and You Ventures” in this research project will be applied in the whole project paper instead of writing the full form. Besides, the project will also explore the strategies for engaging the community and the challenges of ensuring the participation of citizens to achieve organizational goals.

The rising social entrepreneurs are thriving to execute social innovation and employment opportunities for the disadvantaged people in the community with economic impact. Further, working for the community and social entrepreneurs are notable working within the area of the new social economy under Corporate Social Responsibility (CSR) to bring positive social impact. Social enterprises are engaging private and public institutions to sustain in the mainstream market economy through organizational activities which are designed by the needs of the society to fill the gaps in the socio-economic areas. (Hulgård, L., 2014). Further, it is significant to understand the local community while implementing entrepreneurial activities. Understanding local or rural communities and pursuing the ecology of knowledge helps social

enterprises to design or develop innovative social activities. Additionally, to understand and recognize the existing social context in rural or urban areas is necessary to disclose the real needs where the organizational implementation is needed. (Banerjee, S. et. al., 2023).

In contrast, unfolding civic engagement can also provide researchers to explore the study area of public participation. Both civic engagement and public participation connect people with different actions related to the community and informal associations to solve complex social problems. Besides, engaging citizens to divulge social needs and bring the legitimacy of projects and decisions. (Davies & Simon, 2013). Civic engagement refers to how an individual and groups contribute to bringing positive changes to the community through formal/informal volunteering, social participation, or membership with an institution. (Anheier, 2014). The term “civic engagement” has shifted from its ancient perspective, limited to the political and governmental engagement of all citizens; now, civic engagement also refers to non-conventional political participation and community services and charities. However, the term participation refers to “involving in action,” and engagement states “involving psychologically”. The aftermath of Covid-19 raises the need for civic engagement socially and politically as a regime strategy to tackle the challenges. (Kennedy, 2021).

However, achieving social sustainability through civic engagement and participation requires diverse social relations and interactions, individuals, leaders, and interactive governance. Besides, it is argued that involving citizens/individuals and stakeholders in formal or informal institutions may emerge significant challenges to be successful in the designed sustainability projects. (Parra, 2013). Further, engaging community people and particular groups of citizens and recognizing the local knowledge in designing or developing organizational activities helps to become efficient for the social enterprises fostering social capital. (Hulgård, L. and Lundgaard Andersen, L., 2019).

Therefore, this research study focuses on the process/strategies of engaging citizens or individuals to achieve social sustainability values and addressing the challenges of ensuring civic participation through organizational activities.

1.2 Problem Formulation:

This project focuses on the subject matter of social sustainability value creation within the social enterprises in Bangladesh. Moreover, how the social sustainability approach is constructed and made sense by the GSB and YYV members is another focal point of this research project. As this research project has explored two Bangladeshi social enterprises to understand the social sustainability values through civic engagement and how GSB and YYV work or design the organizational activities to achieve organizational social sustainability values, engaging community people will be emphasized significantly.

The overall argument for this project is to explore the strategies of working on social sustainability in the context of Bangladesh. This research study can help readers to understand the specific country context of Bangladesh and an organizational overview to work with civic engagement to achieve social sustainability. This research project signifies the global-south perspective to understand the organizational/institutional framework to work collaboratively with the local people to achieve organizational goals and similarly human development.

Notwithstanding the challenges of a high poverty rate and complicated political structure, Bangladesh has been drawing positive attention to implementing development projects at Global level. Besides the challenges of natural disasters every year, Bangladesh is stepping forward for more development innovations and achieving MDGs (Millennium Development Goals) and Sustainable Development Goals (SDGs). Bangladesh is also led by the institutional microfinance program initiated by Dr. Muhammad Yunus back in the 1980s to fight against poverty. Subsequently, women's participation in the country's economic development has gradually increased through the intervention of non-governmental organizations in Bangladesh. (Huang, J. Q., 2020).

Furthermore, it is also argued that the demand for social entrepreneurs is increasing for creating new economic opportunities for the society's disadvantaged people (Ullah, H. et al., 2015). Different NGOs are providing social services for the local community and rural community people to bring the country's socio-economic development. Moreover, local community and rural development become an epicenter for the overall socio-economic development of Bangladesh. (Huang, J. Q., 2020).

The NGOs in Bangladesh are working to provide healthcare services, ensure safe drinking water to the disadvantaged community people, employment opportunities to young people, education and support in pre-post natural disaster situations. Further, NGOs and social enterprises working on increasing awareness in the local community on social inequality and justice, skills training for generating income, and becoming empowered. The term empowerment was popular in Bangladesh's NGOs around the 1990s and the social enterprise and NGOs unfolded entrepreneurship to bring solutions to the economic problems. (Huang, J. Q., 2020).

In addition to this, it is also argued that the microfinance economic model by Dr. Muhammad Yunus became a role model for the rising social entrepreneur for the development of the disadvantaged people. However, different organizations and their legal and business structure or model create a new form of interaction between private and public spheres e.g., corporate social responsibility or CSR to take action towards poverty alleviation. Further, the institutions, individuals, and practices generate a linkage within the social enterprise to overcome the socio-economic challenges. (ibid.).

Therefore, this research project fills the gap in the knowledge related to understanding the insights of working on attaining social sustainability value through civic engagement in Bangladesh. Despite the outstanding socio-economic challenges of Bangladesh, and how social enterprises like GSB and YYV are operating their organizational activities; this project focuses on those emerging challenges experienced by the members. Further, this project can bring new knowledge to understand the sensemaking process of recognizing internal and external organizational challenges to pursue social sustainability value through civic engagement in the context of Bangladesh's social enterprises. I argue that a different country's context and continent can always bring new knowledge and information to understand social enterprise or entrepreneurship more broadly. This research study can also trigger new research questions to carry out further research.

On the other hand, much research exists in the academic world regarding social enterprises and entrepreneurship, where most of the literature is confined to established and developed countries and a few South Asian countries e.g., India, and Thailand. However, there is a gap to find out research regarding the subject matter of social sustainability achievement through civic engagement, particularly in the Bangladesh context. Through this research project, readers will

be able to recognize the key factors that shape Bangladesh's social enterprises to work with civic engagement and social sustainability. Moreover, being a social constructivist, applying the social constructivist philosophy of science as a scientific method helps to understand the knowledge construction of the members of GSB and YYV in recognizing the social sustainability value creation and emerging challenges of civic engagement in the organizational activities.

Further, qualitative research methods as well as thematic data analysis techniques helped to organize and code the data from the interviews. Additionally, the particular theoretical choices e.g., sensemaking theory and social capital theory helped to analyze the data within the social constructivist approach as this research brings the empirical experiences of the members of the GSB and YYV who are working on the social sustainability and civic engagement sector. Besides, understanding the perception and sensing of social capital and social sustainability by the members of GSB and YYV is also one of the main objectives of this project. In general, recognizing the social sustainability aspects through civic engagement is the priority of this research project.

Main Research Question:

How do GSB & YYV members make sense of the key challenges of pursuing social sustainability value creation through civic engagement?

The main research question of this project resembles the presentation of the research problem area. Through this main question, I aimed to focus on the specific areas where the challenges exist according to the members of GSB and YYV. Further, I focused primarily on the senior members' experience to map out the challenges from their working experience in the organization to ensure the quality and transparency of the data. The exploration of the key challenges of pursuing social sustainability value creation through civic engagement can bring diverse perspectives and factors that construct the reality of the challenges from an individual level. From this main question, I was able to recognize the real organizational challenges existing in the GSB & YYV also and based on the identifiable challenges I further analyzed the influencing aspects to identify how certain strategies play a significant role to mitigate the challenges from the perspectives of GSB & YYV members.

Sub-Research Questions:

- 1. What are the influencing factors that shape the sensemaking process of GSB & YYV members in experiencing challenges to achieve social sustainability value creation through civic engagement?***

Through this sub-research question, I aimed to focus and identify all kinds of influencing factors that shape the sensemaking process for the members/members of GSB and YYV. The outcome of these research question was to analyzed how the emerging key challenges of achieving social sustainability value creation through civic engagement can be understood based on the influencing factors.

- 2. How does GSB & YYV as an organization initiate operational strategies to achieve social sustainability value creation through civic engagement?***

This sub-research question helped me to understand the connection between the social sustainable value creation and civic engagement. Through this research question, I aimed to develop an analysis which states the logical discussion on how some key factors play major roles to lead challenges in GSB and YYV to implement or change the organizational development activities or entrepreneurial actions as well as how they work on finding an operational solution to lessen the challenges. In general, what actions the members of GSB and YYV take from their organizational and employee positions and how they initiate the whole process was triggered from this question.

1.3 Case Description

A. Green Savers Bangladesh (GSB)

GSB began its journey in 2010 to create a green Dhaka city (capital of Bangladesh) and greener communities. Unfortunately, Dhaka city has more buildings than trees; hence GSB started promoting rooftop gardening with a small team who love planting trees. GSB has worked with more than 5000 households and 200 schools, engaging volunteers and many organizations fighting climate change and creating a greener urban ecosystem. GSB through the tree planting activities engages community people to learn about different techniques to take care of the plants. Further, GSB also implements skill development activities which engage young volunteers mostly to advocate climate change and create awareness of environmental protection. (Green Savers Bangladesh, 2023). Further, GSB aims to make Dhaka city greener and educate urban citizens about rooftop plantations and sensitize citizens about environmental sustainability. (IKEA Social Entrepreneurship, 2023).

On the other hand, GSB is educating school students on tree plantation and recycling and GSB's project aims to engage school students in plantations, become the guardian of their plants, and learn how to take responsibility for the maintenance of the school's garden. GSB also offers an online gardening course. GSB also has another activity called "tree wedding" about exchanging plants among strangers to engage the local people in tree plantation. GSB has also worked with different businesses within Bangladesh within the corporate social responsibility (CSR) programs to help protect the environment. CSR can be considered as a tool for the GSB to involve more stakeholders responsible for contributing to the environment. (Green Savers Bangladesh, 2023).

Finally, GSB as a case organization has been chosen due to the distinctive ways of engaging the local community and stakeholders to participate in the organizational activities. Hence, this project will disclose the emerging challenges experienced by GSB members while implementing community based activities and creating awareness among the citizens in Bangladesh.

B. Yunus and You Ventures (YYV)

YYV started its first journey in 2016 as the YY Goshthi incubation program, which was later established as YYV in 2019. YYV is an incubation and social business investment hub supporting new entrepreneurs fighting carbon emissions, poverty, and unemployment. The YYV team has 19 staff, led by Nobel Peace laureate professor Muhammad Yunus. YYV aims to influence and support the young generation to become social entrepreneurs through its incubation program and investing in early-stage social businesses run by the new generation. YYV believes in an equitable and just world fostering social business through leveraging young people's business ideas. YYV involves and welcomes young entrepreneurs in organizational activities to build networks and learn the necessary skills to start a social business. The incubation program engages young Bangladeshi entrepreneurs to become successful social businesses. (Yunus and You Ventures, 2023).

YYV incubation program and investment is the support system to offer to the young generation to become the agents of change. YYV supports companies that aim to achieve social and environmental objectives with sustained impact and work with SDGs. YYV offers advisory services, impact funds, corporations, and formal and informal agencies to design and implement innovative programs. YYV aims to achieve collective progress through collaboration and exchanges. YYV provides young entrepreneurs with world-class training; tailor-made consultation to develop cause-driven businesses. YYV also shares co-working space, supports business services, networks with investors, and raises adequate seed capital. (Yunus and You Ventures, 2023).

One of the programs of YYV is "Orange Corners," which provides training to young entrepreneurs globally to start and grow social businesses. YYV also runs an "Impact Hub" particularly working at the community level in doing social innovation and designing socially sustainable projects co-created by the community people in rural and urban areas of Bangladesh. YYV also collaborates with private sectors, and academia to foster holistic sustainable solutions. (Yunus and You Ventures, 2023). In this project, YYV as a case organization is selected to understand how YYV engages community people in designing socially sustainable projects and explore the key challenges experienced by the YYV members while implementing and communicating with civic and stakeholders in Bangladesh.

