Walden University
ScholarWorks

Walden Dissertations and Doctoral Studies

Walden Dissertations and Doctoral Studies Collection

2021

Community-Based Organizations' Engagement in Social Innovations to Promote Sustainable Urban Development

Yael Racov Drory
Walden University

Follow this and additional works at: https://scholarworks.waldenu.edu/dissertations

Part of the Public Administration Commons, and the Public Policy Commons

This Dissertation is brought to you for free and open access by the Walden Dissertations and Doctoral Studies Collection at ScholarWorks. It has been accepted for inclusion in Walden Dissertations and Doctoral Studies by an authorized administrator of ScholarWorks. For more information, please contact ScholarWorks@waldenu.edu.

Walden University

College of Social and Behavioral Sciences

This is to certify that the doctoral dissertation by

Yael Racov Drory

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Eliesh Lane, Committee Chairperson,
Public Policy and Administration Faculty

Dr. Barbara Benoliel, Committee Member,
Public Policy and Administration Faculty

Dr. Kristie Roberts Lewis, University Reviewer,
Public Policy and Administration Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2020

Abstract

Community-Based Organizations' Engagement in Social Innovations to Promote Sustainable Urban Development

by

Yael Racov Drory

MA, Hebrew University, 1988

BA, Hebrew University, 1983

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

February 2021

Abstract

Institutional void often fuels efforts by social entrepreneurs to fill gaps through social innovations (SIs). Furthermore, governments promote SIs because they tend to advance sustainable solutions and social change. In a town in Israel, after years of intense social activism, during governance by a Convened Committee (CC) established by the central government, community-based-organizations (CBOs) are no longer engaged in innovative activism. Fewer solutions to institutional void could deteriorate or generate social problems. A gap in the literature exists regarding Israeli CBOs’ engagement in sustainable urban development (SUD) SIs during CC governance. The purpose of this research was to uncover the perceptions of CBO leaders on how they engaged in SIs that progressed SUD and the role, if any, of the CC in those processes. The RQs focused on how and why the CBO leaders engaged in innovative SUD projects. The qualitative multiple case study, supported by photovoice methods, was grounded in the conceptual framework of SI, institutional void, and social entrepreneurship theories. Participants included the whole population of 5 CBO leaders engaged in SUD SIs during CC governance. Interviews, photos, and documents were analyzed, mostly using descriptive codifying methods. Findings revealed that while the CC informed perceived enablers and barriers to SIs, the CBO leaders followed a unique pattern of engagement in SIs: “Dream, do, take responsibility, and change.” The results apprise scholars and public administrators of how CBOs may inadvertently play a role in local urban development. A better understanding of why and how entrepreneurs engage in SIs may contribute to the fostering of these innovations and promotion of positive social change.

Community-Based Organizations’ Engagement in Social Innovations to Promote

Sustainable Urban Development

by

Yael Racov Drory

MA, Hebrew University, 1988

BA, Hebrew University, 1983

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Public Policy and Administration

Walden University

February 2021

Dedication

The dissertation is dedicated to my family and friends who encouraged and supported me throughout this challenging journey. In particular, my late husband, Achi Racov, who inspired me to wish high and far; my husband, Zeev Drory, who inspired me to make my dreams come true; my late parents, Mathilde and Aharon Tagger, who always encouraged me to study; and my daughters, Ashley and Katia, who always had the right words and gestures to cheer me up.

This dissertation is also dedicated to the visionary people I have come across during this journey who devoted their lives and careers to make our world a better place.

Acknowledgments

I am deeply grateful to my dissertation committee members for the trust, guidance, constructive comments, and support they provided for the development of my research. The fingerprints that Dr. Lane, Dr. Benoliel, and Dr. Roberts-Lewis left on this document are invaluable. I am also profoundly thankful to the participants in this research, who gladly shared their experiences and photos.

Table of Contents

List of Tables iv

List of Figures v

Chapter 1: Introduction to the Study 1

Background of the Study 4

Problem Statement 6

Purpose of the Study 8

Research Questions 8

Conceptual Framework 9

Nature of the Study 11

Definitions 12

Assumptions 14

Scope and Delimitations 16

Limitations 17

Significance of the Study 18

Summary 20

Chapter 2: Literature Review 22

Introduction 22

Literature Search Strategy 23

Conceptual Framework 24

Conclusion 68

Chapter 3: Research Method 71

Introduction 71

Research Design and Rationale 72
Role of the Researcher 77
Methodology 79
Issues of Trustworthiness 86
Summary 90
Chapter 4: Results 92
Introduction 92
Pilot Study 92
Study Setting 93
Demographics 95
Data Collection 95
Data Analysis 101
Evidence of Trustworthiness 118
Study Results 124
Summary 166
Chapter 5: Discussion, Conclusions, and Recommendations 169
Introduction 169
Interpretation of the Findings 171
Limitations of the Study 196
Recommendations 198
Implications 200
Conclusion 204

References..207

Appendix A: Sustainable Urban Development Projects by Community-Based Organizations during the Governance of the Convened Committee 227

Appendix B: Interview Guide..228

List of Tables

Table 1. Nested Factors of Contextual Motivations or Incentives to Engage in Social Innovations 65

Table 2. Categories From the Second Cycle of Coding 105

Table 3. Categories – Most Frequent Codes 107

Table 4. Theme - Dream, Take Responsibility, Do, and Change – Selected Quotations 111

Table 5. Theme - The Convened Committee Offered Free Reign – Selected Quotations 113

Table 6. Theme - SIs Challenge the Authorities – Selected Quotations *115*

Table 7. Theme - Putting Khôra on the Map – Selected Quotations 118

Table 8. Theme: Dream, Take Responsibility, Do, and Change - Top Ten Codes 139

Table 9. Perceptions of the Convened Committee – Codes' Relative Frequencies 150

Table 10. Nested Factors of Contextual Motivations to Engage in Social Innovations - Findings Summary 189

List of Figures

Figure 1. Khôra migration balance, 2006-2014……………………..……...........…25

Figure 2. A complete landscape change ………………………...……………… 110

Figure 3. Khôra on the map……………………………………………………... 117

Figure 4. Crisis, resilience, and hope……………………………………………128

Figure 5. Annual cycling race ……………………………………………………131

Figure 6. A moment of crisis……………………………………………………. 134

Figure 7. The old paradigm………………………………………………………136

Figure 8. The human sculpture…………………………………………………... 158

Figure 9. Participants' reasons and motivations for engaging in social innovations 161

Figure 10. The perceived enabling space for social innovations…………………...164

Figure 11. A space for social change…………………………………………… 205

Chapter 1: Introduction to the Study

The appointment of a Convened Committee to govern a municipality, instead of the elected mayor and the city council, is an extreme measure of the Israeli government to intervene in severe municipal crises (Reingewertz & Beeri, 2018). Examples of severe municipal crises include the accumulation of debt, political powerlessness to make decisions, or corruption. In such circumstances, significant supply gaps and voids in goods and services occur (Rachman et al., 2017). In practice, these gaps and voids, articulated here as institutional voids, indicate the lack of, or the weakness of, ruling entities as well as the absence of accepted rules of the game between formal and informal institutions (Hajer, 2003). Researchers have confirmed a causal relationship between institutional void and the efforts of social entrepreneurs to fill the gaps through innovative initiatives (Dacin, Dacin, & Matear, 2010; Hoogendoorn, 2016; Turker & Vural, 2017). Furthermore, governments, policy makers, organizations, and communities have encouraged social entrepreneurs to develop innovative solutions because they tend to generate sustainable answers to local economic, social, and environmental challenges (European Commission, 2014: Howlett, Kekez, & Poocharoen, 2017).

While a Convened Committee governed a municipality in Israel with the pseudonym Khôra, community-based organizations (CBOs) demonstrated a period of intense social entrepreneurship. (The exact period and the town's name are disguised to protect research participants.) In Khôra, approximately a dozen CBOs advanced social change and, concurrently, were involved in more than 30 projects that brought about local urban growth. These projects included the construction of a students' village, the establishment of a security patrol unit, the erection of a communal

vegetable garden, and the founding of an annual street festival. Appendix A provides a list of the projects. Some projects may be defined as social innovations (SIs) (Cajaiba-Santana, 2014) that advance sustainable urban development (SUD) (Parker, 2015). To illustrate, a sub community of young families initiated the construction of affordable housing by acting as a non-for-profit enterprise. Another CBO leader introduced the idea of cycling as Khôra's branding, and within a decade he established his vision as a head of a local environmental organization. Before the dismissal of the elected municipality officials, only four of these CBOs operated in Khôra, but none had a clear goal of urban development. The lack of such a goal makes sense because innovations in an urban arena and urban development are typically integrated by or emerge from municipalities (European Commission, n.d.; Ministry of Interior, 2013, 2018). However, in Khôra, during the governance of the Convened Committee, the single CBO leader initiated, developed, and implemented innovative projects that advanced urban development.

The local government crisis created what scholars have termed an *institutional void* (Rahman et al., 2017; Schrammel, 2013), or *institutional gap* and *structural hole* (Ahen & Amankwah-Amoah, 2018; Bothello, Nason, & Schnyder, 2019). Khôra was one of more than 30 *development town*s that were hurriedly built in the mid-1950s without appropriate town planning, economic and employment considerations, or sustainable infrastructures (Benita & Becker, 2018; Efrat, 2009). The (services) supply gap created by the municipality deepened the weaknesses of this underdeveloped town in numerous quality-of-life indicators (Benita & Becker, 2018; Dahan, 2018).

Nonetheless, since a newly elected mayor and city council resumed control over the municipality of Khôra, CBO leaders have tended to continue routine operations but ceased to develop or implement innovative ideas despite ongoing institutional voids and local setbacks. This is a problem because CBOs' abstention from engagement in SIs is likely to generate new local social problems (Dacin et al., 2010). Moreover, refraining from searching for sustainable answers to existing local institutional voids might aggravate social problems such as inequitable access to public services or exclusion from public participation (Hambleton, 2015; Wheeler & Beatley, 2014). Notwithstanding the potential adverse impact on Khôra's sustainable development, in disregarding opportunities to develop SIs, CBO leaders may subsequently lose their related competencies (Timeus & Gascó, 2018).

A gap in the literature exists regarding the engagement of Israeli CBO leaders in innovative projects related to SUD while a Convened Committee governs a municipality. My focus in conducting a qualitative multiple case study supported by photovoice techniques was to uncover the perceptions of CBO leaders on how they became involved in SIs that advanced SUD and determine the role, if any, of the Convened Committee in these processes. The new knowledge arising from my study may inform scholars and public administrators on how CBOs may play a role as stakeholders in local urban development, contributing to local growth (Hambleton, 2015). The findings support CBOs' buy-in to SUD processes. Further, my study enhances Convened Committees' understanding of how they can or should modify SUD policies to embrace, encourage, and cooperate with local organizations to engage in SIs, reducing the negative impact of a municipal crisis. A better understanding of why and how communities or individuals engage in SIs paves the

road to foster them. Indeed, SIs are means to promote positive social change (Wittmayer et al., 2019).

Chapter 1 includes a summary of the study. I provide background information related to my research, the gap in current literature, and new knowledge that I aimed to discover. I follow this section with the problem statement; the purpose of the research; the research questions (RQs); the conceptual framework; and a description of the nature of the study, which includes a description of elements that might have influenced the findings. The chapter also includes definitions and discussion of the assumptions, scope and delimitations, and limitations of the study. Last, I discuss the significance of the new knowledge expected from this research.

Background of the Study

Exploring how and why CBO leaders in Khôra, Israel, engaged in SUD SIs entails focusing on several key concepts and the relationships between them--that is, the concepts of SI and social entrepreneurship and their relationships to SUD. These concepts and their relationships inform the nature of social activism that CBO leaders chose to advance. Second, the terms *Convened Committee* and *institutional void* in the urban arena offer institutional context regarding the space in which the CBO leaders operated. Third, the notion of motivation in the framework of SIs, social entrepreneurship, and institutional void binds current literature to the central proposition and theoretical foundations for this study. In this section, I briefly summarize the existing literature on these key concepts, thus conveying the scope of the research.

SIs emerge in various circumstances and environments (Stephan, Uhlaner, & Stride, 2015; Turker & Vural, 2017). Numerous scholars have perceived innovations

as a response to needs or scarcity (Angelidou & Psaltoglou, 2017; Cajaiba-Santana, 2014), whereas natural scientists have claimed that they are the outcome of a "pleasurable intellectual curiosity" (Whitehead, 1917, p. 140). Still, among scholars, general agreement exists that SIs have created social value and tended to offer sustainable solutions in the urban arena (Hambleton, 2015; Nastase, Lisetchi, & Bibu, 2014; Pansera & Sarkar, 2016; Turker & Vural, 2017). Moreover, scholars have concurred, explicitly or indirectly, that the urban institutional context dominated by local government and local culture plays a significant role in the emergence of new ideas (Agostini, Vieira, & Bossle, 2016; Pansera & Sarkar, 2016; Rahman et al., 2017). The urban space matters because it caters to *Khôra*, a Greek concept meaning a distinctive and significant urban space between the residents and the place (Savva, 2013). The urban environment is where most of the world's population live and search for better quality of life (Parker, 2015). However, although some researchers have claimed that proactive governmental policies support innovative social activism (Timeus & Gascó, 2018; Turker & Vural, 2017), others have related them to the absence or weakness of effective governance (Berry & Berry, 2017; Dacin et al., 2010).

Drawing on the approach that the urban institutional context may influence individual behavior and foster engagement in SIs (Stephan et al., 2015; Turker & Vural, 2017), researchers suggest three areas of inquiry that could be related to individual motivation: (a) urban institutions, and, in particular, the local government; (b) organization created by the individual; and (c) local culture and opportunities (Berry & Berry, 2017). I followed Bothello et al.'s (2019) call to study the way the locals comprehend institutional context and to "capture the institutional fabric present

in a given environment" (p. 27). Moreover, I responded to researchers' calls for research on the causal relationship between institutional context and SUD innovations (Ardill & Lemes de Oliveira, 2018; Dacin et al., 2010; Littlewood & Kiyumbu, 2018; Pansera & Sarkar, 2016; Stephan et al., 2015). Last, Pansera and Sarkar (2016) noted the gap in the literature of SIs and recommended further studies on grassroots' motivations to engage in SIs. I also sought to address this gap in the literature.

Furthermore, in reviewing the literature, I noted a lack of research on the engagement of Israeli CBO leaders in SIs that advance SUD while the municipality is governed by a Convened Committee. Current literature grounds SI research in a range of issues, which I addressed in answering the RQs. One area was institutional factors supporting development and implementation of SIs (despite the institutional void condition). I explored how CBOs, under governance by a Convened Committee, perceived an opportunity such that they had to take action. Addressing this gap is expected to inform scholars, as well as practitioners, about how, during a municipal crisis that results in local voids, CBOs may not only substitute certain local government goods and services but engage in SIs that advance local growth and improve quality of life. Further, the study findings could increase scholars and practitioners' understanding of how to foster such processes elsewhere.

Problem Statement

Substantial supply gaps and voids of services and goods occur when a municipality undergoes a severe crisis to the extent that the central government dismisses the elected mayor and the city council and replaces them with an appointed Convened Committee (Reingewertz & Beeri, 2018). Researchers have confirmed the link between institutional void and the efforts of social entrepreneurs to fill the gaps

through innovative initiatives (Dacin et al., 2010; Hoogendoorn, 2016; Turker & Vural, 2017). Further, governments and communities encourage social entrepreneurs to develop SIs because they tend to generate sustainable solutions (European Commission, 2014: Howlett et al., 2017) and promote positive social change (Wittmayer et al., 2019).

Nevertheless, in Khôra, Israel, involvement in SIs intended to advance SUD did not follow the expected pattern and created a problematic phenomenon. After almost a decade of intense social entrepreneurship, CBOs in the town are no longer engaged in innovative activism that fosters sustainable local urban growth. Notwithstanding the potential negative influence on Khôra's sustainable development, withdrawing from novel social entrepreneurship creates a problem and entails considerable peril for the CBO leaders. They might disregard opportunities to develop SIs and lose their competence (Timeus & Gascó, 2018), thus relinquishing the chance to be "relentless in the pursuit of their visions" (Dacin et al., 2010, pp. 38-39). Moreover, CBO leaders refraining from searching for sustainable solutions to existing local institutional voids could deteriorate or generate local social problems like inequitable access to public services or exclusion from public participation (Hambleton, 2015; Wheeler & Beatley, 2014).

A gap in the literature exists regarding the engagement of Israeli CBO leaders in SUD innovative projects while a Convened Committee heads a municipality. Calls prevail for further research on the institutional void context in general (Bothello et al., 2019) and with respect to its relationship to SUD and SIs (Ardill & Lemes de Oliveira, 2018; Dacin et al., 2010; Littlewood & Kiyumbu, 2018; Pansera & Sarkar, 2016; Stephan et al., 2015). Moreover, Pansera and Sarkar (2016) unambiguously

recommended further studies on grassroots motivations to engage in SIs. Thus, in this qualitative study, I explored the perceptions of CBO leaders regarding how and why they became involved in SIs that advanced SUD and the role, if any, of the Convened Committee in these processes.

Purpose of the Study

The purpose of this qualitative research was to (a) explore CBO leaders' perceptions regarding their proactive engagement in innovative projects that advance SUD and (b) to understand the perceived role, if any, of the Convened Committee governing the municipality in motivating them. The central phenomenon was the intensity of innovative SUD projects stemming from and implemented by CBO leaders in Khôra, Israel, while a Convened Committee governed the municipality. I focused on innovative projects that advanced SUD as "new social practices" (Cajaiba-Santana, 2014, p. 44) and, according to the Israeli Ministry of Interior's (2013) definition of urban development, as processes of local growth in one or more dimensions: demographics, environment, economy, municipal services, infrastructure, organization (the municipality), and the local community. An exploration of innovative projects that advance SUD should benefit public policy and administration by providing a better understanding of what motivates nongovernmental organizations to engage is such positive social change activism. Through qualitative multiple case study and photovoice research methods involving interviews, I explored why and how CBO leaders in Khôra engaged in innovative SUD projects.

Research Questions

I sought to answer three RQs:

RQ1: While a Convened Committee governed Khôra (Israel) Municipality, how did local CBO leaders engage in innovative projects designed to advance sustainable urban development?

RQ2: What were the perceptions of the CBO leaders about the role of the Convened Committee in their decision to engage in sustainable urban development innovative projects?

RQ3: How, if at all, did their perceptions about the Convened Committee governing Khôra Municipality motivate CBO leaders to engage in sustainable urban development social innovations?

Conceptual Framework

Institutional void, SI, and social entrepreneurship theories (Agostini et al., 2016; Dacin et al., 2010; Light, 2008; Mair & Marti, 2007) served as the conceptual framework for this study to uncover the perceived contextual motivations of CBO leaders in engaging in and accomplishing innovative SUD projects. Succinctly, the theories suggest that the institutional void context stimulates the development and implementation of original ideas by CBO leaders to answer unmet social challenges. By subscribing to SIs, CBO leaders contributed toward Khôra's sustainable development (Odendaal, 2007).

Institutional theory developed by Scott (1995) and North (2005) maintains that individual behavior "is shaped jointly by the constraints, incentives, and resources provided by formal and informal institutions" (p. 309). Institutional void refers to the lack or the weakness of the ruling bodies, as well as the absence of accepted rules of the game between formal and informal local institutions (Rahman et al., 2017). That is, some collective choices are detached from governing institutions. In these

circumstances, institutional void theory posits that innovative and entrepreneurial motivations are more prevalent in responding to unmet social needs (Dacin et al., 2010).

SI and social entrepreneurship theories are interrelated (Cajaiba-Santana, 2014; Light, 2008). Lisetchi and Brancu (2014) explained that SI is a central construct in social entrepreneurship because, by definition, in every social entrepreneurship, a component of novelty exists. Scholars who have disagreed with this broad definition do not deny that SI is a central construct in social entrepreneurship but have suggested that the economic or institutional activities of social entrepreneurship, or the structural facets of entrepreneurship, stimulate SI (Cajaiba-Santana, 2014; Light, 2008; Lisetchi & Brancu, 2014). SI theory has developed over the last century from conveying SI as an explanation of how linked communities stimulated innovations and were influenced by them to considering SI as a process of original societal relations that lead to societal change (Ayob, Teasdale, & Fagan, 2016). The application of social entrepreneurship theory to explore the process of fostering social progress through entrepreneurship is more recent, hailing from the last couple of decades.

Social entrepreneurship has been largely perceived as a process that encompasses new ideas or new resources emerging from a particular individual or institutional attributes to attend to social challenges (Dacin et al., 2010). Light (2008) added that social entrepreneurship “focuses on the social equilibrium, while being the product of social interactions” (p. 462). In Chapter 2, I further explain the conceptual framework and the relationships among the concepts, and I support the choice of the qualitative paradigm for my research. Chapter 2 also includes further elaborations on related notions such as motivations to engage in SIs or the Convened Committee.

Nature of the Study

For this qualitative research study, I used holistic multiple case study methodology (Yin, 2018) and photovoice techniques (Sutton-Brown, 2014). Adopting elements from both the constructivist and the pragmatist worldviews and the ontological notions about the subjectivity of reality, I channeled the study into an overarching qualitative paradigm design (Guba & Lincoln, 1994; Ravitch & Carl, 2016). Multiple case study and photovoice complemented each other. The use of a multiple case study design allowed for exploration and comparison of participants' perceptions of SUD SIs (Yin, 2018). Photovoice enriched the data with the subjective meanings, authentic values, and the lived experience of participants as they were manifested and interpreted in photographs that the participants took as part of the data collection (Spiegel, 2020; Sutton-Brown, 2014).

The choice of approach was consistent and aligned with the research problem, which was a lack of knowledge regarding the perceptions of CBO leaders of the Convened Committee governing the municipality in Khôra, Israel, and how the Convened Committee motivated them, if at all, to engage in SIs. Moreover, the approach was compatible with the conceptual framework that the amalgamation of social entrepreneurship, SI, and institutional void theories suggest. The choice of the nature of the study was largely owed to the natural setting of the human and social phenomenon in Khôra. Qualitative researchers "are committed to an emic, idiographic, case-based position that directs attention to the specifics of particular cases" (Denzin & Lincoln, 2013, p. 16). The qualitative paradigm is the approach researchers find best to challenge existing narratives or social norms through

describing or intensely analyzing the context of individuals or societies (Ravitch & Carl, 2016).