Chapter Two: Philosophy of Science (PoS) & Research Methodology of the Project

2. Philosophy of Science (PoS)

This project aims to understand how the members of GSB and YYV make sense of social sustainability value creation through citizen engagement. Besides, understanding the key challenges of engaging citizens in the sustainable development projects of GSB and YYV is another area to focus on. In this project, the social constructivism approach is the core of the philosophy of science. Therefore, researchers apply a philosophy of science to understand the distinctive features of societal context and practices. In this project, I have chosen a social constructivist approach to understand the notion of social sustainability value creation by the case organizations GSB and YYV. The subject matter of social sustainability is a complex perspective that includes collective social, political, and cultural processes to achieve sustainable goals. (Parra, 2013). Therefore, I have considered a social constructivism approach to understanding the complex dimension of social sustainability and civic engagement in a global south perspective.

2.1 Why Social Constructivist Approach?

The role of sociology of knowledge analyzes the process of social construction. (Berger and Luckmann, 1991). The social constructivism approach argues that the world's knowledge is constructed by reality. (Justesen et al., 2012). Further, the sociology of knowledge focuses on the relationship between human thought and contextual aspects of society therefore knowledge is socially constructed. (Berger and Luckmann, 1991). Moreover, according to Berger and Luckmann, common-sense thinking is a significant perspective to understanding social phenomena of everyday life. The reality of everyday life is controlled and objectified by the notion of meanings and modes of experiences. The meanings and experiences are shared with the other actors of the society through face-to-face social interactions, which are considered real; thus, this reality of everyday life is reciprocal and rational. (Berger and Luckmann, 1991). This project thus aims to understand how the members of GSB and YYV speculate their notion or sense of understanding their development projects initiative through their mode of experience working with the different stakeholders or with the citizens of the society.

Moreover, researchers apply social constructivism to recognize and understand the emerging aspect that influences reality to shape or construct following certain rules and regulations. Reality is strongly influenced and shifted by social interactions, interpretation, and collective actions within a local context. (Egholm, 2014). Hence, the ontological position of this project is to understand the GSB and YYV members interpret their experiences and challenges while sensing the social sustainability and civic engagement perspective.

On the other hand, one of the significant aspects of social constructivism is that this approach identifies the knowledge that is influenced by the context of society. (Berger and Luckmann, 1991). Therefore, in this project, it is very important to understand the knowledge of the GSB and YYV members and how their knowledge is influenced by the context of Bangladeshi society and cultural practices. Besides, to understand Bangladesh's societal and cultural context in shaping the reality of social enterprises and its members' knowledge, the social constructivist approach will be a handful approach.

According to Berger and Luckmann, an individual also relies on interpreting reality through language, institutions, and other symbolic systems. It is also argued that the social constructivist approach can provide a thought-provoking analysis to understand the perceived reality and broad insight to recognize the complex relationships between social structures and individual empirical experience. Further, this complex relationship results in the habituation process for the individuals to become familiar or habituated to societal norms, values, and practices in their everyday life. Through this habituation process, individuals can act according to social structures and institutions. The latter also influences the individual to perceive reality. (Berger and Luckmann, 1991). Therefore, in the social constructivist approach in this project, I intend to understand and identify the emerging institutional influences over the GSB and YYV members to understand and sense the social sustainability perspective.

Subsequently, being a social constructivist myself I decided to nurture the social constructivist approach also in the field research process. I developed a semi-structured interview guideline that represents the social constructivist linguistic terms. Additionally, keep in mind that a social constructivist approach may also result in the higher or lower essence of the social construction from the data. So, as a researcher I was aware of the data collection process as not in reality "collecting" data rather I have created data and I had a high influence on the production of data.

Furthermore, as a researcher of this project, I intend to practically implement the social constructivist approach in the entire process of developing the research paper. For example, throughout the project paper writing, I was concerned about the usage of the linguistic terms following the social constructivist approach. The linguistic form of developing the research problem areas and the research questions I have applied the social constructivist approach e.g., “recognize” “understand” “analyze” “construct” “shape” and “context” while interpreting and analyzing the data for knowledge production. Further, language plays a significant role while working on a particular philosophy of science to conduct research, because certain research language or “words” which are used in the project represent a specific “meaning” and point in a specific direction that shows the social constructivist approach. Therefore, implementing the social constructivist linguistic terms or discipline is also a way/method of implementing the social constructivist approach practically in this project.

3. Research Methodology of the project

The methodological approach of this research project is qualitative research methods. Qualitative research strategy stresses more on verbal products than quantifications in the collected data, which is one of the major challenges of conducting qualitative research methods in research projects due to the codification process. (Bryman, 2012). However, in this project, the qualitative research methods are to collect descriptive and contextual elaborative responses from the field to analyze through the lens of the social constructivist approach. This chapter follows the details of the qualitative research methods chosen for this project.

3.1 Research Design

This research project is based on the case study of two Bangladesh social enterprises (GSB and YYV) that have been chosen as case organizations. Case study research helps researchers generate intensive data from cases linked to the theoretical framework for analysis. However, proper concentration requires proper concentration to represent the logical construction of the theoretical perspective with a case. In addition to this, according to Bryman to build the theoretical framework in research different cases assist. (Bryman, 2012). Regarding choosing multiple cases for the research project, it is stated “multiple-case studies are generally considered more compelling and robust, and worthy of undertaking” (Priya 2020, p. 101). This

research project focuses on multiple cases to understand the process of pursuing social sustainability through engaging citizens, which can be considered an advantage in grasping more comprehensive knowledge around the subject matter.

Further, the research design of this project will ensure Yin's (2013) five major components, such as research questions and their propositions, deciding the unit(s) of analysis, logical connection in collected data to the propositions, and interpretation criteria and following this, as suggested by Yin about the considering substance and the form to develop research questions. (Yin, 2013). Qualitative case study helps to understand the complex phenomena and the perspective of the reality of the interviewees. Yin also suggested selecting the case based on the time and place, activities and context for understanding the further reasonable study elements. (Baxter, P. & Jack, S., 2008).

Accordingly, the main research question of this project is formed with the "how" form, which is relevant to the social constructivist approach to explore more elaborative findings from the field. Besides, the sub-research questions also represent more on other different subject areas to focus on such as social sustainability, value creation, civic engagement and institutional framework. The units of analysis of this project are social sustainability and civic engagement, and the units of analysis are visible in the main research question. On the other hand, the logical connection and interpretative criteria are less emphasized components described by Yin. (Yin, 2013).

3.2 Qualitative Research Method

In qualitative research the participants' perspective, description, and context are emphasized; because the participants' perspective can be considered as the abductive approach, which is broader than the inductive approach, and signifies the importance of the knowledge from the field/participants. However, recognizing the meaning and perspective of the interviewee is a challenge. (Bryman, 2012). Further, it is also argued that qualitative study can help to explore the existing social context for a deeper understanding of the subject area. (Justesen Lise & Mik-Meyer Nanna, 2013). In this project, GSB and YYV members' knowledge of achieving social sustainability is the main focus of understanding the research's overall context and subject area.

3.2.1 Quality Criteria of the Research

Quality criteria play a significant role in the research design to legitimate the social research methods. In general, the quality of the research is assessed by the use of replication, reliability, and validity. However, it is difficult to meet the quality criteria of reliability and validity in qualitative research. Therefore, sometimes researchers also conduct qualitative research based on alternative quality criteria. In the book, *Social Research Methods* by Bryman (2012), Lincoln Guba (1994) suggested an alternative to the reliability and validity of the qualitative data as trustworthiness to simplify the application of reliability and validity. Trustworthiness has four components-credibility, transferability, dependability, and authenticity to assess the qualitative data. (Bryman, 2012).

Besides, the quality criteria depend on the theoretical framework and research epistemological position. Usually, research projects connote ensuring transparency and relevancy. In this project, I have also chosen relevant quality criteria based on the nature of the project and choices of applying the philosophy of science. I have chosen this project's transparency, coherence, consistency, and reflexivity as quality criteria. (Justesen & Mik-Meyer, 2013).

Transparency: transparency in terms of reflexive stance also goes with coherence to conducting qualitative research. (Bryman, 2012). Therefore, in this project, I have presented the detailed design of the research methodology and justified the chosen theoretical framework and reasoning for the problem formulation of the project.

Coherence: another quality criterion for this research project is coherence. Maintaining coherence in research helps researchers to follow the logical coherence based on the project theme. (Justesen & Mik-Meyer, 2013). In this project, I have also presented the research methods and argumentation of the problem formulation and philosophy of science linked to the theoretical foundation.

Consistency: This quality criterion is about the logical linkages of the research's themes and contents with the theories. (Justesen & Mik-Meyer, 2013). In this project, I have also presented the reasoning of selecting or applying certain theories and how the theories will be complementing throughout the project.

Reflexibility: Reflexibility demonstrates the researchers' contribution throughout the project. (Justesen & Mik-Meyer, 2013). In this project, I have chosen case organizations for collecting data and discussing the project with the supervisor to get essential feedback to enrich the research project. I have also been reflecting on each step of this research project and discussing challenges with the supervisor.

Throughout the research project, I had several supervision sessions face to face and also through email communication to collect feedback on the draft written documents for the research paper. The supervision sessions helped me to reflect upon my plan for conducting the research appropriately and logically. I believe I developed my research paper gradually when I shared all the reflective challenges, I was experiencing to develop ideas or research questions and also in the implication of the theoretical framework in this project. I involved the supervisor in all steps of this research project and discussed openly the details of the work I was heading so that I can get more constructive feedback to push this research project to a high standard and be logical to the readers.

In the supervision session, I came up with specific and organized questions to be structured and always intended to deliver updated work progress of this research project. The feedback from the supervisor significantly influenced me to be coherent and reflective. Further, I have also added some new elements in each chapter advised by the supervisor which certainly enriches the chapter a great deal.

3.2.2 Semi-structured Interview

Data collection is the key to any kind of research project through interviewing and questionnaires. The questionnaire as a significant instrument of interviewing allows researchers to collect data in an organized way. In a research project, structured interviews, participant observation, and semi-structured interviewing are usually applied. (Bryman, 2012).

In this project, I have chosen to conduct semi-structured interviewing based on the nature of the project and the social constructivist approach and to answer the research questions. Semi-structured interviews allow interviewees to be open and produce constructive and detailed information. Semi-structured interviews also help researchers collect quality data flexibly when working with multiple cases. (ibid.). Besides, as I focus on collecting data on “social

sustainability, value creation, and civic engagement” the semi-structured interview guideline will significantly contribute. The interview guideline of this project is focused on the themes of this project. Later, I also discussed and argued why I will apply thematic coding and analysis in this project. The below table demonstrates how I developed the interview guideline based on the research questions.

Main RQ	Sub-research Questions	Interview Questions
How do GSB & YYV members make sense of the key challenges of pursuing social sustainability value creation through civic engagement?	What are the influencing factors that shape the sense making process of GSB & YYV members in experiencing challenges to achieve social sustainability value creation through civic engagement?	<p>Social Sustainability:</p> <ul style="list-style-type: none"> -What do you understand by “Social Sustainability”? -How is your organization working on creating social sustainability values? -What are the factors that help to create social sustainability values in your organization? -What do you see as challenges of creating social sustainability values in your organization? <p>Civic Engagement:</p> <ul style="list-style-type: none"> -What do you understand by “Civic Engagement”? -Can you please explain how your organization works on ensuring civic engagement through the organizational activities? -How do you think about the connection between civic engagement & social sustainability value creation? -What are the challenges to engaging the local community in your organizational activities, and why?
	How does GSB & YYV as an organization initiate operational strategies to achieve social sustainability value creation through civic engagement?	<ul style="list-style-type: none"> -How do you discuss or relate about the challenges/issues of achieving social sustainability and engaging the local community in your organization? -Do your organization follow any statistics regarding social sustainability & civic engagement to work on? If yes, then please explain how? -How does your organization think about working on the challenges? -What strategies do YYV/GSB implement to engage the local community in the organizational activities? -Does your organization have people to work on specifically on social sustainability & civic engagement?

Table 1: Framework of Developing Interview Guideline

3.2.3 Expert interview

In this project, the interviews were conducted with the relevant senior personnel to gather data from the case organizations. An expert interview provides significant relevant data from the field who has empirical experience in the research context's knowledge. Additionally, to discover more content or theme-based data expert interviews are always useful to apply. However, conducting the expert interview can result in challenges for the researchers due to time limitations. (Flick, 2018). In this project, I have conducted expert interviews on ONLINE so that I can understand the major contents related to this project and gather detailed information to conduct a thematic analysis and develop a quality discussion understanding the organizational framework influences on the members of the case organization.

Moreover, in this project, a total of 6 interviews were conducted from the case organizations GSB and YYV. Besides, from each of the organizations I have conducted 3 interviews. The interview language was mixed with English and Bengali (Bangladeshi Native Language). The reason for using two languages is to understand the research's contents and contexts more deeply and recognize the interviewees' narratives and emotions. As I am originally from Bangladesh, I will take the reflexivity to use my freedom to use my native language to go deeper into the research subject matter. I used the Bengali language to communicate with the interviewee at the very beginning of the interview to introduce myself and the project objectives.

Besides, the reason for choosing the Bengali language in the beginning, was to make the interviewee feel comfortable. The interviewees were also asked about how they would like to proceed with the main interview in terms of language, turning the video on or off during the interview, and recording. I communicated with each of the interviewees through email for the interview request and also after the interview to appreciate their participation in this project. Further, the collected data were transcribed in English and quotes were translated from Bengali with the reference of the transcription with the case organization's members' designation.

In addition to this, to maintain the quality and transparency of the collected data, I have decided to choose senior level management members from GSB and YYV to conduct the interview. Below is the profile table of the interviewees for this project:

Organization	Job Title	Working Area	Gender	Working Duration (Years)	Work Experience in the field (Years)
YYV	Senior Manager	Research and Innovation in designing social business.	Male	2	8
	Senior Manager	Designing relevant programs and project proposals for YYV and engaging stakeholders, partners and field members.	Male	1	6
	Community Lead (Impact Hub)	Developing community based socially innovative projects. Working with the local community directly.	Female	3	8
GSB	Founder	Working in collaboration with the public and private sector to implement organizational activities.	Male	14	14
	Senior Assistant Manager	Working in landscape designing to implement relevant projects with public and private organizations.	Female	1.5	1.6
	Assistant Program Manager	Developing projects collaborating with the GSB top management and stakeholders.	Female	0.5	1

Table 2: Interviewee Profile of the Project.

3.2.4 Secondary Data Analysis

In this project besides the interviews secondary data were collected from the website of the case organizations and published articles within the organizations. The reason for collecting the secondary data is to complement the collected primary data from the field. In qualitative research, collecting secondary data helps researchers to develop an analytical discussion from high-quality data within a very short time. Secondary data also carries authenticity and transparency of the source in the research. When a researcher has more than one case, secondary data analysis is useful for understanding the different contexts and structures linked to the theoretical framework (Bryman, 2012).

In this project, I have gathered information from the website of the case organizations GSB and YYV to present the case description of the project. In addition, I have also collected internal articles and information about the overall organizational policies and success stories. However, the website of the case organizations does not reflect or state any challenges and processes of how they initiate development projects with volunteers and different stakeholders, hence I have collected the missing data from the interviews. Finally, I needed to be careful using the secondary data, as sometimes secondary data sources might have less familiarity with the primary data and less control over the data quality. (Bryman, 2012).

3.2.5 Data Analysis: Thematic Coding Analysis

One of the common approaches to analyzing qualitative data is thematic analysis. The thematic analysis focuses on the content of the research project to generate the thematic coding for the data analysis. Ryan and Bernard (2003) suggested focusing on repetitive topics, indigenous categories, metaphors, transitions, similarity, linguistic connectors, theory-related data, and missing data, while looking for themes in the qualitative data. (Bryman, 2012). Besides, thematic analysis allows the researcher to be open to applying relevant epistemological and ontological stands (Swain, 2018). In this project, I applied NVIVO software for coding the field data.

Additionally, in this project, I have applied the reflexive thematic analysis (RTA) approach proposed by Braune and Clarke. The reflexive thematic analysis allows researchers to produce knowledge through interpretations from the collected data within various ontological and epistemological choices. Braune and Clarke stated a six-phase analytical process while conducting a thematic analysis. Below I have discussed how I have initiated thematic coding to categorize the apparent themes in this research project. (Braune and Clarke, 2012).

Familiarization with the Data (phase 1)

Familiarization is the first step among the six phases of conducting RTA in qualitative research. To generate the code, it is significant to identify the relevant information from the collected data that represents the research questions of the research project. (Braune and Clarke, 2012). In this project, the transcription of the interviews was beneficial to find out familiarization of the data. However, I needed to be careful while listening to the interview to address themes.

Generating initial codes (phase 2)

Conducting RTA is about identifying the potential themes for coding in qualitative research. While considering the themes, the researcher should focus on a brief code that explains an independent content or context related to the core of the research contents. However, code can reflect multiple meanings, so researchers must be flexible to obtain more data. (Braune and Clarke, 2012). In this project, identifying the code from multiple interviews from two case organizations was a challenge to process the coding perfectly, however, the thematic code in the interview guideline helped me to find references in the transcriptions. The below table represents the real example of thematic code extracted from the interviews as quotes with reference using NVIVO software. All code references and codebooks are included in the appendix.

Codes	Quotes	References Coverage
Challenges Ensuring Civic Engagement	“We engage local people, community people, but they have many different thinking points of views. Some has point of views from the end of political sides and some are some people don’t want to engage because of their poverty or unemployment”	Reference 2 - 0.92% Coverage
<i>Activities Around Civic engagement</i>	“People think they will earn from this, right, but sometimes it may be difficult for us to explain and pay all the volunteers or and also those people or volunteers for their work.”	Reference 4 - 0.65% Coverage
<i>Political Challenges in Civic Engagement</i>	“In North Bengal the political parties and the religion it can be a challenge because it is hard for them to come together.”	Reference 1 - 0.36% Coverage

Table 3: Code Generation from Interview Quotes.

Generating themes (phase 3)

In this phase, researchers need to find out the combined meaning of the codes to form themes or sub-themes. However, single/multiple codes can reflect multiple concepts, so researchers need to be careful in forming themes. It is useful to extract answers to the research questions. (Braune and Clarke, 2012). The below table is a real example of the theme's generations which is inspired by the work of Braune and Clarke to keep track of the relationship and development of theme generation in this project extracted from NVIVO software. The entire codebook is attached in the appendix.

Name	Description	Files	References
Key Challenges of Social Sustainable Value Creation	This main code explains the major challenges of working in sustainability projects/activities. Further this code states different levels and sectors of challenges exist in the society of Bangladesh while implementing new designed projects engaging community people.	6	44
<i>Challenges engaging Government</i>	This code explains the challenges working with government and government run institutions and city corporations while designing and implementing organizational activities.	2	2
<i>Challenges in Governmental Policy</i>	This code explains how certain governmental policies are affecting developing social business and creating bureaucratic challenges in project implementation.	2	5
<i>Challenges in implementing social sustainable project</i>	This code explains the major challenges in implementing socially sustainable activities engaging the local community and young entrepreneurs. This code also represents the challenges in general while doing social business from stakeholder perspective and civic engagement.	1	8
<i>Financial challenges</i>	This code particularly states the challenges existing in the organization in the area of financial activities.	3	5
<i>Challenges within the Social Sustainability</i>	This code explains the existing challenges working to ensure social sustainability by GSB and YYV members. This code also denotes complexity and newness with the concept of social sustainability.	3	12
<i>Socio-cultural Challenges</i>	This code explains the social and cultural challenges that exist in Bangladesh experienced by GSB and YYV members while implementing socially innovative project intervention at the rural and urban level.	5	12

Table 4: Generating Themes from Coding.

Reviewing potential themes (phase 4)

While forming themes from the multiple codes, researchers need to focus on a series of reflections to reconsider the themes such as if the theme can only represent a code and consider only the useful themes relevant to the research questions. Besides, concentrating on the lack of coherence and boundaries of the theme is a must while forming themes. (Braune and Clarke, 2012). In this project, I have reviewed the thematic codes generated through NVIVO to identify coherence and relevance with the data.

Defining and naming theme (phase 5)

At this stage of forming themes from the collected data coding, the naming of the themes needs to be done to reflect the coherence and related to the available literature for contextualizing. Naming themes provide the reader to connect with the contents of the research project briefly. (Braune and Clarke, 2012). In this project, the themes of the extracted codes from the data were given names in a form of mother and baby codes in maintaining relevance and coherence with the theoretical framework.

Producing the report (phase 6)

In this phase, researchers proceed to develop the analysis of the data based on the developed themes from the codes. In the analysis, researchers need to emphasize the logical and meaningful themes to comprehend the theoretical foundation of the project. (ibid). For example, in this project, the collected data were analyzed following the eight properties of sensemaking theory (2005) by Karl Weick.

3.3 Ethical Consideration of the Project

Considering ethical values is a must to conduct social research. The qualitative data collection process concerns distinctive ethical issues to address while collecting data in the field. (Flick, 2018). It is argued that researchers must be ethical while collecting data from the field and interacting with multiple actors/participants. Further, the complexity arises when researchers connect themselves to the participants in the field who carry distinct forms of cultural values and behavior. Researchers should act in a trustworthy and liberal ethical manner towards the interviewee and treat the latter valuably. Moreover, a value-neutral position of a researcher will

legitimate the data collection. (Flick, 2018). Finally, researchers must remember the social settings of the investigation to collect data so that participants can feel safe and become open and thoughtful while responding or sharing their thoughts or feelings. (Bryman, 2012). In this project, the quality criteria of collecting data have guided me to act carefully while collecting data from the field as well as maintaining the researchers' morality not to exploit the interviewee. Further consequentialism stresses ensuring the constructivist philosophical approach to interact with the interviewee. (Flick, 2018).

In this project, I have intended to follow all three spectra stated by Flick while collecting data from the field. In this project, I have collected the data or interacted with the interviewee from GSB and YYV online. Regarding the digital way of collecting qualitative data researchers must be careful with the internet-specific tensions and critically reflect on defining to interpret the data. This is because data collection online may result in difficulties to evaluate the risk and judging participants (Flick, 2018).

In this regard, I have followed the below guidelines for collecting data from the field.

1. The interviewees and the contact person from each organization were contacted through email regarding this research project. The aim of sending project information beforehand is to share the future aspects of this project and give time to the interviewees to be reflective about the project and feel safe to be involved in the interview process online.
2. To collect the data from the case organization, a semi-structured interview guideline was prepared and sent beforehand for the actual interview. The reason to send the guideline before the interview was to clarify the questions in case of asking questions and also to keep track of the interview segment. Sending the interview beforehand also saved time for the interviewees to share their perspectives in an organized and constructive way.
3. A consent form for conducting the online interview was developed where the interviewees were able to see the authenticity and transparency of the usage of the data. The consent form included the freedom of choice of the interviewees to be recorded or not and being anonymous for sharing information.
4. Before the interview I communicated with each of the participants in the local language (Bengali) of Bangladesh so that they feel comfortable and safe while meeting online.

5. After the interview I also interacted with the interviewees in Bengali so that the participants can be reached in case of more required information for the project. However, the researcher cannot control the post-interview time and the interviewees' feelings.

3.4 Limitations of the Study

This research project carries some significant challenges and limitations to consider. Below I have listed the limitations of this research project.

1. **Timeframe:** The first and foremost limitation of this research project is the timeframe. The commencement of the thesis started in January 2023, however like other SEM students I was also still working on the 3rd-semester group project work and participated in two different exams in the same month. As a result, I could not develop any thesis-related work during that time. On the other hand, completing an ideal high-standard thesis needs quality time as throughout the thesis work many changes and readings are involved, which certainly requires quality time.
2. **Personal Challenges:** I was traveling back to my homeland Bangladesh, which also hindered me about 10 days not working on the thesis.
3. **Timezone:** In this project, the interviewees were from Bangladesh, and during the conduction of the interview I had to consider the timezone which needed extra time to communicate with the interviewees.
4. **Interview:** The interviews were conducted ONLINE, as a result, there was a gap between me and the interviewee to build a comfortable environment throughout the process. Face-to-face interviews might create a more open environment to answer the interview questions. Further, in every interview there was an internet connection problem that interviewees experienced which also creates a challenge during answering important questions. On the other hand, I have experienced difficulties organizing interviews online, as it does require quality time to organize a significant number of interviews in this project.
5. **Coding:** The large amount of data also consumed quality time to generate coding from each interview. To conduct quality data analysis for 6 interviews needed more time.