Within the qualitative paradigm, the holistic case study methodology was appropriate because it emphasizes the relevance of the perceived context and reality of those who are involved in the phenomenon and because it allows clear boundaries to be set for each case (Burkholder, Cox, & Crawford, 2016). Last, the photographs were captured by the participants as part of the photovoice techniques employed in the data collection and analysis (see Blackman & Fairey, 2019). These photographs inspired participants and enhanced their ability to share their perceptions of the Convened Committee that governed the municipality in Khôra and how, if at all, the Convened Committee motivated them to engage in SUD projects. Moreover, photovoice encourages reflection on the cultural and contextual aspects of a change in visual photos (Sutton-Brown, 2014). I incorporated photovoice protocols when conducting the study. Data collection methods included interviews as well as documentation and photos. To analyze data, I employed codifying techniques with multiple triangulation methods (see Chapter 3).

Definitions

The following key concepts have more than one meaning or may have a different local interpretation. For the purpose of this research, the following definitions applied.

Community-based organization (CBO): A nonprofit organization that acts for a community or segments of a community (20 USCS § 7801). Typically, the organization, public or private, is voluntary, and it advances a shared interest of its

members, focuses on local matters, and tends to operate from the bottom level upwards (U.S. Department of Transportation, n.d.).

Convened Committee: In Israel, a committee appointed by the government to replace the elected mayor and city council members in cases of a severe functional crisis in the Municipality (Carmeli, Yitzhak, & Vinerski-Peretz, 2008).

Institutional void: An institutional, mostly governmental, failure “to meet public and quasi-public goods provision and when market imperfections become socially undesirable” (Hoogendoorn, 2016, p. 280). In practice, institutional void denotes the lack or the weakness of the ruling bodies as well as the absence of accepted rules of the game between formal and informal institutions (Rahman et al., 2017).

Leader: The head or top position of a CBO with formal or informal decision-making power. He or she also invokes members of the local community to follow and engage in some collective action (Hambleton, 2015).

Motivation: Factors and dynamics that influence an individual to proactively engage in action (Ryu & Kim, 2018).

Social entrepreneurship: An initiative “that seeks sustainable change through pattern-breaking ideas in what or how governments, non-profits, and businesses do to address [significant] social problems” (Light, 2006, p. 50).

Social innovation (SI): “New social practices created from collective, intentional, and goal-oriented actions aimed at promoting social change through the reconfiguration of how social goals are accomplished” (Cajaiba-Santana, 2014, p. 44).

Sustainable urban development (SUD): A process of city/town growth that considers the protection of the environment, the development of the local economy,

and social equity for the present community and for future generations (Bullard, Johnson, & Torres, n.d.; Parker, 2015).

Urban development (in Israel): Multiple processes of local growth in one or more dimensions: demographics, environment, economy, municipal services, infrastructures, organization (the municipality), and the community. Local governments have the authority to plan and carry out local development projects. At the same time, the Israeli government encourages municipalities to create partnerships with other local stakeholders (Ministry of Interior, 2013).

Assumptions

Assumptions are predetermined perceptions about the research that are partially beyond the researcher's control (Yazan, 2015). In this study, I made assumptions that are most probably true or justifiable. As mentioned earlier, I embraced philosophical components from both the constructivist and the pragmatist worldviews and ontological ideas about the subjectivity of reality (Guba & Lincoln, 1994; Ravitch & Carl, 2016). These worldviews imply: (a) the practice of the qualitative paradigm; (b) the existence of more than one negotiable reality; (c) knowledge developing through understanding individual experiences and meanings, and (4) subjectivity of the researcher (Patel, 2015).

Another philosophical assumption I made is that SIs are desirable. This assumption is supported by the literature on the sustainable character of SIs to social problems (Howlett et al., 2017; Nastase et al., 2014; Timeus & Gascó, 2018). Nevertheless, these expectations deserve more critical deliberation as not all innovations are, or are considered by all, as a positive social change to all. One of the most widespread examples is the potential employment implications of curing

diseases such as cancer or diabetes. Avelino et al. (2017) referred to it as two sides of the empowerment coin. When an innovative product or service empowers some individuals or groups, the same action, by definition, disempowers other individuals or groups.

I also assumed for this research that it is possible to isolate and differentiate between personal and contextual sources of motivation and stimuli to engage in SIs. During data collection, I expected my participants to elaborate on their perceptions of the institutional context (the municipality, their organization, and the local culture) and how it motivated them, if at all, to engage in SIs. I did not expect CBO leaders to separate personal motivations from external ones; I assumed that I as a researcher can isolate them when analyzing the data. The assumption was based on theoretical approaches that encourage this differentiation (Scopelliti et al., 2018).

Additional assumptions referred to methodological issues. First, I assumed that SIs are a suitable topic for a photovoice study. Blackman and Fairey (2019) elaborated on how the variety of disciplines using photovoice in research is continuously expanding. As stated earlier, and to a larger extent in Chapter 2, the existing literature considered most SIs as a positive phenomenon because they tend to advance human progress and sustainable local development (European Commission, 2014: Howlett et al., 2017; Ministry of Interior, 2018; Turker & Vural, 2017). Likewise, discovering community assets is one of photovoice's goals (Wang & Burris, 1997). Hence, in the places where SIs were developed or implemented, SIs can be community assets. As such, it made sense to consider them as a suitable topic for photovoice. Second, I assumed that the questions in my interview guide will yield the anticipated volume and quality of information. To this end, I chose photovoice as my

chief data collection technique. The effectiveness of photos as a platform to voice personal and community issues has been evidenced in numerous studies (Sitter, 2017; Spiegel, 2020). Moreover, the photovoice protocol together with the photos served as focal points for the dialogue with participants (Liebenberg, 2018). Further, I conducted a pilot to assist in refining the questions and amending the interview guide.

Last, I assumed that the participants in the research will cooperate and answer my questions truthfully and accurately. My previous acquaintance with CBO leaders in Khôra was on a professional basis and was characterized by mutual trust and appreciation. I had confidence that nothing had changed and that most of them would happily volunteer to participate. Furthermore, CBOs that were involved in SUD projects in Khôra have publicly published them on their websites and or social media in real-time. Moreover, most of the projects have not only been completed, but also are quite visible. Thus, I believed my participants had no reason to be deceptive nor intentionally inaccurate. Nevertheless, to encourage them to be honest I did my utmost to reassure them about maintaining privacy and confidentiality by using pseudonyms.

Scope and Delimitations

The research purpose was to explore how and why CBO leaders engage in innovative SUD projects and the perceived role, if any, of the Convened Committee governing Khôra Municipality in motivating them. The exploration plan was grounded in the conceptual framework of SI, social entrepreneurship, and institutional void theories (Agostini et al., 2016; Dacin et al., 2010; Light, 2008; Mair & Marti, 2007). The intention of this research was to focus on the *perceived institutional contextual factors* that may be involved in engagement in SIs. As such, the research

emphasis was on the municipality (Berry & Berry, 2017; Bothello et al., 2019), the CBOs (Grimes, McMullen, Vogus, & Miller's, 2013; Timeus & Gascó, 2018), and the local culture (Scopelliti et al., 2018; Ulug & Horlings, 2019). Conversely, the research did not encompass the CBO leaders' personal or personality matters that fostered their engagement in SIs. Furthermore, the research circumvented technical or logistical issues that influenced decision-making in the development or the implementation of SUD innovative projects.

The choice of the scope and delimitations was made following calls by scholars for further research of SUD SIs in the context of institutional void (Ardill & Lemes de Oliveira, 2018; Bothello et al., 2019, Dacin et al., 2010; Pansera & Sarkar, 2016; Stephan et al., 2015) and my personal interest in the link between a Convened Committee governing a municipality and the engagement of CBOs in SUD projects. Further, studies on CBOs' engagement in SIs and, in particular, SUD SIs operating in an institutional void environment, would not only demonstrate the research's transferability, but should add valuable knowledge to the existing literature and practitioners.

Limitations

Several challenges and limitations were expected in the research. First, because the researcher was so central to the research process and the interpretation of the findings, the most significant limitation of multiple case study was bias and lack of objectivity. Moreover, due to an earlier acquaintance with the population of my research, power relations concerns existed. Second, the study refers to a period that ended more than 6 years ago. It was my hope that the participants would be able to reconstruct what they thought and felt at the time and separate it from what they

understand in retrospect. Third, because of the small size of the population, a risk existed that only a small number of CBO leaders would agree to participate. Though theoretically possible to conduct a study with two participants (Yin, 2018), it might have challenged the ability to find cross-case patterns. Fourth, all interviews were held in Hebrew and then translated to English. A risk existed in losing meaning in the translation. Fifth, the use of photovoice entailed some ethical issues that despite being addressed in advance, were outside my control (Blackman & Fairy, 2019; Liebenberg, 2018, Teti, 2019).

To address the limitations and increase dependability and, in particular, to reduce the role of the researcher, I included photovoice data collection and analysis techniques. These techniques follow a specific protocol to capture authentic perceptions of the participants (Liebenberg, 2018). To attend the ethical challenges of photovoice, I participated in three days of training in PhotoVoice (PhotoVoice, 2016), a leading organization of photovoice projects. Consequently, and in accordance with Teti's (2019) recommendations, and while coordinating the interviews, I discussed with the participants issues such as avoiding photos with people, risk taking, and choice-making. The consent form, approved by Walden University's Institutional Review Board (IRB, number 04-17-20-0543501), also included this guidance.

Significance of the Study

Findings of the research added new information to scholars as well as practitioners of public policy and administration. Because CBOs are stakeholders in local urban development, they could proactively contribute to local growth (Hambleton, 2015). New knowledge gained from exploring CBO activities and outcomes within the Convened Committee context provides the foundations for public

policies regarding SUD processes. Specifically, the findings could guide policies regarding how Convened Committees can or should modify SUD policies to embrace, encourage, and cooperate with local organizations to engage in SIs. Inclusive policies can assist in reducing the negative impact of the municipal crisis and increasing the sustainability of place-based solutions (Hambleton, 2015). Alternatively, when the institutional context changes towards resuming control of the municipality over SUD, the new information can guide, elected politicians as well as administrators, the mobilization of CBOs to join these processes and foster engagement in SIs. The findings of this study also have practical applications on how to buy-in and integrate CBOs leaders in SUD projects. Finally, the findings increased understanding of the phenomenon of how an underdeveloped town such as Khôra, with a remarkably low socio-economic level of population, was able to cultivate grassroots leaders who become pioneers of novel social ideas.

Implications for Positive Social Change

CBOs in Khôra have implemented SIs through a series of positive social changes. Exploring and advancing an understanding of how and why they have engaged in these projects informs scholars and public policy and admiration practitioners on how to foster such activism and broaden the scope of future involvement in positive social change.

Accounts of social change, through engagement in SIs, are, by definition, challenging the 'more of the same' institutional attitudes, and suggest alternative solutions to social problems (Wittmayer et al., 2019). Whereas in other institutional contexts SIs are embedded in collaboration, partnership, or network with local governance, the exploration of the phenomenon in Khôra added new knowledge on

how to promote SIs when the pulling of resources power lies in CBOs. Put differently, the new knowledge supports future positive social change through SIs, despite institutional crises.

Summary

SIs emerge in various circumstances and environments (Stephan et al., 2015; Turker & Vural, 2017). SIs can create social value while providing sustainable solutions in the urban arena (Nastase et al., 2014; Pansera & Sarkar, 2016; Turker & Vural, 2017). Moreover, explicitly or indirectly, institutional context plays a significant role in the emergence of new ideas (Agostini et al., 2016; Pansera & Sarkar, 2016; Rahman et al., 2017). Hence, proactive government policies and/or the absence or weakness of effective governance can support this type of social activism.

My research explored how the perceived institutional context stimulated SIs in local organizations. I investigated how and why Israeli CBO leaders engaged in SUD innovative projects while the municipality was headed by a Convened Committee. The qualitative multiple case study supported by photovoice techniques was grounded in the conceptual framework of SI, social entrepreneurship, and institutional void theories. Findings from this study inform scholars and public policy and administration practitioners on how CBOs, as stakeholders in local urban development, may contribute to local growth. Further, new knowledge emerged on how Convened Committees can or should modify SUD policies to enhance collaboration with local organizations, encouraging them to engage in SIs, and reducing the negative impact of a municipal crisis. Finally, CBOs in Khôra have implemented SIs through a series of positive social changes. Exploring how and why

they engaged in these projects informs scholars and practitioners on how to foster such activism and broaden the scope of future involvement in positive social change.

The chapter covered a summary of my research. I provided some background information on the existing literature of the research topic, identified the gap in the literature, and elaborated on the new knowledge my research aimed to discover. I articulated the problem statement, the purpose of the research, and the RQs that will guide it; and the conceptual framework, together with the description of the intended nature of the study. I described elements that might have influenced the findings including definitions, assumptions, scope, delimitations, and the limitations of the study. Last, I discussed the significance of the new knowledge from this research and its potential contribution to positive social change.

The next chapter expounds on the current literature related to my study. The chapter encompasses information about the setting of the research, the town of Khôra, and the theoretical and empirical works on the core constructs and properties of SI and institutional void, the relationships between them, and how they are linked to the urban arena and SUD.

Chapter 2: Literature Review

Introduction

SIs occur in various conditions and settings (Stephan et al., 2015; Turker & Vural, 2017). Innovation can be perceived as a response to needs or scarcity (Angelidou & Psaltoglou, 2017; Cajaiba-Santana, 2014) or as the outcome of a "pleasurable intellectual curiosity" (Whitehead, 1917, p. 140). SIs have created social value and have tended to offer sustainable solutions in the urban arena (Nastase et al., 2014; Pansera & Sarkar, 2016; Turker & Vural, 2017). Moreover, institutional context has played a significant role in the emergence of new ideas (Agostini et al., 2016; Pansera & Sarkar, 2016; Rahman et al., 2017) where proactive government policies have supported this type of social activism (Timeus & Gascó, 2018; Turker & Vural, 2017), or, conversely, the absence or weakness of effective governance has fostered new ideas (Mair & Marti, 2007; Pansera & Sarkar, 2016; Stephan et al., 2015).

In Khôra, Israel, at least five initiatives by local CBOs can be defined as SIs that contributed to SUD. During that period, Khôra Municipality was governed by a Convened Committee and was undergoing a severe functional crisis (Bar, 2011). The local government crisis led to an institutional void manifested in a services supply gap (Rahman et al., 2017; Schrammel, 2013). The purpose of this multiple case study was to explore the CBO leaders' perceptions regarding their proactive engagement in innovative projects that advanced SUD and to understand the perceived role, if any, of the Convened Committee governing the municipality in motivating them. The choice of the research topic was grounded in Bothello et al.'s (2019) call to study further institutional context the way locals perceive it and Hambleton's (2015) call to relate innovative urban ventures to the place. Moreover, researchers have underscored the

significance of institutional context to SUD SIs and recommended further research on the causal relationship between the two (Ardill & Lemes de Oliveira, 2018; Dacin et al., 2010; Littlewood & Kiyumbu, 2018; Pansera & Sarkar, 2016; Stephan et al., 2015). Last, Pansera and Sarkar (2016) explicitly addressed the gap in the literature of SIs and recommended further studies on grassroots motivations to engage in SIs.

The chapter contains three parts. The first is background information about the setting of the research, the town of Khôra. The second encompasses theoretical and empirical works on the core constructs and properties of SI and institutional void, the relationships between them, and how they are linked to the urban arena and SUD. The last part focuses on and integrates the present theoretical and empirical information regarding the possible contextual motives, reasons, or incentives to engage in SUD innovative projects. Within contextual motives, the intention is to differentiate between personal/intrinsic and extrinsic motivations and concentrate on the latter (Scopelliti et al., 2018).

Literature Search Strategy

In searching for literature, I followed O'Sullivan, Rassel, Berner, and Taliaferro's (2017) guidance that public administration researchers search for peer-reviewed literature review articles on each concept. Not only should the articles include references to seminal works, but they also present the major research themes. To ensure the coverage of the most recent available articles, I limited the search to the last 5 years. By reviewing the resulting literature, I was able to find other articles and books that yielded additional relevant information.

Specifically, I found relevant literature by conducting online searches of Google Scholar and Walden University Library's public policy and administration

databases. In my searches, I used the following keywords: *institutional void/gap*, *Khôra* (under its original name), *motivation*, *social innovation*, *social entrepreneurship*, and *sustainable urban development*. To broaden my search, I regularly looked at results suggested by Google Scholar or journals. I found missing information from other sources, such as the Knesset's (the Israeli Parliament) research department.

Conceptual Framework

The Setting: Khôra, Israel

Limited scholarly literature exists on Khôra, Israel, a small town of 30,000 residents (Central Bureau of Statistics, 2019). At the same time, Khôra is one of many development towns in Israel and resembles the others (Dahan, 2018). Byusing literature on development towns and some non-peer-reviewed and non scholarly sources, I provide a description and an explanation of some of the backdrops against which the leaders of the CBOs established their social activism and operations.

Until 2017, Khôra had a negative population growth balance (Central Bureau of Statistics, 2019). It is situated in the south of the country and surrounded by small agricultural villages. Khôra was established in the 1950s, as part of a national security plan to settle new immigrants along borderlines (Dahan, 2018; Tzfadia & Yiftachel, 2004). It was one of more than 30 development towns that were hurriedly built in the mid-1950s without appropriate town planning, economic and employment considerations, or sustainable infrastructure (Benita & Becker, 2018; Efrat, 2009). As an urban center for the surrounding rural and agricultural area, Khôra did not have a solid economic base; it was always among the poorest Jewish towns in the country, rated at Level 3 out of 10 in the Socio-economic Index (Central Bureau of Statistics,

2019). Achievements within the education system were always mediocre, and the town suffered from a negative emigration balance, low-quality municipal services, and an inadequate physical infrastructure (Benita & Becker, 2018; Dahan, 2018; Efrat, 2009). The phenomenon of shrinking cities with negative growth indicators (Hambleton, 2015) is very rare in Israel because of the population's growth rate and the constant absorption of Jewish immigrants from other countries. Figure 1 demonstrates the negative migration balance of Khôra.

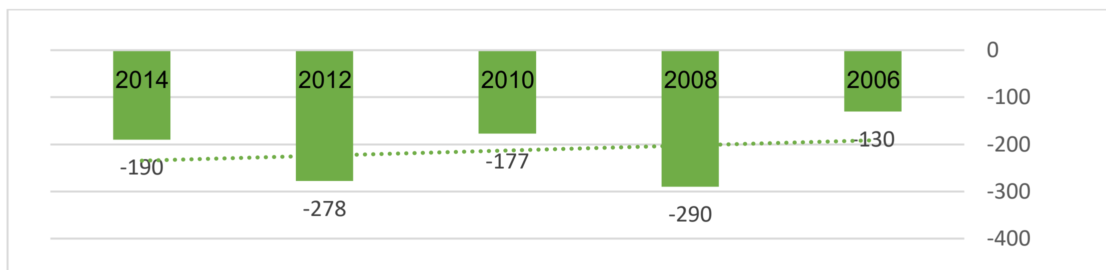

Figure 1. Khôra migration balance, 2006-2014. The balance represents the difference between people moving into Khôra and those leaving town. The data source is Central Bureau of Statistics (2019).

Over the years, the gap between this peripheral town and the country center widened. The low socioeconomic rank of Khôra and the overwhelmed local services put the municipality under the scrutiny and tighter regulation of the Israeli Ministries of Interior and Finances (Dahan, 2018). For 7 years, the local government was headed by a Convened Committee, following the accumulation of severe debts, incompetent management, and suspicions of corruption. In the wake of an inquiry, the Israeli government dismissed the elected mayor and city council and appointed a Convened Committee to replace them. The appointed Convened Committee operated the municipality under a strict financial recovery program that resulted in the municipality being able to only deliver elementary services (Bar, 2011). In 2015, after

examining the previous 5 financial years, the Ministry of Interior rated Khôra Municipality at the lowest municipal economic stability level (Benita & Becker, 2018). Reingewertz and Beeri (2018) explained that despite the politics-free environment of the Convened Committee, the financial challenges that the committee faced were a constant threat to the relations with both the residents and municipality's administrators. Moreover, Khôra was not alone. In the early 2000s, 23 city councils, 9% of the local authorities in the country, were dismissed and replaced by externally appointed officials (Reingewertz & Beeri, 2018). The Ministry of Interior (2018) acknowledged the governance challenge in many Israeli municipalities and called for a reform to foster "municipal innovativeness" that will primarily address governance and administrative problems. However, while under Convened Committee governance, local executives in these municipalities remained the same (Reingewertz & Beeri, 2018). They often shared the responsibility for the deterioration. Under these circumstances, national NGOs and newly established local nonprofits filled many of the gaps.

Nevertheless, the people of Khôra experienced a high level of social capital as more than 60 officially incorporated community organizations had been established in town (Ministry of Justice, 2019a). Putnam (2000) described how social capital tends to increase in small towns:

> Virtually all forms of altruism—volunteerism, community projects, philanthropy, directions for strangers, aid for the afflicted and so on—are demonstrably more common in small towns. Store clerks in small towns are more likely to return overpayment than their urban counterparts. People in

> small towns are more likely to assist a “wrong number” caller than urban dwellers. (p. 138)

In conjunction with the weaknesses of Khôra, the residents developed a strong sense of place and community coherence. Tzfadia (2016) argued that the strong attachment of the community to the place evolved from of its image, its location in the periphery of Israel, discrimination claims, and the frontier entrapment feelings. Dahan (2009) who examined Khôra’s elected mayors (prior to the appointment of the Convened Committee), noted that they all aggressively voiced their bitterness, continually communicating the local troubles and challenges to the national press, thus contributing to both the deprived image and community coherence. Community coherence and inner solidarity was attributed to the long and distressing process of assimilation of the first generation of settlers, the lengthy periods of unemployment, the poverty, and the distance from a powerful and prosperous center.

Despite the discouraging economic and institutional situation in Khôra, two opportunities emerged at the regional level that could change this course. The Israeli Ministry of Defense published in 2002 a national strategic plan to move several large Army bases from the center of the country to the south (Ministry of Defense, 2019). The developmental implications for the whole region were promising, though the execution of the relocation began only in 2016. The plan included new businesses, employment opportunities, delivery of additional services, new roads, superior public transport, and advanced educational programs in schools. Another opportunity was the connection of Khôra to the railway system. The train considerably shortened travel time to Tel Aviv and to Beer Sheba, the nearest large city.