Chapter Three: State of the Art of the Project

3. Overview

This chapter includes the state of the art, which represents the major subject areas of this research project, and different approaches to understanding the concepts of social sustainability and civic engagement. At the beginning of the state of the project, I discussed social sustainability and its aspects in the subject area of social entrepreneurship. Besides, civic engagement and value creation in social entrepreneurship and why it is also significant to focus on while researching in the context of Bangladesh are explained. In this project, social sustainability concepts developed by Constanza Parra and the concept of civic engagement by Magnus Bostrom and Jessi Dillard et al. Davis and Simon, and Lars Skov Henriksen et al. were reviewed to build my conceptual framework for the research's subject area and identify the relevant areas to focus on and recognize the gap that this project can fill in.

3.1 Understanding the Social Sustainability Perspective

One of the main subject areas of this project is “social sustainability”. In this project I have looked for articles in google, SEM course Moodle and the university library to find relevant and newly published articles or books on social sustainability; so that I can understand different research perspectives around social sustainability. I also aimed to assess the articles with the scope of work for the project and how it helps me to build the knowledge of different concepts for this project.

Social entrepreneurs and enterprises work collaboratively with civil society to achieve a transformative society. Social enterprise involves different actors to work with bringing a positive impact on society. The Brundtland Report (1987) states a policy outline connecting private and public sectors to achieve sustainable development goals. The sustainable development framework has three major spectrums or pillars which are mutually supportive. The environmental, economic, and social pillars are for holistically understanding sustainability for future generations. It is argued that social sustainability as a concept is open as it includes social justice and infrastructure, engaging governance, and social capital. In general, the concept of social sustainability combines society with nature and democratic civil society (Boström, 2012).

Social enterprises aim to achieve social justice and equity through organizational activities. Social sustainability emphasizes an interactive and collaborative society and brings innovative solutions to socio-ecological problems. It is argued that social sustainability is often overlooked when discussing achieving sustainability. (Parra, 2013).

In the debate of achieving sustainability the “strong” and “weak” sustainability emerges. Strong sustainability signifies the economic aspects of the society and state through natural capital. On the other hand, weak sustainability promotes human capital on market mechanisms. These two strong and weak sustainability aspects challenge balancing human needs and ecological sustainability. Further, scholars consider social sustainability with social innovation for sustainable societal transformations. The term “social” adding in sustainability states the concepts of equity and justice in accessing the resources in society. Between the global North and South, the concept of social equity has allowed scaling sustainability among the rich and poor and draws attention to focus on human development. (Parra, 2013).

Here it can be argued that social sustainability and whether it's strong or weak, can vary due to the country's socio, cultural and economic aspects. The above-mentioned articles focus on the absence of the term social to consider as a particular value creation process when aiming for sustainability goals. Achieving social sustainability is a complex task as it includes social justice, gender issues, developing social capital, and democratic rights, hence development workers and entrepreneurs experience negative distributional effects on the work. Social sustainability focuses on local empowerment through institutionalized participation in the action and planning process. (Boström, 2012).

In addition to this the fourth pillar of sustainability “governance” is considered to act as an engine in the sustainability wheel. In the social sustainability dimension, governance connects humans to the context and social participation. Through social participation, individuals can learn about the process of achieving sustainability collectively. Here, the social entrepreneur comes with social innovation to respond to ecology and sustainability challenges. In addition, the cultural perspective acts as a subaltern corresponding with the interrelation of humans and nature. Therefore, it can be said that collective participation and learning in the socio-institutional process are constructed and influenced by the cultural dimension of the society. (Parra, 2013).

In social sustainability, public participation is key to fostering socio-institutional capital for sustainability. Thus, it can also be argued that institutional networks' role in mobilizing citizens is a major aspect of attaining social sustainability. Working collectively to attain sustainability requires knowledge in the decision-making process, which is a vital aspect of public participation to foster social innovation for sustainable development. (Parra, 2013).

Therefore, counting the existing challenges mentioned by the researchers and academicians on social sustainability, this project has taken the initiative to explore the complexity of social sustainability in Bangladesh country perspective. In this project, I emphasized the knowledge of the key members of GSB and YYV to design and implement the development projects ensuring public participation and the reasoning of including the community in sustainability development actions.

Further, there is a need to analyze the challenges around implementing sustainability projects in a South-Asia country context. The above-mentioned literature assisted me to reflect on the issues around the concept of social sustainability and what one researcher should also consider when working on understanding sustainability projects. However, I argue that the above-mentioned literature is Euro-centric, therefore conducting this research project in the area of social sustainability and civic engagement, but in a different country context, can bring new knowledge in the social entrepreneurship discipline.

On the other hand, in this project, the role of the network, civic engagement, stakeholder, and organizational governance is considered while discussing social sustainability. Additionally, I have chosen the Sensemaking Theory in this project as a theoretical foundation to understand the perspective of the members of YYV and GSB on social sustainability and the emerging challenges while working on social sustainability in their organization. Therefore, the different perspectives on social sustainability have influenced me to focus on understanding and making sense of social sustainability.

3.2 Civic Engagement

Civic engagement/citizen participation is another area of focus in this research project. This project focuses on creating social sustainability value through civic participation. From this perspective, understanding civic engagement and how civic engagement is understood through this project is explained here. In this part of the discussion, I have explained how academicians and researchers have explained the concept of civic engagement. To explore the subject area of civic engagement I have first looked for relevant literature from the RUC-SEM course Moodle as some significant relevant literatures are uploaded and suggested. In this project, the concept of civic engagement is founded and described based on the following literature analysis.

Likewise social sustainability “civic engagement” can also be considered a complex theme. When discussing civic engagement, the perception of public participation also comes. However, both civic engagement and participation lead to collective action to achieve social goals. There are five spectrums of public participation which includes informing the citizens with adequate information or solutions, consulting with the citizen through feedback and analysis, and ensuring the public's involvement in the whole process. Further, collaborating with the public organization also aims to empower the public. On the other hand, citizen engagement in social innovation refers to an involvement process where citizens bring new sustaining solutions to social challenges. The process involves four major steps to foster future solutions through civic engagement e.g. identifying individual needs and problems, understanding trend patterns, co-designing, and crowdsourcing solutions. Providing sources to citizens is significant to recognize the social needs and problems so that they can come up with innovative and effective ideas to solve the complex problem. Moreover, public participation in development activities fosters democracy in the organizational structures and activities (Davis, A. and Simon, J., 2013).

Further, mostly in non-profit organizations, the rules ensure public participation to ensure social justice and equal resource distribution. In the Scandinavian civil society, the institutional framework of the organization involves individuals through offering membership in the organization. Besides negotiating solutions for society, citizens play a significant role as a channel to support organizations within the structural mechanisms. (Henriksen, L.S. et al., 2019). In this project, I have also focused on the subject matter of how organizations take

decisions and design strategies to engage civil society or the local community in the Bangladesh country context.

To conclude, it can be stated that researchers and academicians have emphasized the participation of the local community in the decision-making process for influencing the organizational structural transformation. Besides, enabling citizens to participate in the development project or co-designing sustainability projects is also creating social capital through the participation process. (Henriksen, L.S. et al., 2019). Based on the latter knowledge foundation, I have considered exploring Bangladesh's social enterprises on how they practically work on civic engagement and challenges in engaging citizens in the projects. However, one of the major shortcomings of the above-mentioned literature on civic engagement is that the foundation of the knowledge of civic engagement is Euro-Centric and the research took place in developed countries. Therefore, it can be argued that the perception of civic engagement can be different in other countries' perspectives e.g., developing or 3rd world countries. In this project, to analyze how social capital is understood and developed by YYV and GSB members in Bangladesh from civic engagement; social capital theory is incorporated with the sensemaking theory.

3.3 Social Value Creation

On the other hand, to understand the process of engaging citizens or locals in social enterprises for achieving social sustainability values, I have also focused on understanding the social value creation process. I have reviewed articles that recognize and critically analyze the social value creation concept from the social enterprise spectacles. In social enterprises engaging different stakeholders creates new value to bring positive social change through solving complex social issues. Often these multiple stakeholders need to integrate their values through interaction to foster solutions. Further, NGOs and cooperatives design multiple innovative mechanisms to involve the community in bringing sustainable initiatives and social value. (Bailey, R. C. and Lumpkin, G.T. 2021).

In general, social entrepreneurs create economic and social value through their activities. Social value relates to personal relationships with reciprocation to gain from the other and to possess cultural capital in everyday life. Besides, the economic activity of social entrepreneurship ultimately aims at social aspects and ensures sustainability. (Ormiston J. and Seymour, R.

2011). Further, it is significant to identify the challenges to designing sustainable projects for social entrepreneurs. (Dupret, K., 2023).

Overall, social entrepreneurship with the nature of pursuing social and commercial goals creates social value by ensuring society's needs. Social enterprises with dual missions also intend to create social value and ensure organizational financial sustainability. Besides, social networks play a significant role in social enterprises. Social networks and stakeholders are more interested in investment-supporting enterprises focusing on creating social value. Therefore, the institutional framework of social enterprise is significant in recognizing the opportunities for creating social value. The absence of focusing on the financial aspect of social enterprise and advocating social and environmental value creation becomes a new marketing model. (Haugh, H. et al., 2018).

Besides the above literature demonstrates that social value creation can be understood through the organizational activities and the networks of the organization. Besides recognizing the social value, measuring the social impact can bring more authentic information on understanding the social impact of any social enterprise or NGO initiative. This project merely focuses on the social aspects of value creation created by GSB and YYV. This research project represents new data on understanding social value creation in the country context of Bangladesh.

3.4 Understanding the Institutional Framework

In this project, the two case organizations GSB and YYV represent different goals and mission-vision. GSB working on environmental aspects engaging volunteers and interns from schools/colleges and universities. Besides, GSB closely works with private and public sectors through its green initiative. GSB also works with businesses under CSR (Corporate Social Responsibility). In contrast, YYV is a social business that works as an incubation program for early-stage entrepreneurs who are socially and environmentally aware of doing social business.

Furthermore, YYV supports companies that are working on achieving sustainable development goals. Besides, YYV collaborates with development and government agencies in designing innovation programs. As both GSB and YYV have different approaches to achieving sustainability through their actions, it is important to understand how the organizational

framework influences the members of GSB and YYV to take part in development activities. In this part of the discussion, I have presented major facts for understanding the institutional framework in an organization.

In this project to understand the organizational framework I have looked for literature focusing on the institutional framework. I have inserted the term “understanding institutional framework” and “Institutional Theory” in google scholar and also in the RUC library. I have also searched “understanding institutional framework in Bangladesh” however I have not found any relevant articles for this project. Therefore I have focused on the theories of the institution or organizational study and tried to identify the key aspects that a researcher or academician must need to consider.

In general, institutional theory includes different disciplines e.g. economics, political science, sociology, and organizational study. Institutions provide a notion to structure the daily interactions in creation of the shared knowledge and belief. One of the major aspects of institutional theory is to analyze the effects of institutions on individuals and the relationship between individuals and institutions. In the neo-institutionalization approach, the cultural aspects are significantly emphasized because the cultural perspective of the society influences the institutional environment. (Parish, 2019).

Additionally, social enterprises are responsible to the government in implementing all the activities related to and serving the mainstream social market to ensure transparency within the legal framework and institutional structures. Further social entrepreneurs are considered civic entrepreneurs as the latter collaborate with the particular community to bring social and financial improvement as well as create social value. Additionally, to create social value, social enterprises are engaged with community people and private-public sectors to foster social innovations. (Hulgård, L. 2014).

Subsequently, along with the cultural aspects of the institutional process, the resources and individual motivation as a support structure is influenced by the local context that shapes the social enterprise. (Pacut, 2020). Institutional logic considers macro, meso, and micro level factors to understand the individual interactions between institutions and actions. The institutional logic helps to understand different contexts and community logic in third sector organizations. (McMullin, 2021). The macro level in institutional logic refers to the global or

local institutional or organizational aspects. The coordination among the organizations is considered as meso level, and individual response in negotiating and practicing certain actions is micro level. In general, the institutional logic approach helps to understand the complexity of the organizational environment influenced by the local context. (Parish, 2019). Therefore, in this project, my major focus is not to analyze the organizational framework of GSB and YYV as a whole but to recognize the factors of organizational framework that influence GSB and YYV members to implement the sustainability project.