Implications for the research. The setting of this multiple case study was chosen because of the unusual combination of several simultaneous innovative projects administered by CBO leaders arising in a short period of time while the municipality was headed by a Convened Committee. Moreover, these projects cumulatively contributed to Khôra's growth and sustainability. The existing literature provided information about Khôra and offered directions for further inquiry: (a) the role of the culture of incorporating local organizations to advance social issues; (b) the relationship between poverty and deprivation and the motivations to engage in SIs (Tzfadia, 2016); and (c) awareness of CBO leaders of municipal supply gaps and voids (Dahan, 2009).

Core Concept: Social Innovation

SIs as a multidisciplinary academic research topic has gained growing attention over the last couple of decades (Van der Have & Rubalcaba, 2016). Despite the rise in interest within a variety of disciplines, the literature lacks, so far, an agreed definition of the concept and clear theoretical boundaries (Angelidou & Psaltoglou, 2017; Cajaiba-Santana, 2014). To bridge the different approaches, Van der Have and Rubalcaba (2016) identified four major clusters of research communities of SIs: community psychology, local development, creativity research, and social and societal challenges. While in creativity research and community psychology the focus is on the innovative process of developing SIs, the social and societal challenges approach attention is on the social change as an outcome. Distinct from the other three, the local development research community balances between the process and the outcome. Van der Have and Rubalcaba stressed that the local development cluster

of researchers "is very much concerned with collaborative arrangements, governance and change as outcome within the local context (p. 1930)."

As meeting social needs through a change in communities and governing entities' relations is the main view of this cluster (Van der Have & Rubalcaba, 2016), the local development framework was the most relevant one in addressing the research problem and answering the RQs of this study. Hence, this section primarily focuses on the literature and current knowledge of SIs in the urban development context. Nonetheless, Van der Have and Rubalcaba (2016) have underlined that the boundaries between the frameworks are quite blurred and that many properties exist across frameworks.

Definition. The scholarly interest in SIs, is relatively recent (Ardill & Lemes de Oliveira, 2018). Despite Schumpeter's work from the 1930s that discussed innovations from a socioeconomic perspective, the systemic study of the phenomena started after the turn of the 21st century (Cajaiba-Santana, 2014). While many scholars in discussing SIs have grounded their work in Schumpeter (Cajaiba-Santana, 2014; Gregoire, 2016; Pansera & Sarkar, 2016; Van der Have & Rubalcaba, 2016), Edwards-Schachter and Wallace (2015) noted more than 200 definitions in publications from 1995 to 2014. The large variety of definitions make difficult analyzing SIs and containing them in a clearly defined framework (Angelidou & Psaltoglou, 2017).

Some scholars have viewed SIs as having two components. Lisetchi and Brancu (2014) observed that SI has a double meaning. The concept could refer to innovations that have social implications and to social processes that steer innovative solutions. Gregoire (2016) opted to break SI into two parts, social and innovation. She

used the Organization for Economic Cooperation and Development (OECD) working definition for innovation: “the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations” (p. 49). This definition incorporates Schumpeter's typology of innovation, distinguishing between product, process, marketing, and organizational innovations (Gregoire, 2016). However, the OECD definition expands the novelty dimension to include not only completely new ideas but also improvements of existing ones. At the same time, it emphasizes the materialization of the idea to differentiate it from an invention that can remain an idea that was never put into practice.

For social, Gregoire (2016) used the broad definition of the relations and conditions of the life of individuals within their society, allowing her to encompass several approaches to the concept of SI. The first approach associates social change with innovation. Accordingly, the innovation is an outcome or a condition of social change, stemming from organizational innovation transforming relations among individuals or life conditions beyond organizational boundaries. The innovation would generate a change in the social system. An alternative approach considers SI as any social change in the form of a substantial evolution, detaching SI from an economic dimension (Gregoire, 2016). Recycling and other environment-related products and services are examples of such evolutions. The third approach denotes the relations between individuals and refers to SI as a novel service that stems from a new tool that changes the way people link. The health system provides ample instances of such innovations.

Using quantitative methods, Edwards-Schachter and Wallace (2015) analyzed the linguistic characteristics of SI definitions that emerged in the 1995-2014 literature. They found that unlike previous approaches, researchers tend to use new words and concepts to describe SIs, such as *quality of life*, *solidarity*, *social cohesion*, or *civil society*. Environmental vocabulary merges with social discourse. The concept has been adopted by policy makers, governments, and international institutions as a potential answer to complex global issues such as global warming and the welfare state (Edwards-Schachter & Wallace, 2015).

Another widespread stream of definitions describes SIs in terms of needs (Angelidou & Psaltoglou, 2017; Cajaiba-Santana, 2014). Consistent with this approach, SIs are answers to unattended human demands. The novel answers satisfy social needs; the beneficiaries of an SI are a segment of general society (Ardill & Lemes de Oliveira, 2018; Bhatt & Altinay, 2013). Unlike the other approaches mentioned above, this one places society in the center and innovation as a consequence (Gregoire, 2016). Change in the social arena comes from a wish to solve a problem and could be attended by a variety of actors. Continuing this line of thought, Manzini (2014) suggested adding adjectives to better describe SIs as an effective and long-lasting solution.

To conform with the mainstream, I used Cajaiba-Santana's (2014) definition to guide this study: “social innovations are new social practices created from collective, intentional, and goal-oriented actions aimed at prompting social change through the reconfiguration of how social goals are accomplished” (p. 44).

Dimensions of social innovations. From all disciplines and approaches, the current literature on SIs agrees on two core constructs of the concept (Ardill & Lemes

de Oliveira, 2018; Cajaiba-Santana, 2014; van der Have & Rubalcaba, 2016). First, SIs incorporate change in the systems or structures of social relationships. Second, SIs attend to a social demand or solve a human need. SIs create social value by attending to a social need. Ardill and Lemes de Oliveira (2018) offered a third construct from these two: that the scale of SIs is related to their transformative impact and the involvement of diverse stakeholders.

Drawing on Mulgan, Tucker, Ali, and Sanders's (2007) initial description of the SI process, Murray, Caulier-Grice, and Mulgan (2010) have identified six stages of the development and implementation of an SI. They named the first stage *prompts, inspirations, and diagnoses* to denote the phase of the emergence of the idea triggered by an event like a crisis or a shortage and sparked by inspiration. The first stage includes framing the right question regarding the problem that will lead to its root cause. The second stage, *proposals and ideas*, is the consolidation of the idea. The third stage is *prototyping and pilots* where the novel idea is experienced and tested. The third stage allows for refining the original idea, foreseeing and removing obstacles, and networking for support. The fourth stage, *sustaining*, is the transformation of the idea from a pilot to routine practice, potentially exhausting resources to maintain the implementation of the SI in the long term. *Scaling and diffusion* is the fifth stage, spreading the novel idea beyond its current locality. The dissemination of the SI can take many shapes and forms such as emulation or a systematic provision of the know-how. The last stage is the critical dimension of any SI, *the completion of the change in the social arena* (Murray, Caulier-Grice, & Mulgan, 2010).

Mulgan et al. (2007) and later Cajaiba-Santana (2014) have pointed out that the process is not linear. Moreover, it can originate in one organization from a particular sector and end with a different organization or sector. Ardill and Lemes de Oliveira (2018) added that some SIs would skip some of the stages and that most of them will never reach the final phase of a systemic social change. The different stages of SI's development and implementation correspond with the assumptions behind its definition. For example, Schumpeter explained that innovation could emerge from a creative individual, but its implementation could take not only new forms in other places, but also improvements by other actors when imitated. Hence, an innovation should be examined within a cluster of novel ideas rather than in isolation (Gregoire, 2016). Moreover, the cluster characteristic of an innovation underlines its significant relations to institutional and organizational contexts.

An alternative dimension of SIs is the dual value of the process and the outcome (Ayob et al., 2016). Because the creator of an SI does not develop it in isolation, various actors and resources are involved in shaping it before it reaches the sustaining and dissemination stages (Murray et al., 2010). Many stakeholders give the process a participatory quality and a progression that ends in social transformation. In social transformation, Avelino et al. (2017) identified “four shades of change” (p. 4): SI, system innovation, game-changer, and narratives of change. These shades not only distinguish between levels of social transformation but also propose an original typology. Drawing on descriptions of technological innovations, Manzini (2014) offered another way to examine SIs by placing them on a map with two polarities: the process is represented by a top-down vs. bottom-up axis noting where the change

started and who its driver is; the outcome is represented on the second axis as incremental vs. radical social change.

Some studies focused on the origin and or the beneficiaries of SI (Angelidou & Psaltoglou, 2017). SIs can stem from and involve any society, sector, roles, or schemes. It could advantage one community or many. Moreover, the process of assimilation of SIs could become hybrid and/or mix groups from different locations or sectors. Likewise, SI progression could be bottom-up or top-down. Angelidou and Psaltoglou (2017) underscored that with information communication technology (ICT) available to the majority of individuals in developed countries, and to a lesser extent in developing countries, “the result is a cross-pollination of initiatives, which lies in the very heart of social innovation” (pp. 114-115).

Bhatt and Altinay (2013) explained how social capital fosters and enables the development and diffusion of SIs. First, it is often a substitute for other resources, mainly financial ones. Second, local social capital provides opportunities to discuss problems, exchange ideas, and unleash an entrepreneurial spirit. Third, an element of mobilizing and exploiting community assets for SIs resides in social capital. Fourth, social capital reduces transaction costs through trust developing within participating networks. Thus, SIs have a dimension of collective action (Bhatt & Altinay, 2013). Nevertheless, Timeus and Gascó (2018) elaborated on the requisite to avoid confusion between innovative performance and innovative capacity. Innovative performance is the result of capacity to produce innovations. Capacity at the individual, organizational, or community level refers to the ability to utilize and exploit resources to develop innovations (Timeus & Gascó, 2018).

Social innovation theory. Cajaiba-Santana (2014) presented two leading perspectives to SI. The first one was the individualistic perspective that posited the inventor at the center of the SI process and outcome. Correspondingly, an SI is the result of actions taken by a visionary person who develops a novel idea that addresses an unattended social concern. The second perspective is the structural one that emphasizes the role of context as the trigger for the emergence of SI. Later, a third combined perspective was offered to bridge between the two. Cajaiba-Santana (2014) developed a new theoretical framework based on institutional and structural theories. The two theories emphasize some of the concept's dimensions and acknowledge the non-linearity process of SIs, its iterative nature, and the role of the individual that develops a new idea. Accordingly, "social innovation is conceived as interactively influenced by both agents and social structures" (Cajaiba-Santana, 2014, p. 46). This perspective implies two constructs of the concept, the collective action as underlined by institutions and the social context in which the SI occurs.

Drawing on Cajaiba-Santana's (2014) recommendation to combine the personal and the institutional perspectives, Turker and Vural (2017) concluded that the focus of SIs analysis should be the dynamics between the entrepreneurial agent or agency and the local institutional context. They developed a model to describe where and how the institutional context influences the SI process. Turker and Vural concluded that within the institutional context there are voids that foster the development of novel ideas as solutions to social problems. However, the same novel ideas require institutional support to mature and be realized. As such, lack of accessibility or transport, exclusion of social groups, or the absence of particular

services are voids that could encourage SIs while the legal system and/or available financial resources support them (Turker & Vural, 2017)

Mulgan et al. (2007) suggested the *Connected Difference Theory of Social Innovation* to incorporate three central constructs. First, drawing on Schumpeter approach, they affirmed that SIs are not necessarily a completely new venture. On the contrary. SIs tend to be a *new combination* of existing ideas. Second, SIs usually are cutting across disciplines and organizations. Third, most SIs would create, in the diffusion phase, new captivating social relations among groups and individuals. Mulgan et al. (2007) added that their framework stresses the role of organizations and institutions in connecting ideas, visions, resources, and information. Organizations are much more critical to the process than the individuals who are the original entrepreneurs or creators of the innovation. Mulgan et al.'s framework explains why so many good ideas never ripen—because no organizations and/or institutions connect them to power sources. Similar to economic growth, social progress depends on the density and quality of the connections and on the caliber of the connectors (Mulgan et al., 2007).

Using the *bottom of the pyramid* (BOP) concept from economics, Pansera and Sarkar (2016) developed the *innovation at the BOP* theoretical framework. BOP refers to the base of the economic pyramid where scarcity designs the rules of survival and the population lives on less than two dollars a day. These areas exist primarily in developing countries but could be found in certain parts of developed countries. Further, these areas are underserved and excluded from the world's markets. Pansera and Sarkar claimed and demonstrated in a multi-case study that grassroots at the BOP were able to develop SIs that had three functions: the grassroots SIs, which tended to

be frugal in nature, answered an unmet local need, empowered the local community, and contributed towards sustainability long-term goals like inclusion or the reduction of poverty. Pansera and Sarkar (2016) also identified the coinciding space of the three functions as the place where grassroots at the BOP managed to create and circulate new knowledge.

Ardill and Lemes de Oliveira (2018) have expressed some concerns regarding the absence of an agreed understanding of what SIs can be or accomplish. They fear that the lack of it might impede future theoretical development of the topic. Angelidou and Psaltoglou (2017) concurred with them and added that the ambiguity is not entirely negative as it leaves room for different interpretations.

Social innovation and sustainable urban development. Because communities worldwide are expecting a more innovative environment to handle demands for improved quality of life, to cope better with competition, cities and towns have been the birthplace and the subject of SIs' opportunities relating to sustainable development (Hambleton, 2015; Ministry of Interior, 2018; Timeus & Gascó, 2018). SIs are required to facilitate the transformation from unsustainable and resilience-threatening models of living to sustainable ones (Angelidou & Psaltoglou, 2017). Thus, the quest for sustainability to manage urban challenges like air pollution or poor local economy is oftentimes the driver of local development accelerated by SIs. In fact, "social innovation is inherently 'local', as solutions deployed at one place may not be a good or relevant fit for other places" (Angelidou & Psaltoglou, 2017, p. 116). The topic also attracted many researchers, and hundreds of studies have been published on SIs and the urban arena or SUD (Ardill & Lemes de Oliveira, 2018).

Practitioners in local governments, NGOs, and communities are also concerned with introducing SIs into SUD processes. The laureates of The Lee Kuan Yew World City Prize (2019) are best-practice examples. The Prize is an international award for exceptional contributions to the making of livable and sustainable urban communities. All recipients and specially mentioned cities have involved outstanding SIs (Lee Kuan Yew World City Prize, 2019). For example, Hamburg, Germany planned a new quarter on brownfields hanging six meters above the river water level to cope with on-going overflows, while Tokyo, Japan, has developed a transportation system that requires no more than a ten minute walk from anywhere in the city (Zengkun, 2018)

One of the seminal works of the research community of urban development and innovations was *Innovative Cities* edited by Simmie (2001) where five large European urban centers served as the display place for different types of innovations. In urban centers, the authors referred to institutional context, international trends, and local systems that underpin institutions. The innovations in these five centers attributed a large part of their economic growth and the increase over time in their national and international economic importance (McCann, 2004).

Unlike other types of innovations, SIs are directly connected to SUD in the satisfaction of human needs (Ardill & Lemes de Oliveira, 2018). The relationships between SIs and SUD are the subject of numerous studies (Pansera & Sarkar, 2016; Van der Have & Rubalcaba, 2016). While Edwards-Schachter and Wallace (2015) noticed that numerous studies about SIs published from 1950 referred to local sustainability, only since 1995 have scholars explicitly deployed SUD vocabulary.

Angelidou and Psaltoglou (2017) have given three explanations of the urban context of SIs related to sustainable development. Cities and towns vigorously promoted resource sharing, the first step to facilitate sustainability. Next, traditional solutions to problems that did not satisfy local residents encouraged engagement in a search for local-based solutions. Finally, involvement in local solutions for local challenges encompassed inducing economies of scale when generating local and spatial knowledge (Angelidou & Psaltoglou, 2017).

Hambleton (2015), who studied in-depth the relationships between place-based leadership and innovation, designed a model that describes the zones of potential innovative activity. Accordingly, where local political, managerial, business, and community leaders interact form innovation zones. The model has been applied to many innovation cases worldwide but it does not illustrate what happened in Khôra. Hambleton (2015) underscored the central role of the local civil society leaders as the spearhead of innovative social changes.

Ayob et al. (2016) noticed that in recent years an SI dominant stream of research employs the concept in the context of social and power relations. Because the studies relate to empowerment of citizens as the way to satisfy their needs, the explicit or hidden assumption is that these processes do not occur in a vacuum. They are place-based and involve both civil society and governing institutions. Moreover, collaboration and co-production at the local level are necessary to advance these processes. The outcome beyond SIs' social impact is a less hierarchical power relations local system (Ayob et al., 2016).

Further to Ayob et al. (2016), Ardill and Lemes de Oliveira (2018) have identified three subgroups of research interests within the larger topic of SIs and

SUD: (a) spatial planning and community development where SI is a mechanism originating from public participation to advance social change through equitable development; (b) governance that relates to SIs by means of engaging in problem-solving for purposes of social cohesion and integration; and (c) co-production and service design where SIs foster sustainability as a collaborative effort. Yet, two themes cut across these subgroups. Foremost, the place-based end users' collaboration is part and parcel of collective choice, innovation, and change. Further, the dimensions of public participation, civic empowerment, equity, inclusion, and emulation, are integrated with the process and the outcome of SIs in the urban arena (Ardill & Lemes de Oliveira, 2018).

Odendaal (2007) elaborated on how urban space informs innovative practice in developing countries. Some scholars have held a neo-liberal position and discussed the link between effective governance and economic growth (Ardill & Lemes de Oliveira, 2018). Others have looked at the various dimensions of urban development and how they influence innovative performance. In that sense, innovations in the urban space are related to the local community, economy, culture, environment, and political system. Timeus and Gascó (2018) added that a dominant actor with potential innovative capacities is the local government. They also concurred with Odendaal (2007) on how developments in advanced ICT systems and the consumption of these systems are often a source of innovative practice in the city (Timeus & Gascó, 2018). However, as far as developing countries are concerned, they suffer from an inadequate infrastructure that is negatively related to SIs. Alternatively, the urban space of older cities provides opportunities for gentrification and renovation projects. These projects offer a platform for innovations as well as for sustainable development

mainly because of the multidisciplinary nature of the ventures (Odendaal, 2007). Further, the urban arena allows for institutions and agencies to thrive and feed one another or follow a path of fighting bureaucracy and an unsupportive economic environment. Either way, the two extremes support the engagement in SIs through communities of practice with local government playing a major role (Odendaal, 2007).

The urban setting offers some noteworthy catalysts of SIs. Bhatt and Altinay (2013) discussed the role of local community social capital and how it is leveraged in nurturing the development and the enactment of SIs. Hambleton (2015) focused on local leadership and its multi-level structure. As such, the leaders of CBOs, NGOs, and local grassroots represent civic leadership. “The neighbourhood activist or social entrepreneur can make a significant contribution to place-based leadership alongside the strategic efforts of, say, the city mayor” (Hambleton, 205, p. 5). Timeus and Gascó (2018) examined how i-labs (laboratories dedicated to the development of innovations) develop their capacities to expand their innovative aptitudes. They explored four such laboratories in Barcelona, Spain, and revealed a few causal variables of innovative capacities. The separate *innovative unit* allowed for effective knowledge management, the development of tailor-made human resources strategies, and the extensive use of advanced technologies (Timeus & Gascó, 2018). The existence and success of the Barcelonan i-labs influenced the local government. Contrary to the researchers' anticipation, once the i-labs started to deliver novel solutions for the city, the local government staff felt that pursuing novel solutions was no longer their responsibility and, effectively, stopped searching and developing new solutions to pressing urban challenges (Timeus & Gascó, 2018). Angelidou and

Psaltoglou (2017) observed that using ICT in SUD projects supports the development and the spreading of related SIs. The use of ICT contributes to blurred boundaries between producers and users, creating diverse SI urban ecosystems. Last, the urban space of old cities generates opportunities for redevelopment. These projects act as workshops and test sites for SIs that promote SUD (Odendaal, 2007).

The Israeli Ministry of Interior (2018) in charge of all municipalities has encouraged local governments to engage in what they term *municipal innovations*. The Ministry of Interior has wanted to separate and emphasize the role of municipality administration in fostering a creative environment to develop new solutions to governance and managerial challenges. The challenges that the municipalities have faced changed dramatically in the last decade to the extent that they must be proactive in their search of novel solutions (Ministry of Interior, 2018).

Grounded in a prolonged study, the Ministry named four interrelated reasons for the radical changes: (a) the fast urbanization process of many cities and towns in the country; (b) the high complexity of the current administrative issues; (c) a governance crisis at the municipal level in a rising number of municipalities; and (d) a growing supply demand from the residents. At the same time, the study found that municipalities have some inherent qualities to support innovativeness (Ministry of Interior, 2018): (a) the Israeli municipalities obtained a wide span of control over local development; (b) they extensively utilized ICT; (c) municipalities operated in a cultural environment that expects creative thinking and innovations; (d) the period of 5 years between local elections was sufficient to develop and implement innovations; (e) they would have had the authority to provide access to entrepreneurs to local infrastructures for experimenting with new ideas; and, finally, (f) municipalities were

continually undergoing professionalization processes to establish new expectations and compete more effectively.

The Ministry of Interior (2018) argued that competition between cities and the professionalization of the municipalities' administrations inspired innovations. Nonetheless, local innovation had to overcome barriers and obstacles such as restricted financial resources, organizational bureaucracy and politics, regulation, a fear of change, or inadequate communication with other stakeholders.

Social entrepreneurship. Closely related to the concept of SI is the notion of social entrepreneurship (Lisetchi & Brancu, 2014). Like SI, the social entrepreneurship phenomenon has been of interest in much of the last century; yet it has developed academically only over the last five decades (Saebi, Foss, & Linder, 2019). While academics have not agreed on a definition, Conway Dato-on and Kalakay (2016) who analyzed numerous social entrepreneurship definitions, noticed that the three most frequent embedded terms were innovation, social value, and sustainability. Hoogendoorn (2016) had a more theoretical approach, including in the SE properties' cluster the social entrepreneur, social value, and social enterprise. Such an approach encompasses the process, the actor, and the outcome. However, Hoogendoorn's definition excludes the innovative quality of the initiative. It also places SE at the individual level, thus, leaving out organizations and businesses of all types. Zahra, Gedajlovic, Neubaum, and Shulman (2009) captured all elements and suggested that "Social entrepreneurship encompasses the activities and processes undertaken to discover, define, and exploit opportunities in order to enhance social wealth by creating new ventures or managing existing organizations in an innovative manner" (p. 522). Noticeably, they introduced *social wealth* instead of *social value* to

emphasize the possibility of attaining tangible economic gains. Further, Zahra et al. (2009) referred to the innovative nature of the social venture in a way that blurs the boundaries between SIs and social entrepreneurship. Conversely, Light (2006) explicitly apprehended the presence of diverse social entrepreneurship actors and patterns of activism to achieve desirable social change, and employed the notion "pattern-breaking ideas" (p. 50) to avoid using *innovation*. Light aimed at comprehensive processes, thus excluding small-scale social entrepreneurship such as might exist with CBOs in small towns.