Chapter Four: Theoretical Framework of the project

4. Overview

In this chapter, the major theoretical approaches are discussed. This chapter explains the selection of certain theoretical concepts as a foundation for understanding the emerging aspects and distinctive knowledge around social sustainability value creation and understanding social sustainability. The major theoretical perspective of this research project is “Sensemaking Theory” by Karl E. Weick et al. and “Social Capital Theory” by Julia Häuberer. This project aims to understand how the members of GSB and YYV recognize the key challenges of achieving social sustainability, what they understand by social sustainability, and why it is important for their development projects. Hence, to analyze the perspective from the GSB and YYV members the key properties of sensemaking theory identified by Karl E. Weick et al. are applied. Further, to recognize the values that social sustainability promotes through the activities of GSB and YYV, Robert Putnam's theory on social capital including the civic engagement by Julia Häuberer discussed in this chapter.

4.1 Karl Weick et al. Theory on Sensemaking

The history of “sensemaking” began firstly as sensegiving and sense-reading in the 20th century but the academic textbook by Weick was the official literature to explain the concept of sensemaking. (Maitlis S. & Christianson M., 2014). The sensemaking perspective explains the circumstances involving actions around any organization, including the determinants of human behavior responding to certain organizational actions. The sensemaking perspective emphasizes the influence of the social context of human actions and meanings that materialize the circumstances shaping human behavior. The concept of “meaning materialize” refers to the language, communication process, pattern, environment, and circumstances within the organizations. (Weick et al., 2005).

It is argued that the sensemaking process deals with the cycle between actions and interpretation of the events. Therefore, it can be said that sensemaking theory denotes how people make sense of complex and ambiguous situations, and in complex situations, people interpret actions based on their personal experience, knowledge, and societal context. Sensemaking perspectives unfold the reality of the agency and structures of an organization.

Further, organizational sensemaking illustrates how people organize their actions and inputs to make sense. (Weick et al., 2005).

Besides, Sally Maitlis and Marlys Christianson have also applied the notion of sensemaking inspired by Karl Weick et al. for analyzing organizational sensemaking. The sensemaking process within the organization plays a vital role in shaping the understanding of the members through certain situations related to the organizational core activities. The major grounds of sensemaking theory within the organization explain three key areas. Further, there are three major areas where sensemaking theory can be accomplished to understand the process of sensemaking in any organization. Firstly, the events and situations within the organization, the construction of the understanding of the events, and finally the sensemaking as an action. (Maitlis S. & Christianson M., 2014).

Sensemaking can be recognized by the existing or resulting issues within the organization and how the members or members react to those certain sudden issues. The unexpected events or situations causing harm to the organizational aim, shape the way the people should react and take action or respond to the events from a strategic standpoint. Unexpected events can occur from the environmental and organizational challenges within the structure of the organization. Moreover, sensemaking can also arise from the individual experiences going through the environmental and organizational problems and reacting to them in an individual or collective practices. Here, it is argued that in times of environmental and organizational crisis leaders give sense to the members instead of ensuring the members' participation in the sensemaking process. Besides, the role of the stakeholder also implies constructing an understanding of the crisis or events in the organization. (Maitlis S. & Christianson M., 2014).

Here Sally Maitlis and Scott Sonenshein argued that during crises in the organization, sensemaking is influenced by the social construction based on what is happening within the organization. Besides, the role of the top management responding to organizational challenges brings changes to the structure where the middle managers and frontline members are left out for their construction but only to follow the changes to implement in the organization (Maitlis S. & Sonenshein S., 2010). Therefore, different explanations or narratives from different members of the organization can carry different meanings based on the process of interaction, practices, and language. However, taking action and responding to the events can promote a sensemaking process at all levels. (Maitlis S. & Christianson M., 2014).

Subsequently, the process of sensemaking explains and responds to the complex as well as uncertain circumstances or equivocal. In sensemaking, individuals are involved in a stance of bricolage and create their own experience and knowledge to recognize the realities or what is happening around them. The societal context and organizational environment highly influence this individual sensemaking process. Further, Weick et al. identify eight key aspects of the sensemaking framework for understanding how an individual makes sense of complex situations. (Weick et al., 2005). Next, I have discussed the eight aspects of sensemaking theory by Weick et al. and the practical implementation in this project.

4.1.1 Major Aspects of Sensemaking Theory (Weick et al., 2005)

Sensemaking Organizes Flux

The sensemaking process is considered to always be dealing with chaos and complexity. Weick et al. emphasize that within the complexity individuals create their position to create knowledge and make sense of circumstance through their action and enactment. Therefore, the raw data come from the conscious experiences of individuals that constantly shape their senses. (Weick et al., 2005). In this project, the main research question is about understanding the key challenges of achieving social sustainability value creation through civic engagement experienced by the YYV and GSB members. Therefore, to understand the organizational complexity in implementing actions were identified to recognize the sensemaking process of the members of GSB & YYV in understanding existing key challenges.

Sensemaking Starts with Noticing and Bracketing

In the early stage of the sensemaking process, the individuals create new meaning through their personal experiences and interpretation of reality which is considered as a mental model. The individual creates this mental model through ongoing activities, work, and life experiences, and the individual's raw experiences are fixed and labeled by the individual. In this step, individuals become open allowing new learning shaping their understanding of actions. Further, through noticing and bracketing individuals make coherent and meaningful narrative to recognize the actions to create sensemaking. (ibid.). In this project, the data confined with any narratives that showed actions to generate sensemaking were also analyzed to recognize as

a key factor that influences the understanding of YYV and GSB members about social sustainability value creation and civic engagement.

Sensemaking is about Labeling

Weick et al. argues that individuals create new meaning based on experiences and knowledge which is also considered as a reflection of their biases and assumptions. These biases and assumptions are the labels that create a cognitive framework to understand the situation and the use of labels used by the individual to make sense of complex situations (ibid.). Further, this “labeling” explains the bracketed segment of an individual attribution and categorization. (Weick et al., 2005) . In this project, I have also concentrated on how individuals within the organization create new meaning based on their organizational working experiences. During the data collection process members of YYV and GSB shared their personal as well as organizational challenges to achieve social sustainability through civic engagement.

Sensemaking is Retrospective

Besides, Weick et al. explains that the retrospective sensemaking process is about reflecting on past circumstances and events to apply in the present action making sense. However, a paradox can be identified in the sensemaking process as the aftermath of the actions or events is solely influenced by the individual's point of view. (ibid.). Furthermore, considering the knowledge of understanding the reality an individual creates its own enactment in designing organizational activities. The process of the construction of social context and reality an individual creates their own sensemaking through their reactions and enactment. (Petersen, Martin Lund. 2019). In this project, to address and analyze the social context that creates the individual's own sensemaking construction was explored. Besides factors regarding the pre-post reflection of organizational actions and social context, interviewees were asked through the interview to share empirical examples from their workplace.

Sensemaking is about the Presumption

In general, sensemaking is about connecting personal abstract and interpretation with concrete actions. Further sensemaking deals with presumption with immediate actions and local contexts based on the real and current situation. Consequently, the sensemaking process can also be significantly influenced by individual presumptive understanding through real-life

activities. Further, this presumptive understanding can be considered as a tentative understanding to be tested through real action. The presumptive understanding creates a plausible understanding of the environment or events rather than explaining reality. (Weick et al., 2005). In this project, interviewees' perceptions and interpretations explaining the organizational response to emerging crises or challenges and strategies to take action were also analyzed. In this regard, I looked for such data in the interview data and found elements of presumption of understanding on action towards pursuing social sustainability value creation through civic engagement.

Sensemaking is Social and Systemic

Subsequently, social factors influence the sensemaking process, which provides individuals a comprehensive understanding of real-life complex situations. The social factors create a linguistic framework to understand the social context and process communication with others accordingly. As a social and systematic process, sensemaking embroils individuals interacting with organizational and social contexts. Individuals use meaningful communication and interaction with others to make sense of complex situations and collaborate in actions. (ibid.). One of the major focuses of this research project is to recognize how the knowledge or understanding of the social sustainability and civic engagement phenomena of YYV and GSB members is socially constructed. Further, in the collected data I looked for specific data that represents information on the social context that shapes the members of YYV and GSB's understanding and reactions to events.

Sensemaking is about Action

Sensemaking is about creating action and leading the action based on past knowledge and action to implement in the present. Through the past action implementation, the communication process leads to a certain meaning that creates sensemaking. Hence the actions are less important until a new meaning is created through new interpretations. The new interpretation shapes adaptive sensemaking for taking action. Therefore, in sensemaking, the past changes when adapting to new conditions to achieve goals. (Weick et al. 2005). In this project, members of YYV and GSB were asked to share the organizational initiative to work with the local community to attain social sustainability value creation. Analyzing the data on planning actions

based on past experience of YYV and GSB members can represent how sensemaking is created through action.

Sensemaking is about Organizing through Communication

In sensemaking and organizing, communication plays a significant role as a continuous process of making sense of the circumstances. The interplay between the people and the internal and external events produces independent circumstances to create sensemaking. Therefore, it can be stated that through interactive communication, people collectively act toward the events making a shared sense of purpose to coordinate. (Weick et al. 2005). In this project, I have designed the interview guideline as a tool to recognize how communication happens within the organization of YYV and GSB with their partners, stakeholders, and volunteers.

To recapitulate, it can be said that the above-mentioned features of sensemaking can help researchers explore an individual's sensemaking process. Above mentioned features can also be considered as a guideline to analyze the individual's sensemaking process of understanding their organizational activities or actions. Further, how individuals respond as well as participate in organizational activities through their presumptive understanding of the local context through their sensemaking, these eight distinguishing features can be used. In this project, as the major task was to understand how the GSB and YYV members make sense, understanding the social sustainability and its key challenges to achieve collaboratively with other actors it is significant to apply a sensemaking theoretical perspective. In this project, I have also presented data analysis based on these above-mentioned 8 aspects of the sensemaking process.

4.1.2 Organized Sensemaking

The sensemaking perspective has diverse aspects of understanding the nature of evolution. One of the basic sensemaking processes is through the interpretative and retrospective interpretations through “interdependent” communication. Following this sensemaking process, the latter is considered a reciprocal exchange between individuals and their surroundings. People learn through reciprocal interactions and knowledge exchange to build meaningful sensemaking. Further, it is argued that the organized sensemaking process of reciprocal exchange is highly influenced by the external aspects and enacting order into flux creating new

meaning. Therefore, the process of creating meanings is based on past events to action in the current situation which certainly generates plausibility in sensemaking. (Weick et al., 2005).

On the other hand, instigating sensemaking is also a major process of perceiving the environment making meaningful sensemaking. The uncertainty of the ongoing environmental transformations also influences the sensemaking process. Due to the frequent shifts in the environment, individuals and their collective action become disorganized, which results in plausibility in sensemaking to reconnect the learnings and meanings accordingly. (ibid.). Further, it is argued that the sensemaking process is established based on the specific events, challenges, or actions experienced by the organization. The particular episodes and events interrupt a planned action then the organization tends to adopt new strategies and initiatives to continue the organizational activities. (Sandberg, J., and Tsoukas, H. 2015).

In addition to this, it can be argued that sensemaking is a matter of continuous shifting rather than seeking the truth which involves the narrative of the experiences of an individual. Therefore, it can be argued that the truth or accurate sensemaking is not significant to solve current problems, but individual interpretations, perceptions, and actions are necessary to understand the environment. (Weick et al., 2005).

In contrast, the institutional environment often influences individuals' sensemaking process to shape their concepts and understandings. Further, institutionalization constructs the process of sensemaking through organizational mechanisms and policies. Moreover, shared understanding or commonsense is also another aspect of organized sensemaking. The notion of commonsense or consensus is visible when information is distributed among certain groups. When people learn and make sense through distributed information, sensemaking can also be an independent process of creating a sense for an individual rather than shared meanings. (ibid.).