To ensure that the definition is inclusive, and distinguished from SIs, this study refers to social entrepreneurship using Light's (2006) phrasing, omitting the words large-scale and significant: "A social entrepreneur is an individual, group, network, organization, or alliance of organizations that seeks sustainable [, large-scale] change through pattern-breaking ideas in what or how governments, non-profits, and businesses do to address [significant] social problems" (p. 50).

Social innovation and social entrepreneurship. SIs and social entrepreneurship were perceived by many as theoretically and empirically interrelated concepts (Cajaiba-Santana, 2014; Phillips, Lee, Ghobadian, O'Regan, & James, 2015). Lisetchi and Brancu (2014) explained that SI is a central construct in social entrepreneurship because every social entrepreneurship, by definition, is SI. Researchers who did not accept this broad definition have never denied the interrelations but denoted them to the economic, institutional, or structural facets of social entrepreneurship (Cajaiba-Santana, 2014; Lisetchi & Brancu, 2014). SI and social entrepreneurship share many overlapping properties. Both concepts have been employed to describe opportunity exploitation when engaging in processes of solving

unattended social problems (Phillips et al., 2015). Lisetchi and Brancu (2014) have elaborated on how these properties are interconnected at the organizational level: "social entrepreneurship generates new types of hybrid organizational forms, which are SIs such as public-private partnerships or community partnerships involving public authorities, private companies and citizens" (p. 92).

Despite both appearing as synoptic, recognizable differences between SI and social entrepreneurship exist (Melro & Oliveira, 2017). While SI can be considered as an episode or an occurrence, Melro and Oliveira (2017) suggest that social entrepreneurship represents a way of thinking, a mindset. Furthermore, whereas social entrepreneurship can be considered as a stable and more sustainable practice, Melro and Oliveira suggested that SI appears more dynamic and related to new products or services. Melro and Oliveira (2017) clarified that numerous researchers studying social entrepreneurs add a vision of economic payback from the social mission.

Social innovations, social entrepreneurship, and institutional void. Institutional void primarily occurs when the government and the market fail to provide much-needed services or products (Hoogendoorn, 2016). Institutional void has been a widespread phenomenon in developing countries but is not restricted to them (Rahman et al., 2017). The next section on the research context elaborates more on institutional void.

Scientific knowledge on the relationship between SI and institutional void is continually growing. Empirical studies have examined the link in specific countries or regions like India (Mair & Marti, 2007), Kenya (Littlewood & Kiyumbu, 2018), or Turkey (Turker & Vural, 2017). Alternatively, studies have looked at certain domains such as sustainable development (Pansera & Sarkar, 2016), technology (Pansera &

Owen 2015), or emergency management (Rao-Nicholson, Vorley, & Khan, 2017). Researchers have confirmed the causal relation between the context of institutional void and SIs and social entrepreneurship, and explained how the context of institutional void fosters the development of novel ideas to address unmet social challenges. Dacin et al. (2010) asserted that the motivation to engage in social entrepreneurship increases in places where formal institutions do not resolve social problems. Zahra et al. (2009) revealed that the demand for social entrepreneurship rises in inverse ratio to the level of government's capacity to act.

Contrary to other studies, Stephan et al. (2015) found that, in practice, social entrepreneurship is more extensive when institutions are proactive and support social entrepreneurship. Turker and Vural (2017) concurred with Stephan et al. (2015) and underscored the duality of the institutional context. Whereas institutional void is largely recognized as a context fostering SIs, institutional support must be present (Tirker & Vural, 2017). They insisted that the two institutional conditions are simultaneously needed to encourage SIs. Turker and Vural (2017) explained that SIs and social entrepreneurship could emerge as a response to scarcity, triggered by the government or other official establishments. However, they underlined the role of legal and financial frameworks that formal and informal institutions could offer to develop the initiative.

Implications for this research. To conclude, the concept and theory of SI, as well as empirical research, have attracted the attention of scholars from various disciplines (Ardill & Lemes de Oliveira, 2018; Edwards-Schachter & Wallace, 2015; Van der Have & Rubalcaba, 2016). SIs are also appreciated by practitioners as they tend to produce sustainable solutions to social problems (Edwards-Schachter &

Wallace, 2015; European Commission, 2014: Howlett et al., 2017). The existing literature on SIs has a few implications for this research: (a) provides acceptability to study CBOs as part of the (general) civil society (Ayob et al., 2016; Hajer, 2003; Hambleton, 2015; Edwards-Schachter & Wallace, 2015), supports a focus on SUD projects (Ardill & Lemes de Oliveira, 2018; Timeus & Gascó, 2018), and validates inquiry into the effects of institutional void context on the motivation to engage in SIs (Hoogendoorn, 2016; Rahman et al., 2017; Rao-Nicholson et al., 2017); (b) confirms the adequacy of determining some of the SUD projects in Khôra as SIs (Pansera & Sarkar, 2016; Van der Have & Rubalcaba, 2016) and focusing on the entrepreneur/ entrepreneurship as the unit of analysis (Cajaiba-Santana, 2014); (c) highlights some theoretical views that do not apply to Khôra such as approaches that underpin collaboration between different types of local stakeholders (Ayob et al., 2016, Hambleton, 2015); and (d) suggests a few factors that should be examined as they may be relevant to answering the RQs. These variables include the extent of social change as a result of the application of SI (Murray et al., 2010), social capital (Bhatt & Altinay, 2013), bottom-up social activism (Manzini, 2014), and the centrality of the organization in the development and implementation of the new initiative (Mulgan et al., 2007).

The Context: Institutional Void

Institutional theory developed by Scott (1995) and North (2005) maintains that individual behavior "is shaped jointly by the constraints, incentives, and resources provided by formal and informal institutions, which can be more or less compatible with each other" (Stephan et al., 2015, p. 309). Institutional theory also argues that the environment in which formal and informal institutions operate affects their actions

and structures (Rottig, 2016). In practice, the institutional environment determines the rules of the game and sanctions on individuals, communities, organizations, and businesses that do not comply. By and large, scholars differentiate between formal and informal institutions. Interpreting North (2005), Rahman et al. (2017) clarified that formal institutions are hierarchical, rulemaking, and law enforcement organizations. Informal institutions are the unwritten rules of conduct, habits, and norms that exist in the environment of formal institutions.

Institutional theory serves as the background for the next two sections, a local institutional crisis and institutional void as a private case of an institutional crisis. Richards, Smith, and Hay (2014) defined an institutional crisis as a challenge of the status quo in various ways and areas. They distinguished between a critical crisis of supply when the government cannot deliver and a conservative crisis of demand where the citizenry's expectations are growing and overload the institutions. In the section on institutional void, the focus is on the former in situations of institutional malfunctioning to the extent of inability to meet the institution's mission and goals.

Examining a lengthy crisis through the lens of the institutional perspective, emphasizes the significance of the “overarching values that give meaning and understanding to political processes” (Pierre, 1999). Furthermore, because institutions derive their legitimacy from sovereignty, they entail authority and accountability alongside a reactive and proactive approach to social or economic public processes. As the largest employer and or the largest consumer, and as the organization that holds exclusive legal powers in the urban arena and even more so in small towns, the local government is a major stakeholder of social or economic public processes

(Parker, 2015). Hence, a functional crisis of an institution such as a municipality might create considerable supply gaps and voids.

Convened Committee. In Israel, local authorities that undergo a severe functional crisis might face the appointment of a Convened Committee to manage the municipality as a replacement for the elected mayor and city council members (Carmeli et al., 2008). In order to neutralize local leadership that failed to properly administer the municipality and deliver sound services to the residents, Israeli law provides the Minister of Interior an extreme intervention measure (Reingewertz & Beeri, 2018). The law sets the conditions to imply this power after a formal inquiry is held. The conditions include situations where city council is non-operational such as in the absence of a political majority, when the municipality fails to perform and supply statutory services, when the municipality incurs severe debts, or when criminal activities are suspected (Bar, 2011; Carmeli et al., 2008).

While other types of government interventions only limit the elected mayor and the city council in certain ways, their removal from office dramatically restrains the autonomy of the municipality (Reingewertz & Beeri, 2018). The Minister of Interior appoints a Convened Committee and limit its term, usually until the next local government elections. The Chair of the Convened Committee receives all the official authorities of an elected mayor, and the committee bears all the legal obligations of an elected city council. Such an extreme measure undermines local democracy and compromises the right of residents to have representatives of their choice. Hence, the Israeli Minister of Interior would appoint a Convened Committee as a last resort after exhausting other options such as appointing an assigned local tax collector or an attendant supervisor accountant to perform a recovery plan (Carmeli et al., 2008).

Israeli law does not specify the qualifications of the Convened Committee members and leaves its manning to the discretion of the Ministry of Interior (Reingewertz & Beeri, 2018).

Nevertheless, the appointed government officials are free of local political considerations which allows them, ideally, to follow professional decision-making processes. The Convened Committee members have no obligations towards the local public, and they can seek support and assistance from the Ministry of Interior that appointed them (Carmeli et al., 2008). Reingewertz and Beeri (2018) elaborated on further advantages of appointing a Convened Committee as an opportunity to improve the municipality-government relations and increase trust. They added that a local politics-free environment could also establish the platform for new partnerships with NGOs, CBOs, and local businesses. On the other hand, Convened Committee members might face several challenges. First, there is almost always an acute financial crisis to attend and the Convened Committee is expected to take measures to reduce the deficit like increasing local taxes, dismissing employees, and or cancelling or downgrading municipal services. Second, the Convened Committee members might face hostility from dissatisfied municipality employees and residents. Last, a weak capacity at the municipality executive-administrative level might stand as a barrier to changing the organizational culture and customs to deliver adequate services (Carmeli et al., 2008).

Reingewertz and Beeri (2018) found that Convened Committees in most of the cases of in the first decade of this century were successful at reducing the deficits and improving the financial performance of municipalities. They identified a pattern of retrenchment and repositioning as common managing strategies. Retrenchment

involved seeking stability by reducing the range of municipality activities. Repositioning was about rechanneling resources within the organization to increase effectiveness. Reingewertz and Beeri’s (2018) findings must be taken with caution as their study did not allow sufficient time to incorporate and analyze longer-term implications. Further, financial performance cannot be the only indicator to examine the effectiveness of Convened Committees. Neither Carmeli et al.’s (2008) nor Reingewertz and Beeri's (2018) research referred to the fate of institutional voids that existed prior to the appointment of Convened Committees.

Institutional void. Institutional void emerged from economic, organizational, and management studies (Bothello et al., 2019). Khanna defined it as “lack [of] institutions that can help facilitate market transactions” (Gao, Zuzul, Jones, & Khanna, 2017, p. 2). In other words, institutional void is the absence of credible and accessible information typically supplied by institutions that might avert elementary economic action and communication. Such an institutional configuration characterizes non-Western markets where regulative parties are scarce or have a bad reputation and implies that fundamental to quality economic performance is institutional effectiveness. Khanna's original perception of the institutional role referred to the regulation of the rules of the game (Bothello et al., 2019). In later publications, Khanna and his associates extended the concept to include shortages in physical infrastructure, capital, transport, or communications. Still, the voids persistently refer to formal institutions (Gao et al., 2017).

Hajer (2003), in his seminal research, named his article “polity without policy” (p. 175) to present a discussion on institutional void and public policy. Hajer argued that new forms of policy making are challenging formal institutions and are

shaped by new technologies or by new actors such as transnational entities or civil society. Unlike Khanna, Hajer (2003) regarded institutional void as an outcome of the weakening of the state and its inability to deliver public policies on its own. Hajer suggested that institutional void occurs when there were “no generally accepted rules and norms according to which policy making and politics is to be conducted” (p. 175). Hajer (2003) observed a dual dynamic where actors design and deliver public policies alongside the formal institutions of the state. He provided several examples to illustrate how new actors step-in in places where the government fails and how what starts as a protest becomes a leading public policy. The examples also underscore how the context of policy making and policy-providing has expanded with new procedures of decision-making and participation, and the acceptance of authority and legitimacy.

Mair and Marti (2007) broadened the use of the concept to encompass cultural constructs. In their definition, institutional void could be failing to meet expectations due to weakness or absence. By this expansion, they added some cognitive and normative dimensions to institutional void. Schrammel (2013) noted that a few more researchers referred to institutional void as incorporating more than just Khanna's regulative dimension.

Schrammel (2013) based his theoretical discussion on Mair and Marti's (2007) definition and suggested clustering to bridge voids in non-Western markets. Bridging the voids became a challenge for multi-national corporations and aid agencies. The literature offered several schemes, such as strategic alliances, networking, or social linkages that are similar in their horizontal direction to overcoming an institutional void (Turker & Vural, 2017). Schrammel presented a framework that can assist in analyzing institutional void. Accordingly, institutional voids can be broken into sub-

functions that a group of diverse capacities could replace. For example, Schrammel (2013) suggested "Encouraging new business formations [,] Support in writing grant proposals [, and] Access to (venture) capital" (p. 121) to bridge the void that Khanna identified as *capital provision*.

Either way, an agreement exists that institutional void denotes the lack or the weakness of the ruling bodies, as well as the absence of accepted rules of the game between formal and informal institutions (Rahman et al., 2017). Therefore, some collective choices tend to be detached from the governing institutions (Dacin et al., 2010; Mair & Marti, 2007; Zahra et al., 2009). These characterizations are controversial.

Due to a patronizing Western standpoint, Bothello et al. (2019) disapproved of Khanna's conceptualization of institutional void, reproaching him and colleagues who embraced his approach. They reviewed other organizational and institutional definitions of institutional void, ranging from *institutional swamp*, via *governance gaps* to *interfacing institutional orders*. Bothello et al. (2019) noticed that these concepts acknowledge the pluralism of institutions such as family, culture, or religion, and accredit the voids to the conflict occurring from the different orders they try to establish. Nevertheless, Bothello et al. suggested that the concept of institutional void, again, was reformulated from a patronizing Western standpoint, and preferably should be omitted from academic discourse. Instead, they offered to include in the study of markets informal actors, a diversity of market's goals (happiness, equity, etc.), a familiarity with the local institutional context, and the involvement of local scholars.

Ahen and Amankwah-Amoah (2018) were more radical and denied the existence of institutional void per se. Though differentiating between Western and

African institutional contexts and advocating for equitable resource distribution by external actors, they also were viewed as patronizing. They proposed that in institutional void "there is an institutional difference outside the paradigm of expectation… policies and strategies must adapt to the evolutionary dynamics of the context" (p. 18). They preferred to address the institutions as weak to the extent that they have no bargaining power and that they create a climate of abuse by outsiders.

Regardless of the criticism, scholars worldwide have identified institutional voids in Western countries and economies. Rahman et al. (2017) described two cases, in Canada and South Korea. In Canada, the central government left northern Aboriginal communities to decide about the rules of self-governing using informal institutions such as the local Chief. In South Korea, the voids became apparent in the regulation of fisheries. A crisis revealed that local communities set the fishing rules to satisfy what they identified as the wish of the local public (Rahman et al., 2017). Hadari and Turgeman (2018) found that Israeli public diplomacy was non-existent when it came to designing policies to protect the country's image in the world; the Israeli Army has partially filled this void.

Institutional void and social innovations. Despite the critics of the institutional void concept, many scholars have identified or agreed on the advantage of such a context vis-à-vis social entrepreneurship and SIs. Dacin et al. (2010), Mair and Marti (2007), Pansera and Sarkar (2016), Stephan et al. (2015), Turker and Vural (2017), and many more have confirmed that institutional void fostered SIs and social entrepreneurship in response to unmet social needs. Dacin et al. (2010) asserted that the motivation to engage in social entrepreneurship increased in places where formal institutions did not attend to social problems. Zahra et al. (2009) added that the

demand for social entrepreneurship rose in inverse ratio to the level of government's ability to act. Conversely, Stephan et al. (2015) found that social entrepreneurship was more extensive when institutions were active and supported SE.

From a theoretical point of view, Mair, Marti, and Ventresca (2012) have considered institutional void as an *analytical space*. They claimed that identifying these spaces could point to the areas and topics that need addressing, expose the formal and informal actors, and introduce the meaning that each actor gives to institutional void. Mair et al. (2012) stressed that while focusing on institutional voids, it is possible to detect local individuals and sub-communities that rise to the opportunity of improving the situation.

Institutional void in the urban arena. In the urban arena, Rottig (2016) observed a greater power of informal institutions in an institutional void environment. To act effectively, external actors who wish to perform in such a context must locate the local informal power holders. These leaders "understand the impact and relevance of informal institutions, are embedded in local networks [,] and so have access to the crucial resources" (Rottig, 2016, p. 10). Furthermore, the local leaders could take the role of mediating and convert the challenges into opportunities for entrepreneurship to fill the institutional void (Rottig, 2016). Demazière (2018) identified a severe deficiency in local institutional void in the context of urban development. He examined a couple of sustainable strategic planning processes in France and concluded that it is impossible to develop sustainable strategic plans in an institutional void environment. While all stakeholders should take part in strategic planning, Demazière argued that local government is a central stakeholder in facilitating, regulating, and implementing SUD. Demazière's conclusions demonstrated how the

phenomenon in Khôra where CBOs managed SUD projects independently is unique. These conclusions reinforce Stephan et al.'s (2015) assertion about the role of the local government as the facilitator of SE.

Institutional void in Israeli municipalities. Menahem and Stein (2013) set forth how municipalities of low socio-economic towns in Israel, like Khôra, coped with the *hollowing out of governance* where the state relies on non-public actors to deliver welfare services at the local level. Menahen and Stein (2013) argued that the structure of resource allocation by the central government pushes the local governments to create networks with national non-profits. In this process, partners within the networks frequently operate in an institutional void of no clear rules or norms. These circumstances force the partners, separately and/or as a network, to design the rules of the game (Menahen & Stein, 2013).

In reality, low socio-economic towns could establish networks of low capacity, poor expectations, and poor performance (Menahen & Stein, 2013). To illustrate, local welfare services in deprived towns in Israel are limited in negotiating funding terms and conditions with the government, philanthropy, or non-profits. The municipalities lose their steering power, and instead of delivering locally tailor-made services, they accept or decline whatever is offered (Menahen & Stein, 2013). Further, the networks that are created to deliver welfare services are not strategic ones that encompass a diversity of stakeholders, but rather a 'no choice' position). In this environment and atmosphere, local community entrepreneurs could step-in and fill some of the gaps (Menahen & Stein, 2013).

Implications for this research. Institutional void is an overarching concept describing an institutional deficiency (Bothello et al., 2019; Mair et al., 2012; Zahra et

al., 2009). The literature allowed for several degrees of severity of this deficiency and flexibility with its interpretation. Further, it referred to multiple levels of institutional void analysis (Rottig, 2016; Schrammel, 2013; Turker & Vural, 2017). While the concept could define developing countries and emerging economies, the focus of a single study could be national, regional, or local or a subject matter, even in a Western context (Hadari & Turgeman, 2018; Rahman et al., 2017).

The existing theoretical and empirical knowledge on institutional void stipulates the foundation for examining the perceived context and the role of the Convened Committee in Khôra in describing the engagement of CBO leaders in SUD SIs. First, it confirms the validity of the chosen theoretical conceptualization for the research and the assumption that a degree of institutional void in Khôra existed. While the municipality was governed by the Convened Committee, it delivered a limited range of services, creating supply gaps.

Second, the current studies highlighted the necessity to explore voids alongside support efforts by the municipality (Demazière, 2018; Stephan et al., 2015). In particular, the research addresses the perceived facilitator role of the municipality by CBO leaders, and inquires whether it had any influence on CBO leaders' decision to engage in SIs. Third, the institutional context in Khôra consisted of not only the municipality but also the embedded agencies, the CBOs, and informal institutions like local culture and local institutional traditions. Any data collection and analysis includes these components of the institutional context. Last, institutional void's existence is not brief. Therefore, institutional void in Khôra did not start on the day that the Convened Committee was appointed, nor did it disappear overnight after the municipal elections. When collecting the data about how and why CBO leaders

engaged in SIs, I increased the time frame of the research beyond the period of the Convened Committee governing Khôra.

Central Proposition: Contextual Stimuli and Motivations to Engage in Social Innovations

Understanding what motivates public administrators to engage in developing and implementing innovative ideas is one objective of policy process theory (Berry & Berry, 2017). The intention was to discover stimuli and motivational factors that influence or trigger the behavior and actions of social innovators (Ryu & Kim, 2018). Though personal drives are beyond the scope of this study, an important analytic framework comprises intrinsic versus extrinsic motivation (Scopelliti et al., 2018). Intrinsic motivation is doing something because it is personally interesting or enjoyable, while extrinsic motivation is doing something because it leads to a positive outcome. Germak and Robinson (2014) have identified five motivations of the two types among nascent social entrepreneurs: personal fulfillment, helping society, nonmonetary focus, achievement orientation, and closeness to the social problem. They insisted that social entrepreneurs must have a blend of these motivations to "engage in social entrepreneurship rather than remain in their respective fields and occupations" (p. 18).

Drawing on Ryu and Kim's (2018) description of motivation and on the approach that institutional context may influence individual behavior (Stephan et al., 2015; Turker & Vural, 2017), the focus of this chapter is on contextual factors that motivate CBO leaders to engage in SIs. SI theory posits that social entrepreneurs and innovators tend to focus on advancing solutions to unattended social challenges (Cajaiba-Santana, 2014; Light, 2008). When formal sovereign institutions face a

severe crisis and cannot meet the challenges, entrepreneurs are inclined to step in and support, provide relief, or develop a novel solution. Mair and Marti (2007), Dacin et al. (2010), and Bothello et al. (2019) provide examples of pertaining to such a crisis as an institutional void. They concluded that dimensions within the context of institutional void foster social entrepreneurship and SIs and motivate individuals and organizations to engage in the development and implementation of social entrepreneurship and SIs.