Further, people who are powerful play critical roles to influence the construction of social reality. Here people's emotions can be connected as sensemaking can also be created through the emotional experience of people. (Weick et al., 2005). Besides, the case organizations' members of YYV and GSB were asked to share how the organization initiated designing and planning activities as a strategy and shared inside the organization to work collectively. In this project, I have intended to discuss the organizational framework and its influence on the

understanding of challenges to pursue social sustainability value creation through civic engagement.

4.1.3 Sensemaking Theory and Social Constructivist Approach

In this project, sensemaking theory was applied to analyze the qualitative data following the eight perspectives of sensemaking. However, to clarify the position of sensemaking theory in this project is also the epistemological position of the project. The methodological basis of this research project is the social constructivist approach. A social constructivist approach can also be highly connected with the sensemaking theory as both perspectives emphasize the “social construction” of reality or social context. Besides sensemaking theory focuses on the human experiences in shaping their perceptions and interpretation of the social context. Further sensemaking theory focuses on the individual's perspective to understand the events through their experiences and socio-cultural background. (Weick et al., 2005).

Similarly, the social constructivist approach focuses on the knowledge construction of human beings through social interactions and cultural context. Further, the social constructivist approach emphasizes subjective experiences and how individuals' knowledge is shaped by the ongoing social and cultural contexts (Berger and Luckmann, 1991), which also focuses on the sensemaking theory.

To conclude, it can be stated that, to understand the perception of GSB and YYV members on identifying the key challenges of achieving social sustainability in the country context of Bangladesh is emphasized, the sensemaking theory was the most suitable and applicable theoretical perspective to analyze the field data. The eight spectrums of sensemaking theory by Weick et al. is strongly connected with the societal and individual context of understanding certain phenomena and in this project is making sense of the challenges of achieving social sustainability within the social constructivist approach. On the other hand, to understand creating social value through civic engagement, the theory of social capital is applied in this research project.

4.2 Social Capital Theory

Julia Häuberer's monograph on "Social Capital Theory-Towards a Methodological Foundation" published in 2011 is the basis for this part of the theoretical discussion on "Social Capital". Julia Häuberer through her research work on social capital simply outlines the basic key concepts of understanding social capital as well as critically discusses the classical and recent theoretical framework of social capital. From a broader perspective, social capital contains diverse subject matter e.g., network, resources, economics, and culture. (Häuberer, J. 2011).

In this project, it is also challenging to focus particularly on one definite theoretical perspective of social capital, however, Robert D. Putnam's Concept of social capital aligning with civic perspective is the logical choice for the project. In addition to this, to complement the historical foundation of the concept of social capital Bourdieu and Coleman's perspective on social capital is also discussed in this part. The outline of this part of the discussion is defining the social capital and different elements of social capital, the basics of social capital relevant to this project work, and how it complements the notion of sensemaking theory and social constructivist approach as well.

4.2.1 Social Capital

The systematic concept of "social capital" is first and foremost introduced by Bourdieu and Coleman. Further, through economic capital certain goods and services can be achieved by ensuring economic capital; however, both cultural and social capital both emphasize social relations and incorporations. Cultural capital has three phases e.g., internalized, objectified and institutionalized. Further, individuals' skills, knowledge, qualities, socialization and learning time are considered as an accumulation of cultural capital. (Häuberer J., 2011).

Social capital is about triggering potential resources to be connected and build relationships with groups which provides essential support to the individuals establishing strong social bonds or relationships. The social bond or relationship is further developed through the process of material and symbolic exchanges which validate the relationships becoming institutionalized. One of the major aspects of social capital is membership and the latter comes through engaging people in the institution and forming groups to conduct social activities. The group formation

fosters solidarity through real communication with people and learning skills through the relationship building process. Thus, social capital particularly focuses on the person's building relations and mobilizing the connections gaining economic and cultural capital. (Häuberer J., 2011).

Furthermore, social capital is about taking actions within the social structure and being in relationships with persons through changes in the relationships. Social capital highly stands on the balance between social structure and social relations. Developing institutionalized structure can make the social relation stable for achieving the public good. Besides, Coleman also stated different forms of social capital, e.g., building mutual trust around social surroundings with obligations that bring positive societal changes. Trustworthiness fosters through a social structure where collective actions are established to gain more values to create an authority relationship transferring rights to another. The authority relations further pose valid information to operate the wheel of the social relations. Through the potential information, a powerful norm becomes concrete through the purposeful organizations or voluntary associations which focus on achieving collective interest rather than individual's interest. (ibid.).

Moreover, to summarize the concept of social capital both from Bourdieu and Coleman, it can be said that Bourdieu focuses on the individual interest through social relationships through the acts of institutionalization. On the other hand, Coleman argued social capital is a public good within the societal structure. However, both perspectives miss the field of explaining the non-institutionalized relationships and a holistic aspect of understanding the civic perspective. (ibid.). Therefore, to emphasize the civic perspective of social capital is necessary to explain. As this project focuses on civic engagement to gain social sustainability value, I have further discussed the concept of social capital developed by Robert D. Putnam.

4.2.2 Theoretical Perspective of Social Capital

Social capital is a metaphor for other capitals that states the notion of social norms and networks derived from effective institutional collaboration. (Luoma-aho, V., 2018). Further, social capital emphasizes both individual and collective aspects to achieve interests through building relationships. Social capital is important to bring stability to the institutions for effective socio-economic development. Therefore, Putnam emphasizes social networks and norms that support individuals to build cooperation and trust. So, social capital plays a role as a resource hub where people can create social networks, access information, and engage in collective actions. Moreover, to understand social capital more from the civic perspective Putnam states some key elements of social capital, for example, Trust, Networks, and Norms. However, as a complex phenomenon, trust can influence individuals or groups to become independent and be involved in certain norms for reciprocity. (Häuberer J., 2011).

Further, another element of social capital is the network of civic engagement. Civic engagement stems from the notion of civil society. Civil society has the power to play a critical role in strengthening the state's democratic practices. Civil society engages in different associations or networks and participates in societal activities for achieving common goods. The civil society engages in formal and informal networks through memberships, here Putnam stated two networks e.g. horizontal and vertical networks. Horizontal networks share a common ground with shared power and status among the network members. On the other hand, vertical networks lack information sharing and ensure social trust due to the nature of hierarchical systems within the networks. So, the norms create the path to build trust in social relations to ease the challenges in reciprocity and participate in social activities successfully. (ibid.).

4.2.3 Bridging and Bonding of Social Capital

Putnam distinguishes social capital in two different aspects e.g., bridging and bonding. Bonding in social capital focuses on relationships between individuals and groups with similar socio-economic and cultural backgrounds. There is an emergence of a sense of solidarity that plays a critical role among the groups or individuals which may also create gaps for external actors. Through bonding people share an identity mobilizing reciprocity and solidarity. On the other hand, bridging social capital focuses on the outside group and creates a bridge for different groups or social classes to be connected. One of the perfect examples of bridging

social capital is civic movements. In general, it can be stated that Putnam's theory and perspective on social capital go with the current social condition, as now societal organizations focus on building social networks. Civil society can access relevant information or resources and opportunities for collective action within and beyond the group through social capital. (Häuberer J., 2011).

4.3 Implementing Social Capital Theory in the project

In this project how YYV and GSB are creating the bridging and bonding with the organizational stakeholders and beneficiaries or local community and volunteers in achieving social sustainability value are addressed. The social capital theory, in general, emphasizes the social interactions and communication within the groups or individuals influenced by the societal context which shapes the groups' perceptions. (Häuberer J., 2011). In contrast, sensemaking theory focuses on how the societal and cultural context constructs an individual's or group's knowledge or perception. (Weick et al., 2005). Social capital theory emphasizes the influence of social networks in shaping individuals or groups. (Häuberer J., 2011).

Further, both theories focus on the “context” that shapes the individuals or groups perceptions and actions. Both theories can provide knowledge on how the sensemaking process is influenced by the societal and cultural background (Berger and Luckmann, 1991) and how social networks and norms foster effective collaboration, communication and trust within the society to develop civic engagement (Häuberer J., 2011).

Hence, in this project, social capital theory can provide a nuanced understanding of key challenges of achieving social sustainability value creation through civic engagement. The social capital theory can only be implemented in this project to recognize the relationship between the YYV and GSB with their stakeholders and beneficiaries to bring changes in the society and create a positive impact in the society. Therefore, the major theoretical framework of this project is the sensemaking theory to complement and fill the gaps of social capital theory to recognize the key factors that shape the understanding of the emerging challenges experienced by the members of YYV and GSB.

Chapter Five: Analysis

5. Overview

In this part of the discussion, I have presented data analysis aligning with the eight properties of sensemaking theory explained by Weick et al. (2005). The first part of the discussion explains the key challenges experienced by the members of GSB and YYV while pursuing organizational activities related to social sustainability value creation through civic engagement. Next, I have presented key factors that shape the knowledge of the members of GSB and YYV in connection to achieving social sustainability through civic engagement. Lastly, I have presented the organizational strategies and implementation actions in response to mitigate the challenges experienced by the members of GSB and YYV.

5.1 Foundation of Sensemaking Process & Key Challenges

The sensemaking process is often based on the real circumstances experienced by the organization's individuals (Weick et al., 2005). In this project, data from the field demonstrates that the members of both GSB and YYV as social enterprises are experiencing and interpreting different challenges e.g., internal organizational challenges, political, and social challenges while implementing their organizational activities, engaging community people and stakeholders.

5.1.1 GSB & YYV Members' Sensemaking on Key Challenges in Engaging Community People

According to Karl Weick et al. (2005), sensemaking in the organization involves interpreting complexity to organize actions. (Weick et al., 2005). The members of YYV and GSB shared diverse challenges while engaging citizens in implementing the organizational actions. According to the YYV research & innovation manager “often the organizational activities are being criticized by the local people that we are doing business out of it”. (Transcription, Senior Manager Research & Innovation, YYV). Here, the perceptions and reactions of the community people towards YYV’s activities experienced by the research & innovation manager creates the sensemaking process in understanding the ambiguity and complexity that exist within the community people. Therefore, it can be argued that the influences of the existing social

contexts and human reactions on YYV's activities and actions are shaping the members' behavior and understanding of the complex situation while implementing organizational activities that engage community people.

In this project, the collected data also demonstrated the retrospective sensemaking process explained by Karl Weick et al. (2005). According to Weick et al., the sensemaking process occurred from the past circumstances experienced by the individual and established its own reflection on the events. (Weick et al., 2005). While conducting interviews, each GSB and YYV member provided empirical examples of how an individual employee experienced diverse circumstances while implementing organizational project activities in the past. In addition, each employee of GSB and YYV was also reflecting on how they felt about implementing certain actions in the field, which influenced them to understand the social context and reality. For example, according to the Senior Assistant Manager of GSB:

“we tried to enter the people's house and apartment to discuss with them to do the risk of gardening and we are willing to do it in free, but they are not willing to do this, maybe it's distrust, So I think we have only one effective way and that is maybe online to promote about our company, about our works, about our activities” (Transcription, Senior Assistant Manager, GSB).

Here, it can be said that the Senior Assistant Manager of GSB narrated a real-life experience while implementing organization activities and her work in the past and the experience from that past event created a reflection and sensemaking to bring strategic changes in her own enactment to continue the organizational activities.

Besides, the sensemaking process is also about taking actions based on past events or experiences (Weick et al., 2005). The senior program manager of YYV shared that “the activities involving women entrepreneurs revealed more difficult challenges as women entrepreneurs are often uncomfortable outside their comfort zones” (Transcription, Senior Program Manager, YYV). This particular challenge created a particular sensemaking process while engaging women entrepreneurs in organizational activities. The past event related to challenges working with women entrepreneurs made the senior program manager rethink designing training activities for the future (Transcription, Senior Program Manager, YYV),

which can be considered as an individual action to bring changes in the organizational activities based on the past challenges experienced by the senior program manager.

Further, the sensemaking process is constantly changing or moving due to the internal and external factors experienced by them. (Weick et al., 2005). In this project, each interviewee shared their own perspective based on their current organizational designation or position. For example, according to the community lead of YYV, “the challenge is within the community and it's the lack of responsibility”. Here the community lead of YYV’s sensemaking in engaging community people is influenced by the reactions and actions of the community that had created a challenging situation for her to implement the organizational events. The external emerging factors experienced by the members of any organization can shape the mental model of an individual to understand and recognize the challenges.