Researchers have agreed that the prevalent contextual determinant of motivation to engage in SIs is the severity or acuteness of the problem to be solved (Berry & Berry, 2017; Dacin et al., 2010; Mair & Marti, 2007). Mair and Marti (2007) highlighted the significance of the local interpretation of the social challenge and its impact on the community. Other, often coinciding, sources of motivation were "periods of opportunity for innovation" (Berry & Berry, 2017, p. 271) such as the appearance of a new actor, an unusual event, or a crisis. These periods tended to generate awareness of a problem and attract the attention of entrepreneurs.

Zahra et al. (2009), who inquired how social entrepreneurs recognized an opportunity, have offered a typology. (a) The social bricoleur who has the tacit local knowledge that leads her or him to intuitively identify the opportunity. The bricoleur would have the expertise and the knowledge of the existing local sources and will improvise to fit them to the opportunity. (b) The social constructionist who is preoccupied by the "holes in the fabric of social systems" (Zahra et al., 2009, p. 525), and consequently is alert to opportunities. Once the opportunity emerges, and if not attended by another actor, the social constructionist will plan and develop innovative services or products. Oftentimes, the social constructionist will establish an

organization as part of the entrepreneurial effort. (c) The social engineer that is mindful of systemic social challenges and wishes to redesign the social fabric. For the social engineer, the emergence of the social problem is the opportunity (Zahra et al., 2009).

The presence or the absence of financial resources to support research and development of novel ideas is a consideration in the aspiration to advance innovation. Hoogendoorn (2016) observed a significant relationship between government expenditure and the number of social entrepreneurships. Stephan et al. (2015) stressed that formal or informal accessibility to governmental resources could be decisive for engaging in SIs. Mahmuda, Baskaran, and Pancholi's (2014) findings revealed that direct (micro) financing to reduce extreme poverty by the central government of Bangladesh, fostered the development and the implementation of SIs by individuals as well as by grassroots organizations. Berzin, Pitt-Catsouphes, and Gaitan-Rossi (2015) discovered that leaders of human services' nonprofits who had concerns about the organizations' access to financial resources contributed to the engagement in SIs. In these circumstances, the SIs were social enterprise programs that often benefited the organization as well as the participants in the program. From another perspective, Berry and Berry (2017) presented contradicting findings regarding the impact that the aspiration to set a new agenda by designing innovative policies has on the entrepreneur's motivation. Regardless, engaging in SIs is a means to maintain influence on followers by responding to their needs.

Turker and Vural (2017) concurred with Stephan et al., (2015) and Hoogendoorn (2016), and highlighted the duality of the institutional context. While the institutional void is largely recognized as fostering SIs, the other side of the coin is

institutional support. Turker and Vural insisted that both institutional characteristics were needed simultaneously to motivate an individual to engage in SIs.

Newth and Woods (2014) observed that alongside formal and informal institutions, the SIs' context incorporates the organizational, societal, and market environments. While the institutional context infers regulatory parties that control access to resources, the organizational context implies the legal form and governance of the SI agent. Newth and Woods elaborated on the role of the economic and social forces in shaping the context in which the entrepreneur operates. For example, the intensity of competition, stakeholders' priorities, or cultural imperatives would impact the motivation in both negative and positive ways.

Ulug and Horlings (2019) identified further such contextual stimuli. They stressed the significance of knowledge as another resource that supports engaging in SIs and the process of recognition of the social problem. In particular, the indigenous knowledge and awareness of "context-specific solutions" (Ulug & Horlings, 2019, p. 150) are a central construct in relating the SIs to their locality. Knowledge comprises technical skills, learning ability, the capacity to experiment, social relations and networking capacities, organizational capacities, and time.

Timeus and Gascó (2018) demonstrated how these competencies not only encourage the creativity of the organization, its leadership, and the employees but also serve as indicators for organizational innovative capacity. Ulug and Horlings (2019) expanded the role of organizational knowledge to embrace knowledge management and the use of technology in general and of information communication technology (ICT) in particular. Last, they elaborated on what they termed *the directive power* and *internal support*. Though they termed it differently, internal support corresponds to

Berry and Berry’s (2017) responsiveness of the community of followers to the leader and Grimes, McMullen, Vogus, and Miller’s (2013) embedded agency.

Grimes et al. (2013) distinguished between the motivation underlying engagement in development and implementation of a novel and prosocial idea. While a robust sense of compassion inspires the development of the idea, an embedded agency is necessary for its implementation. Grimes et al. (2013) suggested that compassion determines engagement of the social entrepreneur serving to weigh the benefit and risk of the social venture. With a facilitating institutional context, embedded agency supports the entrepreneur in implementation. Combined, the entrepreneur's compassion and his or her agency triggers opportunity recognition and its exploitation.

Timeus and Gascó (2018) made a different distinction. They elaborated on the requisite to avoid confusion between innovative performance and innovative capacity. Innovative performance is the result of capacity to produce innovations. Capacity refers to the ability to utilize and exploit resources to develop innovations. Timeus and Gascó (2018) differentiated innovative capacity among individual, organizational, and network levels of analysis. They observed that the factors that encourage the individual to engage in innovation are the reduction of risk aversion and the explicit appreciation of such behavior within an agency. At the organizational level, strategies and policies are significant in shaping innovative activities. The network as the environment and institutional context has the potential to develop innovative capacity through its density of interactions, supportive culture, and governance traditions (Timeus & Gascó, 2018).

Shier and Handy (2016) examined other cultural-organizational features in nonprofits that motivated the development of SIs. They determined four features: staff engagement, staff development, board involvement, and executive leadership. Staff engagement and development implies staff involvement in processes and decision-making with training that concentrates on social change (Shier and Handy, 2016). Board involvement entails the proactiveness of board members in networking, advocacy, and social change with an SI focus (Shier and Handy, 2016). Last, executive leadership should facilitate and take responsibility for SI efforts, and orient the organization towards social change (Shier and Handy, 2016).

Newth and Woods (2014) expanded the context of the organizational level and discussed the role of opportunity in SE. They maintained that social entrepreneurship implies much more than problem recognition. Opportunity occurs when an individual assembles a realistic scheme to solve a social problem, furthering positive change by employing feasible models and resources. Thus, the opportunity dimension in SIs is a key component of the context as a whole (Newth & Woods, 2014) and involves institutional, organizational, and local structures.

Empirical research of motivations to engage in SIs suggests a refinement to some theory. In a study about biodiversity activists and leaders in the European Union, Scopelliti et al. (2018) found that individual value systems together with strong group affiliation drove entrepreneurs to act for the wellbeing of current and future generations. Focusing on the individual entrepreneur, Spijker and Parra (2018) supported Scopelliti et al.'s (2018) findings and added that the individual's value system could be detached from outcomes' expectations. Values influenced motivation which guided action or behavior. The relative importance of the single value would

dictate the individual's actions to fulfill it. The most dominant values that link to SIs are self-direction of thought and action where people pursue their own ideas, and universalism which involves a commitment to justice, equity, equality, environment, etc. (Spijker & Parra, 2018).

Turker and Vural (2017) who examined hundreds of Turkish NGOs that were involved in SIs, noted that the wide range of personal and organizational values produced an interesting phenomenon. Most NGOs were engaged in more than one venture. In effect, the engagement in SIs became part of the local culture and, as such, a source of motivation (Turker & Vural, 2017).

At the organizational level, Urban and Gaffurini (2017) looked at organizational learning attributes that nurture the development of SIs in not-for-profit and NGOs in South Africa. They concluded that organizations with capacity to not only generate knowledge but also to convert knowledge into organizational capital are more likely to develop novel ideas. Risk management that "reflects a level of risk bearing in light of promoting social innovation" (Urban & Gffurini, 2017, p. 4) together with openness to dialogue and participation to stimulate an intellectual discussion completes efforts to encourage SIs.

Pansera and Sarkar (2016) reported on a multiple case study of grassroots innovators in India. The authors ascertained the presence of "a sense of social justice, community identity, claims over local resources [,] and the desire to promote a degree of social and economic self-determination" (pp. 4-5) as leading organizational values for engaging in environmental innovations. Varying from Zahra et al.'s (2009) typology, Pansera and Sarkar (2016) identified three types of innovators with three distinguishable motivation sources: the frugal innovator with a bricolage attitude of

working out solutions under all limitations of scarcity; second, the socially-driven entrepreneur who feels the urgency to meet social and economic problems; and the sustainability-driven innovator who seeks to deliver environmental-friendly solutions. Pansera and Sarkar (2016) have recommended further studies of grassroots motivations to engage in SIs.

Implications for this research. Current literature on contextual stimuli, motivations, and reasons to engage in SIs focuses on three dimensions: the institutional, organizational, and local circumstances. Table 1 summarizes the nested factors (dependent variables) that are related to the (independent variable of) the contextual stimuli, motivations, and reasons to engage in SIs.

Table 1

Nested Factors of Contextual Motivations or Incentives to Engage in Social Innovations

Context	Level one factors	Level two factors	Reference
Institutional	Void	Unmet social problem & doing good.	Bothello et al. (2019); Dacin et al. (2010); Mair & Marti (2007).
		Severity of the social problem	Berry & Berry (2017); Dacin et al. (2010).
		Opportunity/Crisis	Berry & Berry (2017)
	Support	Finance	Mahmuda et al. (2014)
		Regulation,	Turker & Vural (2017);
		Governance traditions	Timeus & Gascó (2018)
Organization	Leadership	The directive power/executive leadership	Ulug & Horlings (2019); Shier & Handy (2016)
		Responsiveness to followers	Berry & Berry (2017); Ulug & Horlings (2019)
		Compassion	Grimes et al. (2013)
		Embedded agency	Grimes et al. (2013)
		Value system/self-direction of thought and action & universalism	Scopelliti et al. (2018); Spijker & Parra (2018)
		Risk management	

Context	Level one factors	Level two factors	Reference
		Personal experience	Timeus & Gascó (2018); Urban and Gaffurini (2017) Krstić et al. (2017)
	Resources	Finance	Berry & Berry (2017); Berzin et al. (2015)
		Knowledge	Timeus & Gascó (2018); Ulug & Horlings (2019); Urban & Gaffurini (2017).
		Accessibility	Stephan et al. (2015); Timeus & Gascó (2018)
		ICT use	Ulug & Horlings (2019).
	Culture	Staff engagement & development	Shier & Handy (2016); Timeus & Gascó (2018)
		Board Involvement	Shier & Handy (2016).
		Participation	Urban & Gaffurini (2017).
		Multiple SIs	Turker & Vural (2017).
		Opportunity identifying	Grimes et al. (2013); Newth & Woods (2014); Ulug & Horlings (2019).
	Values	Social justice, social self-determination	Pansera & Sarkar (2016)
Organization (cont'd)	Capacities	Knowledge management Learning ability Technical skills	Timeus & Gascó (2018)
		Networking Time	Timeus & Gascó (2018); Ulug & Horlings (2019).
		Openness/ attitude towards risk-taking; appreciation of the individual-innovator.	Shier & Handy (2016); Timeus & Gascó (2018); Urban & Gffurini (2017)
		Fostering policies	Timeus & Gascó (2018)
Local	Opportunity	New actor, crisis, or unusual event	Berry & Berry (2017).
		Severity of the social problem	Berry & Berry (2017); Dacin et al., (2010).
		Indigenous knowledge	Ulug and Horlings (2019)
	Cultural	Governance traditions	Timeus & Gascó (2018)
		New agenda	Berry & Berry (2017);
		Value system	Scopelliti et al. (2018)
		Informal institutions	Stephan et al. (2015)
		Community identity	Pansera & Sarkar (2016)

Context	Level one factors	Level two factors	Reference
		Sustainability or bricolage	Pansera & Sarkar (2016)
		Density of networks	Timeus & Gascó (2018);

As reflected in the review, a few factors resurfaced in all three context types: first, taking advantage or seeking opportunities; second, the urge to create or advance a positive social change; and third, the support system that the entrepreneur requires to make progress with social initiatives. The entrepreneur's perception of the context is that of a dynamic environment that occasionally produces occurrences to act and fosters a response for the sake of the community. The innovative response is an inevitable necessity and the entrepreneur's intention is to provide a sustainable solution.

When collecting data for this research, the interview questions created a space for participants to present the way they perceived the opportunity, what component of the opportunity made them engage in SI, the role of the CBO in the process of developing and implementing SI, their goals, and the social change they wished for.

Nature of the Study for the Central Proposition

The purpose of the research was to explore how CBO leaders in Khôra have engaged in SIs that advance SUD and the perceived role of the Convened Committee heading the municipality in Khôra in motivating them to engage in these SIs. My research responded to calls for further research in SUD SIs in the context of institutional void (Ardill & Lemes de Oliveira, 2018; Bothello et al., 2019, Dacin et al., 2010; Pansera & Sarkar, 2016; Stephan et al., 2015). Empirically, researchers have employed a variety of methodologies from qualitative including ethnography

(Pansera & Owen 2015), case study (Littlewood & Kiyumbu, 2018; Mair & Marti, 2007), participatory action research (Maas, Seferiadis, Bunders, & Zweekhorst, 2014), or grounded theory (Gupta, Beninger, & Ganesh, 2015) to quantitative (Stephan et al., 2015). Still, the most popular methodology has been the qualitative case study (Ardill & Lemes de Oliveira, 2018).

Applying qualitative multiple case study and photovoice research methods for this study revealed the perceptions and the lived experiences of the CBO leaders regarding the institutional context. Multiple case study and photovoice complemented each other. Multiple case study allowed exploration and comparison among the perceptions of participants in SUD SIs cases (Yin, 2018). Rottig (2016) clarified how qualitative case studies are the better methodology to uncover implicit local assumptions and indigenous relationships regarding the institutional context, while Ardill and Lemes de Oliveira (2018) explained the same about SIs' research. Photovoice, on the other hand, enriched the data with the meanings, authentic values, and the lived experience as they were manifested and interpreted in photographs taken by the participants (Sutton-Brown, 2014). Because story-telling is one of the most effective ways to study and understand SIs (Cajaiba-Santana, 2014; Wittmayer et al., 2019), illustrating the stories with photographs deepened and refined the understanding of how and why CBO leaders engaged in SIs. Further elaboration and details on the nature and methodology of this research is found in Chapter 3.

Conclusion

Dismissing the elected mayor and city council and replacing them with a Convened Committee to govern the municipality, is an extreme measure of the Israeli government to intervene in severe municipal crises (Reingewertz & Beeri, 2018).

Typically, significant supply gaps and voids occur in such crises. Researchers have established the relationships between institutional void and the efforts of social entrepreneurs to fill the gap, and how institutional void triggers engagement in innovative initiatives (Dacin et al., 2010; Hoogendoorn, 2016; Turker & Vural, 2017; Zahra et al., 2009). Further, policy makers and communities encourage social entrepreneurs to develop SIs because they tend to generate sustainable solutions (European Commission, 2014: Howlett et al., 2017). While a Convened Committee governed the Municipality in Khôra, Israel, CBOs demonstrated social entrepreneurship in pioneering projects; these projects can be defined as SIs that advance SUD.

The literature review confirmed the gap in the literature regarding the engagement of CBO leaders in SIs that advance SUD while a municipality is governed by a Convened Committee. The review also guided this research in addressing the following issues:

1. The context in which the CBO leaders in Khôra operated may consist of three dimensions: institutional, organizational, and local.
2. Within each dimension, interview questions should encompass the opportunity to engage in SIs, the goals that the SIs were intended to achieve in terms of social change, and the function of the CBO in the process of developing and implementing the SIs.
3. Interview and follow-up questions should foster a deliberation on the following factors: the local culture in Khôra (the incorporation in formal and grassroots organizations, density of networks, and local identity), the

role of poverty and deprivation, bottom-up social activism, and, despite the institutional void, the support of the municipality in SIs.

4. The time at which direction changed after the elections, might shed light on the factors in the perceived institutional context that contributed to CBO disengagement in SIs.

The literature review has presented current knowledge and created the foundation for adding new knowledge. Attending to the four considerations in my RQs increased the prospects of generating new knowledge and making a contribution to the literature. Having established the theoretical and empirical foundations for adding new knowledge, the next chapter is a description of the design and methods for this research.

Chapter 3: Research Method

Introduction

Public administrators worldwide are inquiring about the prospects of fostering the development and implementation of SIs to correspond with their aspiration to generate sustainable solutions to social challenges (European Commission, 2014: Howlett et al., 2017; Ministry of Interior, 2018; Turker & Vural, 2017). Following a period of intense activism advancing Khôra"s urban development, CBO leaders have discontinued engaging in innovative SUD projects in town, and they are at risk of losing their related competencies (Dacin et al., 2010; Timeus & Gascó, 2018). The period of intense activism and the remarkable number of SUD projects managed by CBOs coincided with a local institutional crisis when the municipality was governed by a Convened Committee. The purpose of this multiple case study was to explore the CBO leaders' perceptions regarding their proactive engagement in innovative projects that advanced SUD and to understand the perceived role, if any, of the Convened Committee governing the municipality in motivating them.

I addressed the RQs by employing a holistic multiple case study and photovoice design and techniques (Sutton-Brown, 2014; Yin, 2018). A multiple case study design allowed exploration and comparison among the perceptions of participants associated with different cases of SUD SIs (see Yin, 2018). Using photovoice enriched the data with meanings, authentic values, deep insights, and the lived experiences as they were manifested and interpreted in photographs taken by the participants (see Sutton-Brown, 2014). Drawing on Yin's (2018) approach to case study research, in this chapter I cover the methodology and design choices and rationale and the role of the researcher. The methodology section includes an

overview of the selection of participants, instrumentation, sampling, and recruitment procedures. Further, I describe data collection methods using photovoice methods, interviews and documentation, and data analysis with codifying. I conclude the chapter with elaboration of issues of trustworthiness and ethical concerns.

Research Design and Rationale

I used a qualitative multiple case study design (Yin, 2018) to explore the cases of CBO leaders in Khôra engaging in SUD innovative projects and understand the perceived role of the Convened Committee governing the municipality in motivating them. The primary data collection strategy included photovoice techniques (Sutton-Brown, 2014). The literature review together with direct access to CBO leaders in Khôra supported the use a qualitative research methods and selection of design. Several considerations arose in the choice of method and design. First, the purpose of the research was to explore the subjective perceptions of individuals while focusing on the variety of meanings they assigned to a particular phenomenon. Within the context of a Convened Committee governing Khôra Municipality, I conducted an in-depth inquiry of relevant CBO leaders as to how and why they engaged in SIs in their town. The qualitative research paradigm maintains that human and social phenomena vary in setting, context, dynamics, or complexity (Erickson, 2011; Ravitch & Carl, 2016). An understanding of these phenomena depends heavily on the researcher, participants, and their location.

The evolving nature of qualitative research provides flexibility to explore, explain, and interpret phenomena to the extent of generating models and theories (Ravitch & Carl, 2016). The researcher is an inseparable component of a qualitative study as his or her subjective positionality and social location influences and

determines the research design and methodology (Patton, 2015). In turn, the emergent formative design of the study is interconnected with other components of the framework, such as the existing literature or the conclusions (Denzin & Lincoln, 2013).

The natural setting of a human or social phenomenon is another feature of qualitative research. Qualitative researchers "are committed to an emic, idiographic, case-based position that directs attention to the specifics of particular cases" (Denzin & Lincoln, 2013, p. 16). Existing narratives or social norms are challenged when researchers describe or intensely analyze the context of individuals or societies (Ravitch & Carl, 2016). I ruled out quantitative research as I did not intend to establish cause and effect relationships between variables nor did I intend to use quantified data to test a theory (Patton, 2015).

Second, I chose a multiple case study design following Yin (2018), who published a seminal work on case studies. My choice stemmed from the criteria for studying a contemporary real-life phenomenon. I asked *why* or *how* questions about the phenomenon, in retrospect, and I tried to reach an analytic generalization (as opposed to statistical analysis) where I, the researcher, had no control over the participants. The holistic case study approach was appropriate because it emphasizes the relevance of the perceived context and reality of the phenomenon to those who were involved and allows setting clear boundaries for each case (Burkholder et al., 2016; Yin, 2018).

Stake, another leading methodologist, concurred with this premise of case study but, unlike Yin's holistically structured exploratory, descriptive, or explanatory case study designs, he argued for a flexible approach that considers the case as a

stand-alone system (Baxter & Jack, 2008, Yazan, 2015). Despite the different methodology approaches, Yin and Stake agreed on the value of a multiple case study to compare among and across cases (Yazan, 2015). Comparability contributes to reliable and vigorous results (Yin, 2018). The inherent comparability in this research was grounded in the RQs affording a concluding generalization (Dasgupta, 2015) and literal or theoretical replication (Yin, 2018). Each CBO leader in Khôra that who participated in this research developed and implemented a different SI. Data from exploring each SI case allowed identification of similarities and differences among the SI cases.

Researchers conducting empirical studies on engagement in SIs in an institutional void context have frequently employed the qualitative case study (Ardill & Lemes de Oliveira, 2018). A multiple case study allows a researcher to direct a spotlight on a phenomenon that would "take us to places where most of us would not have access or the opportunity to go" (Cronin, 2017, p. 63). In Chapter 2's literature review on Khôra, I presented evidence showing the lack of attention of scholars to this small desert town. Conversely, a multiple case study can be subject to criticism regarding the subjectivity of the research (Yin, 2018). Because the researcher is so central to the research process and the interpretation of the findings, the multiple case study's greatest limitation is bias and lack of objectivity. To reduce the potential for bias, I included photovoice data collection and analysis techniques which follow a particular protocol to capture authentic perceptions of the participants (Liebenberg, 2018).

Third, developed by Wang and Burris (1997), photovoice is a participatory research method that is intended to promote bottom-up social change. Wang and

Burris created a systematic research process in which the researcher not only collects rich narrative descriptions of communities but also guides participants to reflect on their experiences and perceptions of reality. In Wang and Burris's original method, the reflection served three goals: to record and voice the community's challenges and strengths, to stimulate a group or communal discourse on the issues raised through the photos, and to inform policy designers on the required social change. The fourth goal of photovoice, the action phase, was beyond the scope of this research and was disregarded. The photographs captured by the participants inspired and enriched the personal interviews on perceptions of the Convened Committee and the way in which it motivated the participants to engage in SUD projects.

According to Sutton-Brown (2014), photovoice should enhance data with the meaning, authentic values, deep insights, and lived experiences as they are displayed and interpreted in photographs taken by the participants. The emphasis in photovoice as a research technique is on the reflection of cultural and contextual aspects of a change in visual photos. The unique SHOWeD interview protocol aimed "to identify the dynamics underlying and surrounding social issues: the social, economic, and political contexts that support ideologies and control the resources and strategies necessary to bring about change" (Liebenberg, 2018, p. 5). The SHOWeD protocol includes a set of five questions: "What do you *See* here? What is really *Happening* here? How does this relate to *Our* life? *Why* does this situation, concern, or strength exist? And, what can we *Do* about it?" (Sutton-Brown, 2014, p. 176). Theoretically, photovoice has three sources: documentary photography, feminism, and empowerment education.

Documentary photography theory which is the relevant one for this discussion maintains that while what and how individuals choose to photograph and the interpretation they give to the photos, are influenced by community values and context; a discussion on these meanings fosters collaboration to gain a better understanding of social issues among the participants and vis-a-vis the researcher (Liebenberg, 2018). In fact, photovoice shifts assigning a meaning to visuals from the researcher to community members (Spiegel, 2019). Moreover, photos can deliver exclusive and more accurate accounts on the lived experience of the participants concerning emotions and critical thoughts, to the extent of triggering memories (Sitter, 2017).

Despite not being widespread in SIs, institutional void, or SUD studies, the use of photovoice for my research achieved three essential goals. Photovoice yielded rich, in-depth descriptions of the perceived institutional context. The dialogue on the perceived role of the context in motivating them to engage in SUD SIs added new and authentic information and afforded analysis of similarities and differences among participants. Moreover, part of the discussion aimed at analyzing some of the data, and encouraged the emerging of alternative themes and categories. Last, participants assuming the prime position of data collector redefined the role of the researcher as a facilitator rather than the exclusive authority of the research process, thus reducing the risk of bias and power relations issues (Sutton-Brown, 2014). I sought to answer three RQs:

RQ1: While a Convened Committee governed Khôra (Israel) Municipality, how did local CBO leaders engage in innovative projects designed to advance sustainable urban development?

RQ2: What were the perceptions of the CBO leaders about the role of the Convened Committee in their decision to engage in sustainable urban development innovative projects?

RQ3: How, if at all, did their perceptions about the Convened Committee governing Khôra Municipality motivate CBO leaders to engage in sustainable urban development social innovations?

Role of the Researcher

In qualitative research, the researcher is a central instrument (Ravitch & Carl, 2016). The researcher's position vis-à-vis the participants and the setting, is likely to influence the study’s interpretative nature (Patton, 2015). Because I have been exposed to the research problem in my professional community practice, I regarded my position in this research as having features of a practitioner-researcher and an insider researcher (Gibbs & Costley, 2006; Jupp, 2006). For 10 years until mid-2018, I was involved in Khôra in three capacities: as a volunteer (I never charged for my work nor received reimbursement for my expenses), as a professional (urban development strategic planning and management), and as a philanthropist. It was through these three capacities that I became aware of the magnitude of civil activism in town and CBO projects addressing a variety of SUD issues.

My initial association with Khôra was coincidental and temporary. However, meeting local people who shared my worldview of looking forward and changing, as opposed to looking back and complaining, and took responsibility for their collective future instead of relying on external assistance, made me stay. I was never a resident of Khôra nor was I involved in local politics. I maintained a position as an external lay leader for both the Khôra community and the municipality.

Today, I hold no official or informal position in town. Hence, I expected that my previous association with the participants would have more benefits than risks. In the first instance, I had direct access to the CBO leaders with well-established relations of trust (Gibbs & Costley, 2006). Second, I had garnered profound knowledge of the setting and “a greater understanding of a community’s undocumented historical context” (Heslop, Burns, & Lobo, 2018, p. 4577). Moreover, my study relates to a period that ended more than 6 years ago and focused on the institutional context of a Convened Committee governing the municipality. Not only it is an institutional context which no longer exists in Khôra, but two rounds of local elections have occurred since then.

I was aware of potential bias and power relations issues my involvement may bring into the research. It is my hope that I successfully distinguished between my own views and experience and those of my participants. To this end, I chose to add photovoice techniques for data collection and analysis, a methodology that reduces the centrality of the researcher and partially converts the participants into co-researchers (Sitter, 2017). Triangulation through supporting interviews with documents, photos, and artifact analysis or investigator triangulation added reliability to the analysis as well as met challenges of positionality. Further, I asked for the participants' consent, taped the interviews, prepared transcripts, took notes, and backed up the data collection and analysis with memos and journalism for further review (Rubin & Rubin, 2012). Above and beyond these anticipated measures, I reassured the participants that they can withdraw at any time and that their refusal to participate will not harm existing small town relationships, networks, or opportunities

(Heslop et al., 2018). Also, my dissertation committee reviewed and enhanced the neutrality of my interview guide.

Methodology

Denzin and Lincoln (2013) supported a flexible and dynamic approach to qualitative research. At the same time, of any inquiry they argued for a methodological stance that incorporates a systematic process. The following sections present the methodology and justification for the various choices for the inquiry of how and why CBO leaders in Khôra engaged in innovative SUD projects, and how their perception of the Convened Committee governing the Municipality motivated this engagement.

Participant Selection Logic

The target population for the research was CBO leaders that were engaged in SUD SIs while the Convened Committee governed the municipality. To identify this population, I used two sources. The first one was the official site of the Israeli Corporation Authority (Ministry of Justice, 2019). I obtained from the Associations Register a list of all formally incorporated CBOs in Khôra. A cursory preliminary check of the Register revealed just over 60 community associations, with the majority of them formed for religious or educational purposes (Ministry of Justice, 2019a; Ministry of Justice, 2019). Eight of the 60 organizations had goals with clear urban development components. Second, I used a snowball scheme (chain referral) by asking leaders of CBOs in Khôra to name colleagues that may have been involved in innovative projects in town while the municipality was governed by a Convened Committee. These acquaintances were also aware of grassroots activists that are not

formally incorporated. I expected the initial participant list of potential CBO leaders to range between 10 and 15 people.

After compiling the initial listing, I approached those leaders to identify the whole research population by verifying who conformed to the sample inclusion and exclusion criteria.

Inclusion and Exclusion Criteria for Nonprobability Sample

Information-rich cases depend largely on the sampling plan (Patton, 2015; Rubin & Rubin, 2012). Being able to retrieve in-depth descriptions, meanings, and perceptions from the participants are achievable if the cases are diverse, the participants have the relevant knowledge, and they are stakeholders in the subject matter. Hence, to be included in the research, participants had to comply with the definition of CBO leaders in Khôra who were involved in SIs during the years that the Convened Committee governed Khôra Municipality. No exclusions were relevant.

Sample and Sample Size

As mentioned above, I expected my potential population to range between 10 and 15 CBO leaders. Because I expected that approximately half would fit the inclusion criteria and comprise the research population, I invited all to participate. Including the whole population in the research enhanced saturation (Manson, 2010).

Recruiting six to ten participants corresponded with the sample size proposed to reach theoretical saturation in photovoice studies (Wang & Burris, 1997). Yin (2018) advised that the multiple case study design should follow replication logic rather than sampling logic; cases should have comparable features, but the scope of the research largely dictates their number. Nevertheless, the literature allows for

flexibility in sample size and theoretical saturation for the various qualitative methods (Guest, Bunce, & Jonson, 2006; Shumba & Moodley, 2018).

Instrumentation

The main instrument in a qualitative study is the researcher (Yazan, 2015). For this purpose, an interview guide and a journal informed data collection and analysis efforts. The interview guide for the individual interviews included an invitation, consent forms, and the interview procedure; Appendix B details the interview procedures (Rubin & Rubin, 2012). The interview procedure covered the RQs and interview questions, preceded by an introduction and followed by a closing statement. The interview questions were derived from the theoretical and empirical literature, and were mostly open questions that elicit new information as well as rich descriptions. The interview questions also comprised questions from the photovoice SHOWeD protocol (Sitter, 2017). Appendix B details concepts from the literature and SHOWeD questions that underlie the interview questions. The third data instrument was the journalism that will accompany the data collection and analysis (Yin, 2018). The journal encompassed a daily structured reporting on the progress, problems, and insights. The inclusion of peer-reviewed concepts and transparency in reporting increased the credibility of the choices I have made. Furthermore, it allowed more precision in the replication of the study (Patton, 2015; Yin, 2018).

Procedures for Recruitment, Participation, and Data Collection

Recruitment of the participants began by sending an invitation to take part in the research followed by sending the consent forms to those who agreed to participate. Appendix B includes the invitation text. The informed consent form included some guidance on photovoice and ethical considerations regarding photo selection for the

interview (Blackman & Fairy, 2019). I repeated the instructions regarding the photos required for the interview on the coordination phone calls. Formal recruitment occurred by signing the consent forms before the beginning of the interviews.

Nonetheless, following Yin's (2018) recommendation I conducted a pilot interview with one of the cases, the first that accepted the invitation. The pilot interview assisted me in refining my interview guide and improving the quality of information it yielded. After concluding the pilot interview, I conducted all the other individual interviews.

Direct interactions with participants are a key feature of a qualitative study (Patton, 2015). The dialogues, in a variety of shapes and forms, aim at eliciting rich and in-depth descriptions that will assist in answering the RQs. In this research, after receiving Walden University's IRB approval (number 04-17-20-0543501), the main data collection procedure included interviews with CBO leaders who were involved in innovative SUD projects in Khôra. The interviews treated cases as holistic units; other data sources provided evidence and completed the information (Yin, 2018). The data collected in the interviews encompassed the photos that the participants chose to share, and the captions that they assigned to each one. The interviews also assisted in defining themes that emerged from the photos' analysis and enabled the comparison of findings in a search for possible categories and patterns (Sitter, 2017; Sutton-Brown, 2014, Yin, 2018). Other data sources encompassed journalism, documentation, CBOs' websites and social media, and artifacts from the period of the Convened Committee governing Khôra.

Developing the interview questions. The central data collection means for each case in this research is the individual interview guide. To develop the interview

questions, I assembled a list of overarching premises and conceptualization from the theoretical framework, the literature review, the SHOWeD protocol, and the RQs (Jacob & Furgerson, 2012; Sitter, 2017). The photos' analysis of content, context, and meaning, was part of the interview that followed the SHOWeD protocol of photovoice. Then, I articulated open-ended questions that referred to the themes and concepts to create a logical path to answer the RQs (Patton, 2015). For example, identifying opportunities and/or a change in the context are critical features in understanding how and why one develops an initiative (Berry & Berry, 2017; Grimes et al., 2013). Hence, one of the interview questions reflected these concepts by asking: What in your environment fostered the emergence of these innovative ideas? The interview question also incorporated a question from the photovoice's SHOWeD protocol “why does this situation, concern, or strength exist?” (Sutton-Brown, 2014, p. 176).

Employing the initial photovoice technique entailed three aspects when articulating the questions (Sutton-Brown, 2014). At the outset, the questions regarding the photos were presented to all the participants rather than to individuals. Second, the discussion was structured and followed a unique photovoice protocol—the five SHOWeD questions. Third, the participants decided on the themes that they wish to discuss. Ultimately, the analysis of the answers to the SHOWed questions exposes these themes. However, in this multiple case study, I had to modify the original photovoice procedures to protect the participants' privacy and confidentiality. Hence, I only conducted individual interviews.

The modification ensured that the research design was consistent with Yin's (2018) holistic design of each case within a multiple case study. While merging the

first four SHOWeD questions, I proposed interview questions as directions and suggestions that would serve to get the dialogue going and/or keep it from drifting away from the study's RQ (Sutton-Brown, 2014). I excluded the fifth question of the SHOWeD protocol because it refers to the action part of photovoice and was beyond the scope of this research. Last, to comply with photovoice techniques, I added a couple of questions that referred to analyzing the previous answers by searching for keywords and themes.

Coordinating the interviews and setting. After obtaining Walden University IRB's approval (number 04-17-20-0543501), I conducted my pilot guidance meeting followed by the interview. Only after refining my interview guide I coordinated the other interviews. After the other participants gave their agreement to participate, I coordinated by phone the individual interviews and reiterated guidance on photovoice (practical advice on photo-taking and ethical considerations regarding photo selection for the interview).

I planned to organize all individual meetings and interviews in Khôra in an office in a shared workspace facility in town. The choice of this venue created a neutral setting, yet was friendly and well-established as a quiet business environment. Moreover, commuting time for the participants would be reduced to a few minutes as the venue was in a central location. However, due to Covid19 pandemic and the lockdown, I opted for a video call on Zoom application (more details in Chapter 4). I interviewed all participants within a couple of weeks.

Data Analysis Plan

Wang and Burris (1997) suggested codifying in data analysis of photovoice studies. Yin's (2018) approach to case study data analysis was in line with codifying,

referring to a search for patterns, insights, or concepts. Codifying the interviews' transcriptions and the photos' analysis is “an interpretive process in which data is systematically searched for patterns to provide an illuminating description of the phenomenon” (Smith & Firth, 2011, p. 54). Thematic analysis followed the codifying to explore emerging patterns among and across the cases (Baxter & Jack, 2008; Saldaña, 2016). The identification of themes and categories focused on distinguishing emerging processes (Capous-Desyllas & Bromfield, 2018). The patterns served as the foundation to generalize why and how the perceptions of the local governance by Convened Committee motivated CBO leaders in Khôra to engage in SUD SIs (Yin, 2018).

Part of the codifying process of the interviews was planned to be a shared effort with each participant. Themes identified in the analysis of the photos and other interview topics informed the search for overarching categories and possible patterns. The engagement of participants in the data analysis did not only correspond to photovoice techniques but reduced the power of the researcher as the interpreter of the information (Liebenberg, 2018). Data analysis was more transparent and justifiable as the participants were able to explain and defend their choices and understanding. Hence, the thematic method using photovoice techniques partly overcame the weaknesses of codifying (Smith & Firth, 2011).

Though I did not rule out hand-coding with Excel worksheets, when working on a large body of data, Qualitative Data Analysis (QDA) software can shortcut and avoid mistakes of hand-coding. For my research, I investigated two QDA tools, Atlas.ti and Narralizer. My choice to examine Atlas.ti was largely influenced by its multi-lingual compatibility, including Hebrew, which is written from right to left

(ATLAS.ti, 2019). An Israeli scholar advised to translate the Hebrew raw data to English first, and then continue and analyze it in English (Y. Netzer, personal communication, April 12, 2019). Nevertheless, he agreed that quite often culturally related meanings are lost in the translation. The Narralizer, on the other hand, was developed for the Hebrew language and could serve this purpose if I decided to translate the findings of the analysis rather than the raw data (Narralizer, n.d.).

Issues of Trustworthiness

The quality of a qualitative research plan is determined by meeting several criteria, namely, credibility, transferability, dependability, and confirmability (Shenton, 2004). Other approaches suggest the inclusion of additional criteria such as significant contribution (Tracy, 2015) or rigorous sensitivity analysis (Patton, 2015). Yin (2018) offered four design tests to encompass reliability and validity concerns. As Yin's tests overlapped with Shenton's (2004) widespread criteria, I chose the latter to demonstrate how I protected research trustworthiness.

Credibility

Credibility is the most significant feature in ensuring the quality of a study and is related to the internal validity of the study (Shenton, 2004; Yin, 2018). To promote the credibility of my research, I incorporated several strategies: (a) the adoption of multiple case study and photovoice, two well-established research methods. (b) I focused on a setting which is familiar to me. I know the town well and believed that I can elicit thick descriptions of the phenomenon. (c) I established a review system for my work. It included someone to debrief my work and my committee that provided feedback and guidance. (d) I kept a journal throughout the data collection and analysis phases. I used memos to document my thoughts and uncertainties, and to keep track

of my decision-making. (e) I sought guidance throughout the research design from the theoretical and empirical literature.

Transferability

Transferability refers to the ability to replicate my study elsewhere (Tracy, 2015). Yin (2018) referred to transferability as an external validity test and emphasized the replication logic in the research design. To this end, I provided descriptions of the research setting in Chapter 2, and in this chapter, I presented the cases with clear boundaries of the participants that will take part in the research. To reduce misinterpreting, I added the interview guide (see Appendix B). Further, I offered an audit trail of data collection and data analysis in Chapter 4.

Dependability

Shenton (2004) explained that dependability in qualitative research is the equivalent term to reliability in quantitative research**.** To obtain dependability, I presented a thorough description of my planned research design with step-by-step features of data collection and data analysis. In Chapter 4, I also reported on the reflective progress of the data collection and analysis processes while evidencing the sources.

Confirmability

Confirmability relates to the efforts of the researcher to avoid subjectivity and bias (Shenton, 2004). Tracy (2015) added ethical considerations of scholarship. The central practice to reduce partiality in this research was triangulation. To increase confirmability, I included a chapter regarding my role as a researcher with the positionality issues I faced. Moreover, as photovoice involves particular ethical considerations, and because I had no background in photograph/photo-story analysis,

I attended a short course by PhotoVoice.org that aimed at training facilitators of such projects (PhotoVoice, 2016). Together with some of the strategies to maintain credibility like keeping an audit trail and relying on existing literature, I hoped to meet the challenge of trustworthiness.

Triangulation

Yin (2018) and Patton (2015) underlined the importance of triangulation in a qualitative study to increase the validation of the findings. They noted four approaches: (1) the employment of a variety of data sources; (2) the engagement of more than one researcher, evaluator, or reviewer; (3) theoretical triangulation as a result of analyzing the data through different perspectives; and (4) the use of more than one methodology. Yin (2018) emphasized the use of multiple "sources of evidence" (p. 126) in case studies as the means "to develop converging lines of inquiry" (p. 127). Equally, Harley & Hunn (2015) suggested that in photovoice, inherent data triangulation occurs in the ability to compare information from photos with information from interviews.

The research design encompassed elements from all four approaches. First, the research used several data sources, interviews, documentation, CBOs websites and social media, photos, and artifacts. Second, the development of this research as a dissertation, was reviewed continuously by a formal academic committee. Further, one of the goals of the interviews was to assist in interpreting the data. Including the voice of the participants in the data analysis did not only reduce and balance the role of the researcher but also gave participants an active co-researching role (Sutton-Brown, 2014). Third, the theoretical framework that supported the research design derived its components from three theories, institutional void, SI, and social

entrepreneurship (Agostini et al., 2016; Dacin et al., 2010; Light, 2008; Mair & Marti, 2007). Finally, the research employed two qualitative research methods, multiple case study (Yin, 2018) and photovoice techniques. Taken together, the research was less vulnerable to the weaknesses of the single data source, investigator, theory, or methodological triangulation (Patton, 2015).

Ethical Procedures

Ethical concerns involved my role as a researcher, participant confidentiality, photovoice techniques, and ethical considerations of research in a country other than the United States. The central ethical concern of my research was my role as a researcher. Due to an earlier association with the population of my research, a risk of bias on my part existed as well as power relations issues. Another concern was the protection of the participants' privacy. Due to the visible and public nature of most SUD projects and, in particular, innovative projects in a small town, it was challenging to guarantee the protection of participants' anonymity. Additional ethical issues were related to the use of photovoice techniques (Liebenberg, 2018) and conducting research outside the United States.

As a result of these concerns, participants may not have fully disclosed their perceptions, knowledge, emotions, or views. They may have experienced peer pressure or tried to please. During photograph-taking, the participants may have ignored the instructions and may have taken, for example, pictures of people. Ethical concerns with countries having different research policies from those in the United States may have existed.

My primary strategy to address potential ethical concerns was to disclose every existing or potential problem fully and then address it. I approached Walden

University's IRB and asked for advice regarding all my concerns. I explained that I viewed my earlier acquaintance with the population of my research to have more benefits than risks. An obvious benefit is that I had direct access to them with well-established relations of trust. Risk associated with that familiarity are: (a) my study related to a period that ended more than 6 years ago; (b) the actual engagement in SIs occurred previously; and (c) I held no official role in the town. However, I followed any instruction or recommendation the IRB offered on how to protect better my participants' privacy and confidentiality.

As for the application of photovoice techniques, my participants were advised that their participation entailed a personal effort; they received guidance that included comprehensive ethical instructions (risks, choices, and informed consents), and before commencing, I asked for their informed consent to participate in a relatively lengthy process and to use and disseminate their works of art. Awareness of other ethical challenges, hopefully, decreased the number of problems to none (Liebenberg, 2018; Teti, 2019).

Transparency and open dialogue with my committee assisted me with compliance with ethical considerations. Concerning international research policies, I was guided by the United Stated federal Office of Human Research Protections instructions for international research (OHRP, n.d.).

Summary

Innovative solutions to social problems continuously draw the attention of public policy makers as they tend to generate sustainable responses (European Commission, 2014: Howlett et al., 2017; Ministry of Interior, 2018; Turker & Vural, 2017). The purpose of this research was to explore the cases of CBO leaders in Khôra

engaging in SUD innovative projects and understand the perceived role of the Convened Committee governing the municipality in motivating them.

The qualitative research design that was presented in this chapter intended to answer the RQs by applying a holistic multiple case study method and photovoice design and techniques (Sutton-Brown, 2014; Yin, 2018). A multiple case study allowed exploration and comparison between the perceptions of participants in the cases of SUD SIs (Yin, 2018). Photovoice enriched the data with the meaning, authentic values, deep insights, and the lived experience as they were manifested and interpreted in photographs taken by the participants (Sutton-Brown, 2014).

The chapter elaborated on the choice of design, the role of the researcher with a practitioner character, and the methodology including the overlap of the population with the sample, the instrumentation, and the recruitment procedures. Further, the chapter covered data collection methods, using photovoice protocols, interviews, documentation and photos, data analysis with codifying techniques, and multiple triangulation methods. The chapter concluded with an elaboration on issues of trustworthiness and ethical concerns. The discussion on trustworthiness, multiple triangulation methods, and ethical concerns in the study validated the efforts of this research in complying with standards of quality research.

Drawing on the research plan presented in this chapter, Chapter 4 describes the research in practice. Apart from describing the participants' recruitment, pilot interview, data collection and data analysis, and providing answers to the three RQs, the next chapter reports any deviations from the research plan.

Chapter 4: Results

Introduction

In Chapter 4, I present the study results. The research purpose was to explore the perceptions of CBO leaders in Khôra regarding engaging in SUD innovative projects and to understand the perceived role of the Convened Committee governing the municipality in motivating them. The RQs concentrated on how and why the CBO leaders chose to develop and implement these projects with a focus on their subjective perceptions of the local institutional context.