Additionally, the similar societal context experienced by different agencies represents different narratives, meanings, and explanations (Maitlis S. & Christianson M., 2014). During the interview, interviewees shared their challenging experiences in engaging community people. The founder of GSB shared that “educated people are not interested in working as gardeners as there is no financial outcome” (Transcription, Founder, GSB). Here the sensemaking process in identifying the challenges by the founder of GSB is shaped by the perception of the particularly educated people who are only interested in monetary activities. Besides, the senior assistant manager of GSB also stated that community people asked her “while we are doing this (gardening), what’s the outcome? I think some people do not want to engage because of their poverty and unemployment” (Transcription, Senior Asst. Manager, GSB). The senior assistant manager’s sensemaking process is based on her own understanding of the poor economic condition of the community. Therefore, the construction of understanding the similar events and social context by the two members of GSB shows differences in creating the sensemaking process based on their practical experiences in understanding the community people.

On the other hand, during the interview process, members from both GSB and YYV shared their point of view in identifying the capacity and knowledge level of the community people that create challenges in engaging local people. According to Weick, the sensemaking process can also be instigated from the perceived meaning based on past actions which can also lead to plausibility in sensemaking (Weick et al., 2005). The senior program manager of YYV shared

that “they (community people) are not skilled enough to narrow down their scope to understand, some people also created issues because of the low honorarium they were getting” (Transcription, Senior Program Manager, YYV). Here it can be stated that perceiving the community people’s capacity and people’s reactions and perception on getting a low honorarium for attending YYV project activities shaped the sensemaking process of the Senior Program Manager of YYV in understanding the ongoing environmental transformation in the event. Similarly, the community lead of YYV shared that “you could see jealousy in the community” (Transcription, Community Lead, YYV). Here again, this quote illustrates that observing and perceiving the challenging environment also made the sensemaking process to recognize the challenges engaging community people.

To sum up, it can be said that, recognizing and sensemaking the key challenges engaging local community people by the members of GSB and YYV is significantly influenced by the reactions of the local people towards innovative activities the members participated in and experienced. During the interview while the members of GSB and YYV shared their point of view, they chose to share empirical experiences they had experienced while implementing the organizational activities, which can be considered as a foundation of their sensemaking process to label the key challenges that exist in the community engagement. The ongoing challenges to engage community people in GSB or YYV’s activities experienced by its members is also a way to label the social issue recognized by the members. The past experiences in engaging community people also created a materialized meaning to reflect and review to build a connection of the past events to present events & actions experienced by the GSB and YYV members.

5.1.2 GSB & YYV Members’ Sensemaking on Key Challenges in Engaging Stakeholders

Subsequently, the senior members of GSB and YYV also narrated the current determinants of engaging partners and stakeholders. Further, the continuous interactive exchanges with stakeholders and partners result in a shared purpose and making sense of the events or actions through organized communication (Weick et al., 2005). Besides, changing the organizational activities from the strategic standpoint aligning with stakeholders’ feedback and inputs creates tension as the members' sensemaking process is underlined by the stakeholders’ own sensemaking process. Hence, it can be said that the role of stakeholders also constructed the sensemaking process (Maitlis S. & Christianson M., 2014). Moreover, the senior members of

GSB and YYV have recognized the financial challenges to accomplish organizational activities and that is why the need for partnership appears. According to one of the members of YYV-

“The lack of funding is often something we experience working with civic organizations and NGOs, so we build networks with private companies to invest and we try to find solutions through collaboration and partnership” (Transcription, Program Manager, YYV).

The quote shows that the financial challenges of YYV push the organization to build a network to implement organizational activities along with the investment of the partners. The senior manager program of YYV also shared that to design the project he considers the feedback and required changes from the stakeholders and investors. (Transcription, Manger Program, YYV). Hence, the reciprocal interactions between YYV members with the stakeholder ultimately create an organized sensemaking (Weick et al. 2005) where the external perspective created a new sensemaking for the senior manager program of YYV. Further, to understand the external actors' perceptions and knowledge created a new meaning for the members of YYV to initiate a new way to the action.

In contrast, according to the GSB member project management “apart from pitching the project to partners to convince them that the main challenge is the faith and the time I think, they are busy doing their business”. (Transcription, Senior Asst. Manager, GSB). Here the member establishes her own sensemaking process based on the specific event of the project pitching event for the stakeholders. The observation of the Senior Asst. Manager, GSB in the project pitching event for the stakeholders produced “a view of circumstances” in the particular time and space created the sensemaking process in recognizing the challenge in engaging stakeholders. (Weick et al., 2005). Besides, the new circumstances created a notion for the GSB member to label the existing fluxes to make sense and subsequently act.

Besides, the senior manager in research and innovation of YYV shared that, the organization itself is a challenge to engage potential stakeholders. According to the senior manager in research and innovation-

“The full form of YYV is Yunus and You Ventures and I think this should come first one in terms of the challenges, so the full form we use and you know in Bangladesh Yunus is a very controversial topic, here so often we need to design our program

such a way so that we can involve less government and intellectuals” (Transcription, Senior Manager in Research & Innovation, YYV).

Here it can be argued that the organizational framework and mechanism can also influence individuals to create a new meaning and sensemaking in an organizational context. YYV’s organizational standpoint has created new circumstances and a materialized label for the senior manager in research and innovation in sensemaking the key challenges in engaging stakeholders for the public sectors.

To sum up it can be stated that, sensemaking on key challenges in engaging stakeholders for the members of GSB and YYV is created through their real-life experiences communicating with different partners and stakeholders. According to Weick, communication plays a critical role in the sensemaking process as well as through the interactive individuals adapt to a new situation to achieve organizational activities. (Weick et al., 2005). The product from the interactive communication with stakeholders influences the members of GSB and YYV creating a new meaning from the feedback or any changes from the stakeholders.

5.1.3 Organizational Sensemaking Process in Understanding Societal Context

Karl Weick argued that in search of reality and meaning people’s interpretation to understand the context is significant rather than the accuracy of the data and the sensemaking process can also be extracted from an individual’s own mental model and raw experiences. (Weick et al., 2005).

The Assistant Manager of GSB stated that “we do have field officers who give us information. Some of them are volunteers, some of them are paid officers. Subsequently we get the full statistics from them to implement to change the projects” (Transcription, Assistant Manager Project Management, GSB). Here it can be argued that the information from the frontline members can also be considered as their own mental model through organizational actions. The local knowledge of the front members of GSB creates a new sensemaking process for the members of the main office who have less experience working in the project’s field areas. Through the sensemaking process of the frontline members of GSB, the Assistant Manager of GSB makes sense of understanding the societal context and emerging challenges experienced by the field officers. Therefore, it can be argued that to understand the sensemaking process,

considering the creation of sensemaking and labeling the social context from “another individual” is also critically important. (Weick et al., 2005).

Moreover, understanding the reality that exists and is experienced by the individual results in new learning during the sense-making process and is (re-)labeled (ibid.). Here I would also like to mention Maitlis S. & Sonenshein S., perspective on the organizational strategic enactment. Organizational enactment towards the strategic changes through the top-management decision making process results in new sensemaking for the members of the organization. (Maitlis S. & Sonenshein S., 2010). However, here it is significant to mention that each employee of YYV and GSB shared that they usually discuss the challenges in the team meeting, where top management decides how to solve the problem. So, besides personal learning, the organizational influence to take the ultimate action is also a significant factor in the sensemaking process. Plus, the actions implemented by the members of GSB and YYV as a social enterprise, created a space for the members to interpret reality and understand the environment as an independent agency to unfold the reality, which is also the key nature of sensemaking perspective and this sensemaking process pushes individuals recognizing the real-life complex situations (Weick et al., 2005).

In addition to this, the sensemaking process can also be derived from the established organizational information or written resources that provide the members of the organization understanding of societal and organizational phenomena for the members. (Weick et al., 2005). For example, the organizational website of GSB and YYV represents the mission-vision of the organization and how they are working with the community and partners as well as visuals and reports representing the organizational activities. Therefore, the existing organizational resources also create a sensemaking process to understand the organizational objectives and mechanisms to follow for the members. Further, using informative documents, research papers or statistics also influence the sensemaking process of the members of an organization. According to YYV Senior Manager, Research and Innovation-

“We do a little bit of test research, finding out different research articles based in this particular area, finding out like any article or any organizational project that actually discusses how they're trying to solve these kinds of challenges. The community for example. I found one of the articles from wateraid and they're installing a PSA pond in the community. So I looked into the wateraid website. I checked their project, what is

their model? How they're trying to solve this project and also we looked into different research to understand the situation” (Transcription, Senior Manager, Research and Innovation, YYV).

This quote illustrates how the sensemaking process is created through the information or literature for the members of YYV in understanding the societal issues to design the project for the organization based on the research data. However, the researched data can also be perceived differently by each individual in an organization.

5.2 Civic Engagement & Social Sustainability Value Creation

On the other hand, the sensemaking process for an individual is also like labeling and categorizing real-life experiences (Weick et al., 2005). While exploring during the data collection how the members of GSB and YYV understand the concept of social sustainability value creation and civic engagement, each employee shared a different definition and perspective on the latter concepts. For example, one of the GSB members shared that the “social sustainability value creation system is about managing business and bringing impacts on people and the environment” (Transcription, assistant manager, GSB). Besides, the senior assistant manager stated that social sustainability value creation is about “the strategic relationship between our organization and the wider world” (Transcription, senior assistant manager, GSB).

Additionally, the senior manager of YYV stated, "I defined social sustainability as like the value creation of it. So, like, from my personal experience, I used to work in different community based division local involuntary activities. So those kinds of initiatives" (Transcription, Senior Manager Research & Innovation, YYV). Therefore, it is evident that an individual can contextualize and label particular concepts by creating new meanings based on their position and real-life knowledge. Here, Karl Weick’s perspective on presumptive sensemaking (Weick et al., 2005) can be connected as both the members of GSB and YYV shared their knowledge in understanding the concept of social sustainability value creation through a tentative and presumptive understanding of the concepts.

In contrast, the civic perspective of social capital states the significance of social relations and incorporation. (Häuberer, J., 2011). The founder of GSB stated that “the community people are

the main power in a country like Bangladesh, and any project without community engagement cannot be successful” (Transcription, Founder, GSB). Therefore, engaging citizens in organizational activities can bring positive social impact and societal changes. The official website of GSB also stresses the mission of GSB to involve the local community to create awareness for climate change. It is stated on the official website of GSB that, Greensaver Bangladesh was initiated for building a greener community and to teach the community people and collaborate with businesses through CSR to protect the environment (Green Savers Bangladesh, 2023). Based on the secondary data from the GSB official website, it is also evident that by adopting different initiatives and strategies, the organization is reaching out to the community and potential stakeholders.

Further, the members of GSB also emphasize the noble initiative they are campaigning through the organizational activities, ultimately helping the ecology of Bangladesh. However, the main challenge as an organization is that the GSB is the only organization completely focused on attaining a greener society and connecting citizens and private-public stakeholders. Besides, the partners and stakeholders focus more on economic benefits involving GSB, which also creates challenges in attaining social-sustainable value creation.

According to Julia Häuberer, social capital is about taking action and building social relations to foster societal changes. (Häuberer,J., 2011). Further, GSB’s organizational mission is to foster ecological balance in society by sharing innovative technology for gardening. The senior assistant manager of GSB further stated that “this civic engagement or community engagement is basically in helping to attain social sustainability”. (Transcription, Senior Assistant Manager, GSB). Therefore, it can be argued that GSB through its organizational activities to influence local community people in gardening is a way to engage the local community in the organizational activities and build a relationship and network for positive environmental changes.

On the other hand, YYV, as a social enterprise, focuses on fresh graduates and early-stage entrepreneurs to become successful entrepreneurs. The secondary data show that YYV provides tailored training relevant for the early-stage entrepreneur to be socially impactful. (Yunus and You Ventures, 2023). Besides, the Community Lead of YYV shared that sometimes young entrepreneurs come up with ideas based on the problems they are experiencing in society. However, the same idea or project plan exists outside Bangladesh, but

the young people do not know about that. YYV employees and mentors help the entrepreneur to contextualize the existing idea. (Transcription, Community Lead, YYV). Here it can be argued that YYV is creating a bond with the outside groups to be connected with them to provide resources and opportunities to implement collective action for society. (Häuberer, J., 2011).