The chapter includes information on the pilot interview, the setting, demographics of participants, data collection and analysis processes, trustworthiness considerations, and, lastly, the results. The trustworthiness section refers to triangulation and ethical endeavors. I address the results for each RQ separately. To comply with the multiple holistic case study design of the research, I elaborate on each of the five single cases as well as cross-case findings when presenting the results for each RQ.

Pilot Study

I performed a pilot interview following Yin's (2018) guidance and after obtaining IRB approval (number 04-17-20-0543501) to conduct the research. The primary purpose of the pilot was to road test my interview guide. The pilot interview was held with the first participant (P2) after the participant agreed to take part in my research and signed the consent form. We coordinated the time and logistics by phone and text messages. Due to the Covid-19 lockdown, I had to forgo the in-person format described in Chapter 3, replacing it with a video call using the Zoom application (the next section elaborates on this choice).

The interview took place on April 23, 2020. Early in the day, Participant 2 sent me photos and their captions as a PowerPoint presentation. To my disappointment, the first photo was the CBO logo, disclosing its name and the name of the town. I decided against contacting the interviewee and asking for a replacement photo due to the additional time necessary to find an alternative. As the logo details could, potentially, disclose new data, I decided to ask about that photo during the interview, but to refrain from its dissemination to preserve anonymity. The recorded interview started on time and lasted 55 minutes. At times the unstable internet connection froze the screen and sound for less than 20 seconds. The atmosphere during the interview was composed.

The interviewee's answers referred to the different elements in each question and provided information and rich descriptions. Nevertheless, there was one misunderstood interview question. When I asked about the innovative project's goals, Participant 2 described some tactical targets. I explained the intent of the question and asked for the overarching goals and the values that guided the goals. After my explanation, the interviewee concentrated on the more strategic goals, such as equal opportunities in the education system. Subsequent to the pilot interview, for interviewee clarity I amended the question regarding project goals, from "what were your goals" to "what were your *strategic* goals." The IRB approved the change (number 04-17-20-0543501).

Study Setting

Upon receiving IRB initial approval to conduct the research, I sent e-mail invitations to the leaders of five CBOs in Khôra. To identify them, I searched the Ministry of Justice (2020) website where I could obtain from its registrar a report of

all the CBOs that were based in Khôra, operated in Khôra, or had the word *Khôra* in their official name. The initial report comprised information for 138 organizations. I removed all the organizations that were incorporated to manage synagogues, schools, sports teams, and soup kitchens as according to Israeli law they would serve as an official incorporation to operate and administer a particular institution. I was left with 13 organizations. According to the registrar (Ministry of Justice, 2020), out of the 13, two were national NGOs that operated in Khôra as well as in other places. Another two organizations stopped operations before taking any action, and one was active in a nearby village outside Khôra. The remaining eight CBOs had all broad enough goals to possibly manage SUD projects. Then, I searched the CBOs' websites and social media for the names of their leaders, leading to the omission of three more organizations. One organization was a national organization that happened to have a Khôra address; another appeared to organize cultural events for a very small sub community of about 200 people; and the third one targeted the population of young families in Khôra and operated an indoor toddlers' playground and a parents' social club, not the type of projects that are possibly SIs.

All five CBOs leaders responded positively to my invitation. At that point, I confirmed in a phone call that they fit the inclusion criteria of a leader of a CBO in Khôra who was engaged in SUD SI while the municipality was headed by a Convened Committee. Further, I made sure they understood the photovoice part of the interview, the rules for selecting photos, and that they would send photos and captions in due time.

My original plan was to conduct face-to-face interviews with the five participants. However, due to the lockdown imposed by the Covid-19 pandemic, I

opted to conduct the interviews via video call. I examined three applications: WhatsApp, Skype, and Zoom. I chose Zoom because of its popularity with my participants and the ability to record the interview in a video format. I coordinated the interviews with the participants by phone and WhatsApp messages. I reconfirmed the date and the time by sending a calendar notification via e-mail. The e-mail was generated by both the Zoom application and Microsoft Outlook software and included the link to join the video meeting. The participants returned the consent forms by e-mail and later sent the photos and the captions by e-mail.

Demographics

Each of the five cases in this study was defined as a unit of analysis. A multiple case study exploring a social phenomenon can include individuals, organizations, or situations that share a social context as a separate unit of study (Yin, 2018). In this research, the unit of study was each case of SUD SI developed and implemented by a CBO leader while a Convened Committee governed Khôra. For data collection, each of the participants represented one case.

The five CBOs leaders varied in their demographics. Their ages ranged from 35 to 62 years old with an average age of 51. Four of them were men and only one was a woman. Also, while three of them stayed, to-date, in Khôra, only two are still engaged in the same organization. The other three leaders moved on to lead national NGOs.

Data Collection

I performed data collection for this research in two stages starting soon after I received IRB approval to conduct the study. The first stage was interviewing the participants to yield data on how and why they engaged in developing and

implementing innovative projects. The data from the interviews comprised photos, captions for the photos, and answers to the interview questions. The second stage included assembling relevant documents and accessing websites and social media. The purpose of the second stage was to enhance the data of the first stage and add reliability to the first stage's findings. Overall, the data collection procedures followed the plan that was detailed in Chapter 3.

Interviews

I performed all of the interviews between April 23 and May 6, 2020. Three out of the five video meetings were postponed following the interviewees' request and were rescheduled in less than one week. The interviews took between 50 and 70 minutes, the average being 58 minutes. Two of them exceeded the one-hour time estimation by five to ten minutes. As described in Chapter 3 and according to the interview guide, I started the interviews with an introduction and the presentation of my RQs. I concluded the interviews with my planned closing statement. None of the participants had further questions. Preparation efforts for the interviews were worthwhile.

The consent form stipulated that participants were to prepare and e-mail me five photos with a caption for each. During the coordination phone calls and e-mails, all the participants sounded happy to cooperate, found the idea exciting, and did not mind the time they spent on searching and selecting the photos. However, despite the detailed reminder regarding the photos' prerequisites, except for one participant, none respected all of my requests. For example, two participants chose photos that included identifiers. More details about the photos and the captions are available separately in the next section.

Preparation for the interviews involved logistic and technical provisions. On two separate occasions, I tested the equipment and software with family members. It included the audio setting, how to record the Zoom application meeting, how to retrieve the recorded interview, and where to place the camera. I also prepared a backup audio recording using my mobile phone. Last, I made sure that I would have no unforeseen interruptions at home during the interviews. All interviews were performed from a home office.

Despite technical preparations and my request of participants to find a quiet place with a good internet connection, few disruptions occurred. At times, the internet transmission speed slowed from heavy data traffic due to the lockdown. Disruptions were short with little impact on participants except for case when a participant had to repeat an answer three times. The technical disruptions did not have any impact on participants' keenness to cooperate. All participants were collaborative and openly answered all questions. They willingly responded to my requests for clarifications and examples. During all five interviews, the atmosphere was appropriately pleasant.

As part of the reflective process of any qualitative research (Yin, 2018), I took notes throughout the interviews. My journal notes were integrated immediately after the interviews. I made additional notes while I was transcribing the interviews. Soon after performing each interview, I started transcribing and then translating them. I completed the work three weeks after conducting the last interview. I found the two tasks quite demanding and time-consuming. The average length of the interview transcription was 6,700 words, and the English translation 8,230 words. When I finished the transcription, I e-mailed it back to the participants to review. Only four replied, and they had no comments.

To comply with the anonymity and privacy undertaking, I removed from the transcriptions all the identifiers: names of people, names of organizations, and names of places. The town's name was replaced with the pseudonym Khôra, while to the other names, I gave a description or a title that fit with the context. For example, the mayor's name was replaced by 'the mayor'. The participants were numbered from 1 to 5. Details regarding the innovative projects were not masked. However, when reporting them or citing quotations, I refrained from disclosing specifics that might reveal their exact nature.

Photos and captions. In most cases, I received the photos and captions shortly before the interviews. Except for one blurred photo, the quality of the photos enabled seeing all details. The items were sent in various formats. Some photos were copied into e-mails and others were attachments. The attachments were a single Word or PowerPoint documents or individual photos. For convenience during the Zoom meeting, I integrated all photos and captions into one Word document for each participant.

Despite repeating the main requests for the photos and captions, except for one participant, none respected all requests. Two participants did not prepare captions. Within their submission of five photos, two participants had selected one photo which included identifiers. One participant chose at least one photo from a free images website. Only three participants followed the request to prepare a caption for each photo. One participant prepared captions that referred to the interpretation of each photo. However, the connection among the sentences was not always distinct. Another participant formulated captions that were descriptive in nature. Many of them

were quite long and included more than six sentences. The third participant devised captions that were a combination of descriptions and meanings.

Consistent with the considerations and the decision I made with the pilot interview, and because I received the photos shortly before the interviews, I decided to discuss the problematic photos during the interviews but to exclude their dissemination. Regarding the missing captions, I chose to change the order of the interview questions. The order change allowed for reflection on the photos' meaning and the search for common topics immediately after the oral presentation.

The photos and the captions yielded rich descriptions, interpretations, and stories. The participants did not need encouragement to talk about them and explain, share their experiences, or reveal deep feelings. With each photo, once I asked the first question of what is in it and what it meant, the replies poured out. Moreover, on some occasions, when I described what I saw in the photos, the participants revealed that they had not previously noticed a particular detail. It triggered attempts to contain that detail in the answers and add to the meaning. I believe they enjoyed the experience with the photos much more than just answering questions.

Once I received all the photos, and before analyzing any other data, I prepared analytic memos for each photo, each participant’s set of photos, and a cross-case findings document. The memos were based on the visual data as well as the interpretations and meanings I assigned to the single photo as the researcher.

Documents

As described in Chapter 3, to complement data collection and to support the information provided by the interviewees, I performed a background research and retrieved documents from the internet. The first lot of documents were the

Registration Certificates of four CBOs, issued by the Israeli Ministry of Justice (Mistry of Justice, 2020). Apart from some formal details, the certificates included the goals of each one. Once a year, each CBO reported back to the Ministry of Justice on financial and operational activities. One of the criteria to approve the reports is the appropriateness of operations vis-à-vis the official goals. As one participant headed an organization that did not officially incorporate, I could not obtain such a formal document for his organization. As an alternative, I retrieved the web page of The Jewish Agency[1] that outlined the main features of the social initiative (The Jewish Agency for Israel, n.d.a).

A second lot of documents were the CBO's websites and other internet sources that providing detailed descriptions of the projects. These web pages encompassed each CBO's vision and activities to cross-reference the activities that were described in the interviews. Two CBOs did not have a website. Instead, I searched the press for more data. I selected comprehensive articles published by leading newspapers in Israel that included details about the CBOs' innovative projects. In these two cases I crosschecked the information in websites of partnering organizations that provided details on the ventures.

---

[1] The Jewish Agency is one of the largest public organizations in Israel, responsible for Jewish immigration to Israel, worldwide Jewish education, and the global connections of the Jewish People. Before Israel's independence, The Jewish Agency managed all the (informal) governance institutions for the Jewish population (The Jewish Agency for Israel, n.d.b).

Once I had all the documents, I translated them into English. Per Saldaña (2016) advice, I organized the material and highlighted keywords and sentences in preparation for text analysis. As soon as I completed organizing the data, I uploaded my data for analysis.

Data Analysis

The analysis phase of the research began soon after concluding data collection, and according to my plan detailed in Chapter 3. I adopted Saldaña (2016) approach to descriptive, action, and concept coding and assigned the different code types according to the content of the text. For the photos, I adopted Saldaña's (2016) *reverse* method whereby I first immersed in writing my impressions and assigning meanings to the visual data in the form of analytic memos. Then, I coded the actual analysis like any other text. The photos themselves were elementally coded. I strove to remain consistent with my choices of coding throughout data analysis. The effort was necessary not only for the reliability of multiple case study analysis but to comply with the exploratory nature of the research (Yin, 2018).

In practice, I uploaded all the data onto ATLAS.ti, the QDA software I chose, and began the first cycle of coding. My final choice of software was made after appreciating the value of the extra features ATLAS.ti had compared with that of Narralizer, that is, ATLAS.ti's friendliness, support system, and popularity.

First Cycle Coding

Coding was a multistep process. I started with rereading each paragraph of each interview and dividing the paragraph into quotation units that were typically between 2-4 sentences. Then, I assigned codes to each quotation based on the content and the pre-highlighted texts. Once interview coding was complete, I coded

participant photos by breaking them into smaller units, according to their composition. The units were coded in the same way as the text. Finally, I coded the analytic memo for the photos. With each additional interview, I revisited previous texts, quotations, and the codebook, refining the codes and their definitions. As the body of codes increased, the iterative process demanded more accuracy or a search for more overarching definitions.

After coding the five interviews and the photos of each participant, I accumulated 146 codes. The codes were of different types. The most frequent types were descriptive, and concept codes (Saldana, 2016) with more than 60 of each. Action and in-vivo codes completed the list with 20 and 12 codes, respectively. Next, I coded the documents I collected. The ten documents added only one in-vivo code. With 45 documents and 147 codes of the first cycle, I concluded data saturation.

The process of coding was accompanied by compiling a codebook and keeping a journal initially using Excel. When I realized that having the definitions and my memos uploaded to the ATLAS.ti software could be beneficial for later analysis stages, I copied the details from the Excel codebook into the comments' facility attached to each code.

In the journal, I kept track of the process, the count of the codes, thoughts about how to proceed, and insights regarding the content which occasionally prompted some changes in process. For example, one insight I noted was the decreasing number of new codes with each additional interview. While the second interview generated 43 new codes, the fourth and the fifth interviews generated only nine and ten new codes, respectively. Further, as I progressed with the coding, I noticed that participants deliberated on details that could be easily clustered, without

losing their meaning. Consequently, I grouped them under an overarching term. An example of such a term, *urban properties and landscape* was previously coded as a playing-ground, a fence, a square, etc. Last, I observed that some terms were used interchangeably. For example, *a dream* and *a vision*. As 25 out of 31 quotations employed a dream, and all the participants used this word, I merged them, noting the difference between the two terms regarding the practicality and likelihood of them coming true. I continued recording my notes in the journal throughout the second cycle coding.

Second Cycle Coding

My aim in the second cycle of coding was to categorize the codes by employing pattern coding as meta-codes that have relevant meaning to my research (Saldaña, 2016, p235). I started with the five cases of innovative projects and assigned them their unique codes. These were frequent codes that only related to one participant. Then, I defined more categories that focused on the participant as a social entrepreneur. Addressing the social entrepreneur added value of transferability and comparability among the five cases. Four repeating patterns emerged from the coding: the social entrepreneur profile, toolbox, proactive measures, and perceptions and feelings regarding SIs and social entrepreneurships.

The process of defining the social entrepreneur categories was rich and consisted of three in-depth passes or steps. I started with using the *code-occurrence tree* feature of ATLAS.ti to get an impression about reoccurring codes in the data. I immediately noticed that many codes linked to the social entrepreneur's actions, and I grouped them under one category. While clustering that category, I hesitated about whether to include several codes that were not straightforward action codes. When the

list of codes I was uncertain about grew longer, I tried to understand better the differences and define the borders. At this point, it became clear that another category would be what the social entrepreneur uses while engaging in SIs. The other categories emerged with the same pattern: (a) allocating codes to an existing category; (b) being uncertain about marginal cases; (c) redefining the existing categories with clear inclusion criteria; and (d) examining the exclusion criteria and considering it as an additional category.

With the literature review as an analytic lens, in the second pass I focused on the context of data and codes to consider additional categories. Within this context examination for the social entrepreneur, I revealed four context categories: the institutional, the organizational, local opportunities and threats, and the local culture in Khôra. Last, four more categories materialized from the remaining codes: the participants' perceptions regarding the Convened Committee, Khôra's cityscape, Khôra—a community of multiple communities, and recognizable landmarks and symbols.

In total, 18 categories emerged directly from the second cycle coding. Table 2 presents the list of categories, their descriptions, and the number of quotations and codes related to each category. The descriptions include examples of the allocated codes.

Table 2

Categories From the Second Cycle of Coding

Category	Short description	Number of quotations	Number of codes
P1 project	Frequent codes that were related to Participant 1 (example: building a new neighborhood).	82	6
P2 project	Frequent codes that were related to Participant 2 (example: emergencies).	88	8
P3 project	Frequent codes that were related to Participant 3 (example: tourism).	68	7
P4 project	Frequent codes that were related to Participant 4 (example: blood).	101	8
P5 project	Frequent codes that were related to Participant 5 (example: philanthropy).	91	8
Convened Committee perceptions	Perceptions of the Convened Committee governing Khôra's municipality (example: innovativeness and the Convened Committee).	65	6
Context - institutional	Perceptions and descriptions of governmental institutions, national traditions and values, and general social challenges (examples: IDF- the Israeli Defense Forces, development town).	184	11
Context - local (Khôra) opportunities and threats	The perceptions of the local situation derived from the weaknesses and strengths (example: Khôra's image).	182	11
Context - local (Khôra) culture	The traditions, value systems, and the social activities of the local community (example: solidarity).	127	12
Context - organizational	The organizational properties of the CBOs (examples: leadership, knowledge).	228	16
Khôra - a community of multiple communities	The sub-communities in Khôra (example: the Ethiopian community).	84	7
Khôra cityscape	The physical urban environment (example: a street).	124	6
Recognizable landmarks and symbols	Easy to identify or interpret in the same way by Israelis or local people in Khôra (example: a flag).	40	6
Social entrepreneur (SE)- proactive measures	The actions in which the SE got involved to develop and implement SIs (example: to reach out).	145	18
Social entrepreneur - profile	The perceived characteristics of a social entrepreneur (example: voluntary activity).	124	9
Social entrepreneur - perceptions and feelings towards SE and SI	Self-perceptions and feelings about the engagement in SIs and SE (examples: a personal opportunity, frustration).	119	10
Social entrepreneur - the toolbox	The virtual box of utilities enabling the development and or implementation of SIs (example: critical thinking).	190	20

I noted two characteristics of the process of defining these 18 categories. First was the iterative nature of the process. As I made an effort to have each one of the codes included in one or only in one category, I had to repeatedly return to the raw data, split codes, and redefine them with more accuracy. For instance, originally, I assigned one code for an opportunity. When I wanted to designate it to a category, I realized that the quotations referred to three levels, institutional, organizational, and personal. While it was obvious that the first two are contextual, the personal opportunity belonged to the social entrepreneur's perceptions of social entrepreneurship and SIs. The process increased the total number of codes to 157. I documented the details of the iterative process in my journal, together with my thoughts and insights.

Second, the ATLAS.ti code-document analysis facility was a convenient resource for gaining insights into emerging categories. Implying the code-document statistics options allowed me to focus on the more frequent codes related to each category, immerse in the attributing quotations, and reach conclusions about the emerging themes that would assist in answering my RQs.

Thematic Analysis

Consistent with my research design as presented in Chapter 3, the next phase of analysis was the emerging themes from the previous coding cycles. For this purpose, I compiled several statistical reports from ATLAS.ti to determine the most frequent codes in each category. Table 3 offers the two most frequent codes in each category and the relative percentage of quotations. I excluded from the list the five categories of the unique codes of each of the five innovative projects.

Table 3

Categories – Most Frequent Codes

Category	Code name	Number of quotations	Category relative
Convened Committee (CC) perceptions	Convened Committee support	29	29.90%
	The CC mayor	25	25.77%
Social Entrepreneur – perceptions of SI and social entrepreneurship	A social entrepreneur	44	28.95%
	Social problem	27	17.76%
Social Entrepreneur – profile	Voluntary activity	33	24.09%
	An impact	26	18.98%
Context – local opportunities and threats	The local community	52	22.91%
	Resilience	33	14.54%
Khôra – a community of multiple communities	The Negev region	21	22.83%
	Jewish-American Federation (a community)	17	18.48%
Khôra - cityscape	A tree	33	22.30%
	Houses	23	15.54%
Recognizable landmarks and symbols	A ceremony	9	21.43%
	A flag	9	21.43%
Context – institutional	Sustainability considerations and measures	46	19.57%
	Convened Committee: general	36	15.32%
Social Entrepreneur – proactive measures	To encourage initiatives and social activism	29	17.06%
	To change	22	12.94%
Context – local culture	Community social activities	22	14.67%
	Narrative	20	13.33%
Context - organizational	Target population: groups	45	14.66%
	A CBO	36	11.73%
Social Entrepreneur – toolbox	Personal (past) experience: private	39	14.44%
	A dream	33	12.22%

The frequencies of the codes within the categories indicated the relative centrality of the codes in the raw data. Linking the most frequent codes was my platform for configuring the themes (Saldaña, 2016). Keeping in mind the RQs, in

focusing on the social entrepreneur the first theme that emerged from Table 4 was the process of engagement in SIs. I named the first theme after one of the in-vivo codes: Dream, Take responsibility, Do, and Change.

The second and third themes that developed from the categories and the frequent codes were related to the role of context in the development and implementation of the SIs. I split them into the enabling functions and hindering attributes of the social entrepreneur's environment. I named the enabling theme, The Convened Committee Offered Free Reign and the barrier, SIs Challenge all the Authorities, respectively. Both were extracted from the raw data.

Last, I examined the codes and the categories that were not directly related to the social entrepreneur or the context. Together, they denote the community and the town that either endured the social problems or benefitted from the SIs. They represent the reasons for engaging in SIs and their impact. Further, the reasons are a partial answer to the second and third RQs. I titled the fourth theme Putting Khôra on the Map. Like the previous three themes, the fourth one ties the context and the social entrepreneur to the beginning and end of engagement in SIs.

The following sections describe each theme and provide some quotations to validate the text.

Theme 1: Dream, Take Responsibility, Do, and Change. The theme, Dream, Take Responsibility, Do, and Change, refers to the process of engaging in SIs. It answers the question of how the CBO leaders engaged in their innovative projects while a Convened Committee governed the municipality. The description of the theme relies on four categories of the social entrepreneur and on particular codes from

other categories that contribute to the understanding of the context in which the CBO leaders operated.

For the CBO leaders, the process of engaging in SIs started with a triggering event in the social entrepreneur's experience that exposed or underlined a problem. The search for solutions and attempts to recover from the undesirable circumstances involved an understanding that the problem is wider and relates to a broader crowd in town. Moreover, a perceived opportunity to pursue a change was apparent. At this stage, the social entrepreneur began to dream and visualize the solution for the unmet social problem. The dream turned into a pragmatic plan, and the social entrepreneur engaged in gaining more knowledge and establishing the organizational platform required for the implementation. The participants tended to work independently, assisted by volunteers from their community.