5.3 Organizational Implementation to Achieve Social Sustainability

In this project, I have also focused on the organizational strategies or actions to respond to emerging challenges and how the organization initiates the process. GSB and YYV members shared through the interview process how they discuss challenges within the organizations and take action accordingly. In the case of GSB as a social enterprise, the organization organizes monthly hybrid meetings where head office members and field officers discuss challenges and share success stories.

Besides, GSB focuses more on the field officers' knowledge and experiences as a priority to implement community-based activities. Therefore, all the interviewees from GSB prioritize field officers' past knowledge to understand the real challenges of the society so that the organization GSB can design future and current projects or activities based on the needs of the community people. Therefore, the sensemaking process can be seen as an action-oriented localized knowledge (Weick et al., 2005) established by the field officers of GSB which result in creating another level of sensemaking for the senior management members of GSB. Moreover, organizational campaign strategies to draw attention among the citizens GSB design participatory community-based activities, e.g., engaging local schools and educating young people to strengthen the future generation achieving sustainability for the country.

Furthermore, in YYV the actions and activities are formed through designated teams with team discussions. YYV members shared that they could decide upon certain actions to take and implement through team meeting discussions. Additionally, each team discusses challenges and conducts further research if needed when collaboratively working with partners. In a situation that needs feedback and relevant knowledge, each team can contact the founder of YYV for ideas, share challenges and take essential actions accordingly. Besides, internal and external communication through team meetings or meetings with advisory panels influences members' sensemaking process in implementing organizational activities. Here it can be also

stated that through the team meeting and organizational discussion session members of GSB and YYV reflect on the past events experienced by themselves or frontline members to connect with the present situation to design the organizational activities in a new way based on the past events. Therefore, a continuous process of retrospective sensemaking exists both in YYV and GSB as these two social enterprises discuss past challenges within the organization to operate new actions. (Weick et al., 2005).

Further, to influence different age groups in Bangladesh's society, GSB implements different strategies e.g., social media, campaign activities for greener society to communicate with young people (school children), senior citizens, unemployed young people, households in the city area to engage in the organizational activities. Further, GSB has focused on the CSR to engage private and public organization members in organizational activities. Through the organizational ongoing activities GSB acts as an open system to allow new knowledge to understand the challenges and create meaningful interpretation of the reality to implement organizational activities.

Additionally, YYV works as an innovative resource center to engage the potential stakeholders and entrepreneurs to implement the organizational mission. YYV creates innovative actions based on the past and presents societal events or circumstances to put in action for future. The daily organizational practices and communication process with internal and external agencies construct the knowledge of YYV members in planning the organizational activities.

Chapter Six: Discussion

6. Overall Discussion

This research project aims to understand how the members/members of GSB and YYV make sense of key challenges of pursuing social sustainability value creation through civic engagement. Besides, to understand the sensemaking process of GSB and YYV members this project emphasizes the key factors that shape the sensemaking process of the GSB and YYV members. The collected data shows that challenges can emerge from diverse sectors which have added new principles to focus on this project. Further, the influence of the organizational framework or structure is strongly visible among the members of GSB & YYV while they shared their motivation to work in the organization and academic background related to the organizational mission vision. However, in this project exploring the institutional framework was not an aim but exploring the latter could have added new influential factors that shape the members' sensemaking process and understanding of working in the social sustainability value creation area.

Further, the influence of the social context in the sensemaking process of the members of GSB and YYV is visible to rethink and redesign the actions to implement the organizational activity with the community people. Throughout the interview process, the members of GSB and YYV also shared a presumptive sensemaking while explaining organization activities and actions in understanding challenges. Overall, during the interview conduction, it was evident that the way the members of GSB and YYV were sharing their perspectives was not always the individualistic sensemaking but rather the shared sensemaking with organizational influences.

Besides, there was an impulsive narrative from the interviewees while discussing the cultural aspects influencing the sensemaking process of understanding civic engagement. Furthermore, the primary and secondary data of this project demonstrate that the social capital is built up within the structural process of working to pursue social sustainability value creation. To recognize the social sustainability value creation the members of GSB and YYV emphasize the economic prospect of the activities. The concept of social sustainability value creation is new for all the members interviewed for the project. However, each interviewee claimed that

organizations like GSB and YYV are already working to pursue social sustainability value creation through ongoing organizational activities.

Further, the organizational decision making power process strongly affects the sensemaking process of the members of GSB and YYV. It can be argued that the organizational power to create new meaning to certain issues related to organizational activities is often not triggered or explored by the members rather just following the shared information provided by the organization. However, the organizational sensemaking process can also be considered as a collective process of accumulating experiences through action enactment within the organization or involving community people or stakeholders.

Additionally, all the interviewees from GSB and YYV were sharing their past work experiences while explaining the challenges of working with the community people and engaging stakeholders. Further, the interviewees shared the organizational strategies and mechanisms aligned with past experiences to implement the organizational activities in a new way. However, it was a challenging situation for all the interviewees to reflect on the challenges as all the organizational activities involve community people and stakeholders and the challenges emerge very often. The retrospective sensemaking perspective (Weick et al., 2005) was the most significant form of the way the interviewees from GSB and YYV reflected on the key challenges of pursuing social sustainability value creation through civic engagement in general.

In terms of the theory implications of this project, the sensemaking theory was applicable mostly rather than the social capital theory, as the aim of this research project is to understand how the members of GSB and YYV make sense in understanding the key challenges pursuing social sustainability value creation through civic engagement and the key factors that shape their sensemaking process.

Further, below I have attempted to draw a graph that illustrates different influencing factors that created a new circumstance and materialized meaning of the circumstances for the members of GSB and YYV in their sensemaking process in identifying key challenges pursuing social sustainability value creation through civic engagement.

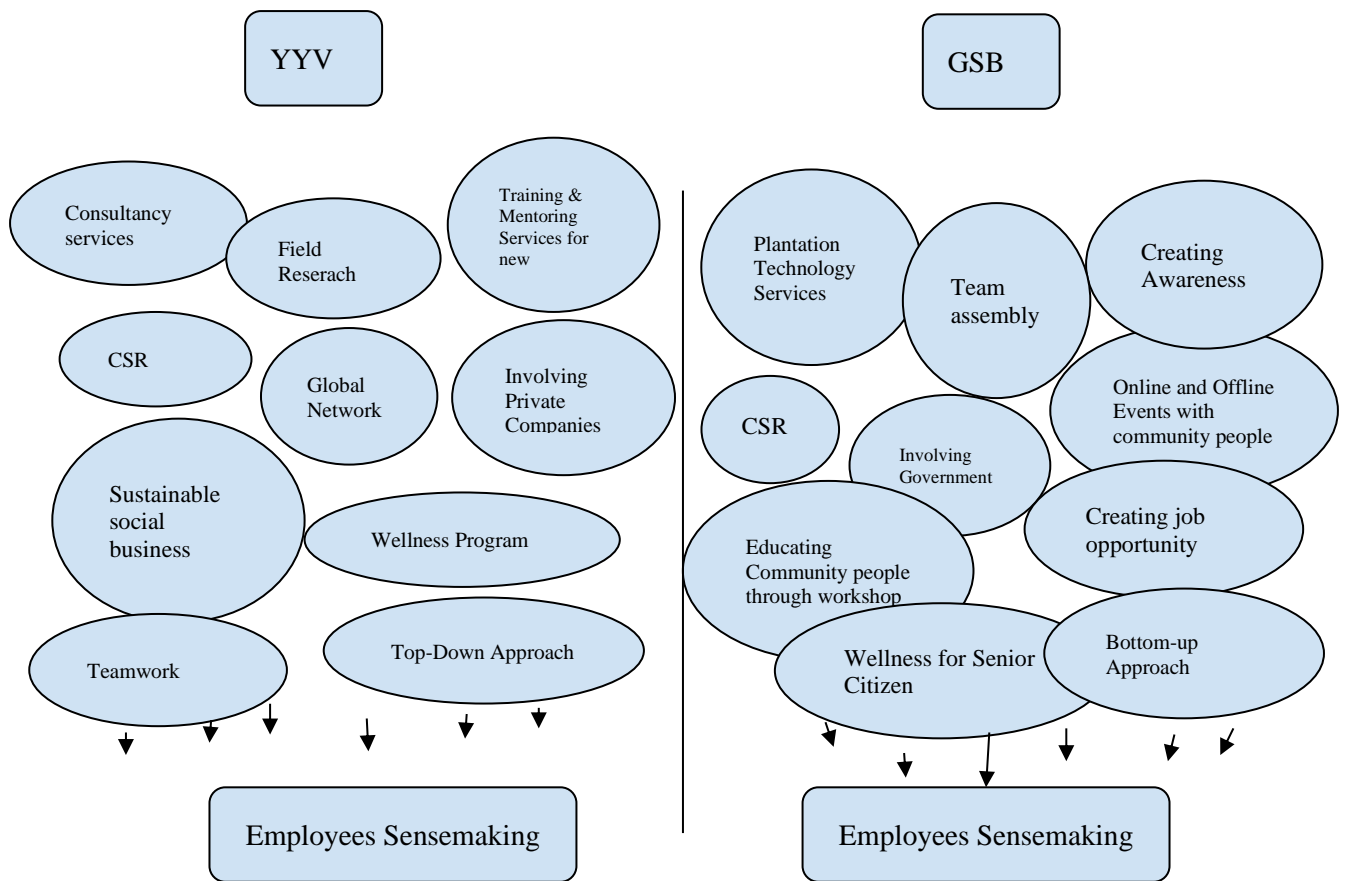


Figure 1: Organizational Elements Creating Sensemaking Process.

The graph illustrates major influential factors and circumstances that exist in YYV and GSB. The activities of YYV shows that through consultancy services and implementing community-based activities employees experience different circumstances and the circumstances that create challenges in their organizational actions. The challenges in implementing the organizational activities create new knowledge for the employee and assumptions for the members' sensemaking process to act in present accordingly. Moreover, the sensemaking process is all about dealing with emerging complexity (Weick et al., 2005). In the case of GSB, the social enterprise experiences challenges in daily operation while closely working with the community and the organizational main focus is to work with the community people. Along with the daily complexity and interpreting the reality the members of GSB create their own stand to implement the organizational activities based on the past field work experiences.

Chapter 7: Conclusion

Overall, the members of GSB and YYV explained their experiences and knowledge in understanding the emerging key challenges from the activities that the members were responsible for implementing. While implementing the activity, they experienced different kinds of challenges ranging from societal, economic, and internal organizational. Both GSB and YYV work to bring sustainable changes in society by engaging the community, people, and stakeholders. However, GSB and YYV activities for civic engagement also creates a lack of “trustworthiness” and “faith” from the community, people, and stakeholders. In Bangladesh, many other NGOs or enterprises are working in the same area to achieve sustainable values for society. (Transcription, Senior Manager, Research & Innovation, YYV). The similarity of the organizational activities also creates challenges in civic engagement as social enterprises like YYV provide similar services but in an innovative way in exchange of fees for the community people. The same services are also provided by the government but for free. (Transcription, Senior Program Manager, YYV). Therefore, there is a challenge to developing organizational activities for the community people and stakeholders due to the existing similar scopes from other organizations.

In this project, the sensemaking process for the interviewees is analyzed through Karl Weick’s Sensemaking theory. Recognizing the interviewees’ linguistic approach to explain their perspective on civic engagement and social sustainability value creation was the root to determine the sensemaking process. Further, to respond to the challenges of how the interviewees initiate enactment using their real experiences that shaped their sensemaking process to label the experiences, was also a key perspective to understanding their sensemaking process.

Subsequently, each interviewee has their own mental model based on past experiences to carry out their own tasks for the organizational aim. This mental model and past experiences are the foundation of the “cause map” for the members of GSB and YYV in civic engagement and implementing organizational actions and making sense in key challenges. (Sandberg, J., and Tsoukas, H. 2015). Besides, different real-life experiences shared by the interviewee to explain factors that influence them as well as the organization to enact contextually can be considered as a social construction of the knowledge based on the existing social reality and sensemaking the organizational internal and external factors.

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