The CBO leaders accepted full responsibility for their innovative projects. Despite experiencing frustrating obstacles, they never lost hope and continued with determination. The ultimate goal was a social change for the community, characterized by sustainable considerations and solutions. Achieving the goal and completing the project did not only bring a deep sense of satisfaction but was publicly celebrated. Though not necessarily in the same project or framework, the CBO leaders are still engaged in voluntary operations and social activism.

The CBO leaders did not plan to engage in innovative projects. Engagement emerged from their social activism and their desire for sustainable solutions. Figure 2 served one of the participants in describing the sustainable change the project created in Khôra. Participant 1 who took the photo noted the following:

This picture is, in fact, a complete landscape change in Khôra, in the sense that the town never thought, until these new projects of construction arrived, and in effect some of the neighborhoods until now, it related to it as a desert town.

Figure 2. A complete landscape change.

Employing the original quotations of the participants, Table 4 illustrates the Dream, Take Responsibility, Do, and Change theme.

Table 4

Theme - Dream, Take Responsibility, Do, and Change – Selected Quotations

Category	Code	Quotation
Context – Institutional	The municipality Social problem: general reference	Participant 2: I find myself discovering a gap in the municipality and I see that they do not intend to do it, do not intend to complete it, and I am going to do it.
Social entrepreneur – Profile	Innovativeness: experience	Participant 3: Sometimes it is the inner world, sometimes it is the outer world. Sometimes it is the urban world, sometimes it is the global world. But, doing something which, first of all, has innovativeness which can help people, that brings solutions.
Social entrepreneur – Profile	An opportunity: personal	Participant 4: I was at acrossroad, about what to do, how to do it, and it felt the most natural for me to go back to the place where I had been given those tools, those opportunities and, to a great degree, made me who I am ... and to advance a new initiative there.
Social entrepreneur – Proactive measures	Dream, take responsibility, do, and change.	Participant 3: I, without doubt, I took it on myself if you wish, with daring, with chutzpah, with... You can say a lot of things. I took responsibility … I turned it into some kind of place of a lifework. There was no other possibility.
Social entrepreneur – social entrepreneurship and Sis perceptions and feelings	Pain Hope	Participant 2: all our work rests on the past and on the pain, and we don't hide our pain. But I, I also want to say that hope, hope comes. Even in the most difficult places there is room for new growth.
Context – Organizational	A one man show	Participant 1: I created the organization, I was its general director. I recruited the chairman, because there was a need for a chairman. But, in effect, the whole organization and the general director- that was me. Everything. I did everything.

Theme 2: The Convened Committee Offered Free Reign. The second theme, The Convened Committee Offered Free Reign, denotes the enabling factors that emerged in the local context. The theme answers the question of what in the

context in which the CBO leaders operated facilitated their engagement in SIs. The contextual categories formed most of the description of the theme, including the Convened Committee perceptions.

The Convened Committee that headed Khôra's municipality faced an array of challenges. Chapter 2 provided a review of these challenges in the setting and institutional void sections. The five CBO leaders in Khôra wished to provide an answer to several unattended social problems. Despite and because of they tended to advance solutions to the town's problems, they could not act in complete isolation of the Convened Committee and the municipality. Hence, engaging in innovative projects that advanced Khôra's SUD occurred against some form of an enabling background. As social entrepreneurs, the CBO leaders perceived the governance period of the Convened Committee as an environment offering free reign. Common rationalizations were the municipal system's weakness and the politics-free environment of the nominated City Council.

Other enabling contextual factors, in particular, the local attributes and culture, complemented the enabling local institutional context. For most CBO leaders, Khôra's local community shared values, such as solidarity and inclusion, were largely derived from the Jewish religion and tradition. Concurrently, the local community was formed by diverse sub-communities with particular needs. The weakness of the municipality headed by the Convened Committee left vulnerable residents and stronger sub-communities to search for alternatives. In that context, many community members engaged in voluntary activities and took part in community activities. Hence, with its high social capital and value of inclusion the local community was fertile soil for initiatives and novel ideas.

Table 5 cites a few participant quotations to demonstrate the constructs of the theme The Convened Committee Offered Free Reign.

Table 5

Theme - The Convened Committee Offered Free Reign – Selected Quotations

Category	Code	Quotation
Convened - committee perceptions	Convened Committee support	Participant 1: This could not have happened without a Convened Committee which really understood what we were talking about. They came from places where they think like that. Participant 5: The Convened Committee that is disconnected from politics, can offer a free hand for all these things, far more easily than a municipality and mayor who is elected.
Context – Local culture Khôra – a community of multiple communities	Tradition and religion	Participant 2: In fact, we met. X is an ultra-orthodox, Rabbi Y, he is a religious Zionist, and I am secular. Yes, and a woman…And we decided that we are, in fact, creating, building a group that will collaborate. Because of that we chose the subject of Bar Mitzvah… And this place of collaboration, working with religion, very much pushed me forward, and them too.
Khôra – a community of multiple communities	Inclusion	Participant 2: Everyone has a place in the community activity. It's like a jigsaw puzzle of the whole universe makes up a complete picture. There is no difference of race, religion, gender, socioeconomic status.

Theme 3: Social Innovations Challenge All the Authorities. The third theme SIs Challenge all the Authorities refers to the contextual hindering factors in which the CBO leaders operated when they engaged in their innovative projects. The theme's description is derived from the same contextual categories of the previous theme and answers the opposite question. Because SIs aimed at a social change, governmental institutions often found it challenging connecting to ideas, visions, resources, or information. After failing with the local government in Khôra, the CBO leaders did not hesitate to approach government ministries and agencies, as well as

other national institutions for support. The CBO leaders had to cope with the fact that they want something that no other formal authority wants or prioritizes.

Notwithstanding creating ad-hoc supportive networks, the CBO leaders refrained from collaborating among themselves. Moreover, despite targeting the same groups of population, attempts by external organizations to get them to work together tended to fail. Working independently with restricted resources and with limited assistance from the Convened Committee and the municipality, CBO leaders faced some negative implications. CBO leaders had to compromise their plans for innovative projects. On other occasions, the process slowed or necessitated CBO leaders resorting to unconventional measures and channels, such as chutzpa. In practice, the CBO leaders demonstrated flexibility between having to fight the authorities and play the game by the rules.

Finally, the labeling and the meaning of Khôra as a development town was a hurdle that the CBOs leaders had to overcome. The barrier materialized in the personal, organizational, and local cultural levels. For example, in cases where project success depended on the collaboration or participation of the target populations, the CBO leaders had to address the need and adapt their approach to include population members. Table 6 with a selection of quotations from participants highlights the barriers to engagement in SIs.

Table 6

Theme - SIs Challenge the Authorities – Selected Quotations

Category	Code	Quotation
Context – Institutional	Convened Committee-void	Participant4: If I take the whole field of meaningful service in Khôra, at the time of the [Convened] Committee, there was no dedicated official for the area of preparation for the IDF at the [local] authority.
Social entrepreneur – Profile	You want what no one wants	Participant 1: No one will want to live there [a neighborhhod in Khôra] and so on… Maybe you should go and say - you want what no one wants.
Context – Institutional	Government ministries	Participant 2: I see that the government do not really care at all, not just the municipality, the government in general, about senior citizens.
Social entrepreneur - Toolbox Context – organizational	Chutzpa Collaboration and cooperation	Participant 3: I was born here. I understand chutzpa a bit. And if you [a community center] want to be my partners next year, no problem. But, you will fund 20 percent and I will fund 80 percent… I don't want crutches… After 2 years they asked to withdraw because it was a nuisance for them.
Context – organizational	Fundraising	Participant 4: There is something that characterizes social organizations – as if they always want to do something beyond what the budget allows.
Social entrepreneur – Proactive measures	To compromise	Participant 1: You do not want to compromise either. The understanding that this is the place where I am, and I am doing it with all my strength.
Context – Institutional	Development town	Participant 2: Because I come from a development town, the courage to do something civil, you need a lot of courage for that…I always said that this tracked education oriented towards obedience, to… in fact, wait for the municipality to come and do something, to come and act. I was educated and brought up like that. it stays with with me to this day.

Theme 4: Putting Khôra on the Map. The fourth theme that emerged from the categories, Putting Khôra on the Map, refers to the goals and impact of the CBO leaders' SIs. The theme links the categories Khôra- cityscape, Khôra- a community of multiple communities, and Recognizable landscape and symbols to the social

entrepreneur and the context. The theme indicates the more observable and noticeable results of the various SIs on Khôra's development.

Khôra's image, including that of the municipality, was a major concern for all CBO leaders. Subsisting as a development town with a very low socioeconomic level, and headed by a Convened Committee were perceived as deterring factors to capacity to generally advance urban development. The combination of the three concerns made it challenging for the CBO leaders to disseminate their new ideas and mobilize external support as well as local community collaboration. Hence, a reoccurring goal of the CBO leaders with their SIs was to amend the local narrative. They wished to introduce a new vocabulary of community resilience, critical thinking, responsibility, development, and empowerment. Moreover, they dreamed about positive media coverage of Khôra and made sure their activities were physically visible or publicly told. The photos shared for this research, such as Figure 3, reflected this aspiration with a large number of references to items such as signs, logos, or ceremonies. Participant 3, who took the photo, noted the following:

> Over a period of about a year and a half, we built a unique [cycling] track… around the town, through historic locations and interesting places. Today it is a tourist site, which draws hundreds of cyclists who come to see the town… At last, Khôra also has something to offer to the whole world.

Figure 3. Khôra on the map.

Nevertheless, the CBO leaders shared a wider goal. They all acted for the sustainable development of the town and the local community. They wanted Khôra to become an attractive place for new residents, tourists, and businesses and compete successfully with other towns in the Negev region. They chose to introduce sustainable solutions that were environmentally, economically, and socially friendly.

These ambitions transpired in the large number of trees that were present in more than half of the photos that CBO leaders shared for the research. The trees were green in contrast to the desert landscape of the town, growing providing some comforting shade, and long-lasting for future generations. The trees in the photos did not necessarily represent the goals or the impact of the innovative projects. However, they assisted the CBO leaders in conveying particular concepts and meanings such as place attachment, resilience, development, or community development.

Table 7 presents some extracts from what the CBO leaders said about their goals and impact while in Khôra, and their physical expressions in Khôra's cityscape.

Table 7

Theme - Putting Khôra on the Map – Selected Quotations

Category	Code	Quotation
Context – local culture	Khôra's image	Participant 5: They, until recently, were stuck in the really traditional images… as a sort of detached region, full of camels, desert, rough, arid, and does not fit into any slot of a living and breathing community.
Social entrepreneur – Toolbox.	Media	Participant 3: I built a website called Khôra - City Portal. I crammed it with so many [positive] news that within a year all the [negative] websites … were pushed off to pages 13, 14, 15. And today I see the impact of this.
Social entrepreneur – Profile	An impact	
Khôra – a community of multiple communities	Other neighborhoods	Participant 2: it is the most disadvantaged neighborhood which also has senior citizens. There is a high concentration of members of the Ethiopian community, the Soviet Union, there is a retirement home, and also a lot of drugs and crime. I also checked with the police. Most of the break-ins are in the neighborhood
Khôra- Cityscape	A tree	Participant 2: The individual [leaf] resilience is related to community [tree] resilience. Participant 4: The tree, I can connect with it further because, ultimately, this is growth.
Context - Institutional	Sustainability considerations and measures	Participant 1: In the end, a social idea of solving a housing problem for young couples or solving the problem of people leaving because they want quality housing and they do not have that here, also galvanized the financial aspect and also the constructional element. And, in recent years, Khôra has been experiencing a period of massive construction.
Social entrepreneur - Profile	An impact	

Evidence of Trustworthiness

The quality of qualitative research is determined by meeting several criteria, namely: credibility, transferability, dependability, and confirmability (Shenton, 2004). According to the research plan portrayed in Chapter 3, the following sections are a

report of the measures taken to ensure trustworthiness in this research. The report includes two separate discussions on triangulation and reflexivity as strategies to maintain trustworthiness.

Credibility

Credibility is related to the research's internal validity (Shenton, 2004; Yin, 2018). According to my plan, to support the study's credibility I have merged several strategies:

1. I adopted multiple case study and photovoice, two well-established research methods. While the two research methods created some duplication, they allowed collecting data from two different angles, creating an internal review and ensuring the understanding and interpretation of the data.
2. I focused on a setting that was familiar to me. Besides eliciting thick descriptions, my acquaintance with Khôra helped me formulate follow-up questions during the interview.
3. I established a review system for my work. I asked each of the participants to approve the accuracy of the interview transcript to establish member's checking; a fellow doctoral student reviewed the data analysis and commented on the coding. Further, my committee reviewed the dissertation.
4. I wrote a journal throughout data collection and analysis phases. Further, using memos, I recorded my thoughts, insights, and progress.

Beyond the research plan, I used, in certain cases, paraphrasing during the interviews. The paraphrasing, performed at important moments, validated my interpretation to what was said.

Transferability

Transferability refers to the ability to replicate my study elsewhere (Tracy, 2015). For this purpose, I have provided: (a) a detailed description of the research setting in Chapters 2 and 4; (b) a thorough account of data collection steps, including the interview guide (see Appendix B), demographics of the participants, and the different types of data; and (c) an audit trail of data analysis, including the sense-making processes in grouping codes and categories into themes.

Dependability

Shenton (2004) explained that dependability in qualitative research is the equivalent term to reliability in quantitative research. To address dependability, I presented a thorough description of my research design with step-by-step features of data collection and analysis. I also reported on the reflective progress of the data collection and analysis processes while evidencing the sources.

Confirmability

Confirmability relates to the efforts of the researcher to avoid subjectivity and bias (Shenton, 2004). The central practice to reduce partiality in this research was by triangulation. To increase confirmability, I included a chapter regarding my role as a researcher with the positionality issues I face. Moreover, as photovoice involves particular ethical considerations, and because I have no background in photograph/photo-story analysis, I attended a short course by PhotoVoice.org that aimed at training facilitators of such projects (PhotoVoice, 2016).

Further to the research plan, during data analysis I used the analysis function of ATLAS.ti to find connections between codes, allowing increasing objectivity of data analysis. Together with some of the strategies to maintain credibility like keeping an audit trail and relying on existing literature, I am confident that I have met the challenge of trustworthiness.

Triangulation

In a qualitative study, Yin (2018) and Patton (2015) underlined the importance of triangulation to increase the validation of the findings. They noted four approaches: (a) the employment of a variety of data sources. To this end, I used interviews' transcripts, visual data, and documents; (b) the engagement of more than one researcher, evaluator, or reviewer. My committee, a group of three critics, reviewed my dissertation. I also employed partial member checking of the interview transcripts for data collection, and a partial co-researcher role of the participants through the embedded SHOWed photovoice's protocol for data analysis; (c) theoretical triangulation as a result of analyzing the data through different perspectives. I constantly went back to my literature review (Chapter 2) for theoretical constructs comparison and emerging insights, and (d) the use of more than one methodology. In this research I engaged in two qualitative research methods, multiple case study and photovoice techniques.

Taken together, this research should be less vulnerable to the weaknesses of the single data source, investigator, theory, or methodological triangulation (Patton, 2015).

Reflexivity

Reflexivity, as suggested by Patton (2015), requires of qualitative researchers mindfulness, self-awareness, and self-exploration of their voice, lens, and interpretations throughout the research. To comply with reflexivity requirements, I used several strategies. First, I have included rich enough descriptions to afford the reader more than just a glance at each situation. Furthermore, I have added examples and quotations to evidence my conclusions. Second, whenever possible, I validated my analysis and findings with statistical reports, compiled automatically by ATLAS.ti. Third, many of my interpretations were endorsed by the existing literature. Fourth, I have documented my thoughts, feelings, dilemmas, and insights in a journal. Finally, to reduce my role as a researcher, I have asked my participants to share their interpretations of their answers to the SHOWeD protocol. As the protocol questions covered the answer to the first RQ which is the base for the next two RQs, my data and analysis, by definition, encompassed more than just my voice.

Ethical Procedures

As discussed in Chapter 3, I had to handle a few ethical concerns. The ethical issues included my role as a researcher, participant confidentiality, photovoice techniques, and ethical considerations of research in a country other than the United States. My primary strategy to address potential ethical concerns was to disclose known or potential problems and then address them. I approached Walden University's IRB and asked for advice regarding all my concerns. I explained that I view my earlier acquaintance with the population of my research to have more benefits than risks. An obvious benefit was having direct access to them with well-established relations of trust. Risk associated with that familiarity were: (a) my study

related to a period that ended more than 6 years ago; (b) the actual engagement in SIs occurred previously; and (c) I am holding no official role in town. Based on the consultation, I applied for the IRB approval and on April, 17, 2020, I was granted an approval (number 04-17-20-0543501). During the approval process, I had to confirm to the IRB that I will remain in my role as a researcher and not engage in consulting on topics related to my dissertation and my expertise in Khôra until I completed my dissertation.

As for the application of photovoice techniques, I advised my participants that their participation entailed a personal effort. They received guidance that included comprehensive ethical instructions (risks, choices, and informed consents), and before commencing, I asked for their informed consent to participate in a relatively lengthy process and to use and disseminate their works of art. Furthermore, while coordinating the interviews, I orally repeated the ethical requirements.

The participants, despite initially finding the requirement to avoid taking people's photos challenging, fully cooperated. They signed the consent form ahead of the interviews and generally refrained from sharing photos that included people. While two photos included unidentifiable people, one was a shoulder photographed from the back of the shoulder, and the other arms of many people. I accepted both as an exception. Three other photos were problematic in that they comprised identifiable items. I excluded two of them from the research as they would have disclosed the CBOs and the town's real name. The third one, a sign as the identifiable item, was very small, in the shade, and hardly noticeable. I hid it by blurring it with a darker color. I advised the participants about my decisions and obtained their approval.

To maintain participant confidentiality, I removed all identifiable details from the research, including participant names and the names of the CBOs. Further, I masked the town's name. When describing the innovative projects, I made an effort to use overarching descriptions to avoid possible connection between them and the participants. The removal of identifiable details started with the transcription phase of data collection. Electronic research files were stored on my personal computer and on an external hard disk. My computer and the hard disk are protected by a password that I occasionally change.

Through transparency and open dialogue, my committee assisted me with compliance with ethical considerations of research in a country other than the United States. I was guided by the United States Federal Office of Human Research Protections instructions for international research (OHRP, n.d.).

Study Results

Consistent with the holistic multiple case study research design (Yin, 2018), the research results are presented in this chapter in two levels, the single case followed by cross-case findings. Otherwise, the results are organized per the RQs.

Research Question 1

The RQ was formulated as the following: While a Convened Committee governed Khôra (Israel) Municipality, how did local CBO leaders engage in innovative projects designed to advance SUD? The answer to this question is primarily found in the theme, Dream, Take Responsibility, Do, and Change, which includes descriptions of the process of engagement for each participant in the innovative project. A cross-case analysis of these descriptions completes this section.

Participant 1. Participant 1 engaged in the innovative project to solve a housing problem of his sub community in Khôra who had previously relocated to the town. However, he found a misconception regarding the demand for new housing solutions in Khôra. First, despite having all the plans and permits, contractors refused to believe that demand for new houses existed and refused to invest and build new houses or blocks of flats. Second, Khôra Municipality and the Ministry of Housing tended to agree with the contractors and did not demand execution of the plans.

Participant 1 insisted on a quality, affordable, and sustainable solution that will work best for his community needs and the town. The CBO leader started from scratch by trial and error, proceeding while learning, cooperating with every professional, official, or organization that was willing to do so. He developed his ideas along parallel paths, creating organizational, social, and financial models for his project.

> Participant 1: I went to study the subject- what is right, is it worthwhile buying from a contractor, to join together. We tried all sorts of things and at a meeting with … a former director general of the Ministry of Housing, who told me, there is some kind of model, which existed when the state was created. They have not done it for many years, to set up a nonprofit for land.

Once Participant 1 had a plan in mind, he realized that it included several innovative features in the three models he developed. By that time, the Convened Committee arrived in town. Unlike previous attempts, Participant 1 expressed, “the head of the Convened Committee, with his approach to life… said, I will go with you...He wants us to do it, and he will support us”. With the support of the new mayor, participant 1 could move to the implementation phase.

The implementation phase was quite similar to the ideas development phase. It was strenuous, frustrating, and complex, but also a successful journey. Together with his own concerns and those of his sub community, the municipality, and other residents in Khôra, Participant 1 acted with convincing determination and on his own. He established a designated CBO for the project and solely managed it. He confirmed, “ultimately, the total responsibility was entirely mine”.

The above findings were supported by reports I compiled using the analysis function of ATLAS.ti and their centrality in the photos Participant 1 shared. According to the statistical report, in Participant 1’s inteview, the most frequent codes were: sustainability considerations and measures, an understanding, knowledge, professional support, innovativeness, to remove obstacles, to generate (an outcome, change), and to engage (in a process).

In Participant 1’s photos, three out of five reflected numerous sustainability principles of the project: a social business model, encouraging the local economy, improving quality of life, social inclusion, and environmental considerations such as energy-saving and recycling.

To conclude, Participant 1’s engagement in his innovative project started from private experience, continued with an understanding that it encompassed a whole community, and resulted in a search for a sustainable solution for the unmet social problem. The CBO leader designed the solution while progressing, insisting on strategies that would not only solve the problem for his sub community but would benefit the whole town. Distinct from the description of the theme, Dream, Take Responsibility, Do, and Change, Participant 1 did not seize particular opportunities to

develop and implement his project. Instead, he experienced a couple of breakthroughs, such as the Convened Committee entrance to the municipality.

Participant 2. Participant 2 engaged in the innovative project to develop emergency preparedness and response facilities in Khôra. The participant became aware of the absence of such a local service in two stages. First, the Convened Committee mayor offered Participant 2 the opportunity to lead the establishment of a community center that would reach out to in-need population groups and run empowerment programs. Second, before the first stage matured into a practical program, Khôra experienced the first missiles attack, fired from the Gaza Strip. After realizing that no local entity is providing support to the traumatized residents, participant 2 decided to convert the original idea of the resilience center into a place that would prepare the population for emergencies and treat trauma victims.

After gaining the approval of the mayor for the change, Participant 2 managed to recruit volunteers, train them, assemble preparedness teams, mobilize pro-bono professional support, and provide a much-needed service in Khôra. Until recently, it functioned as a bottom-up, informal, grassroots organization with no employees or official management. In 2019, it was registered as a formal CBO.

Over time, Participant 2 kept on developing the resilience center with its hundreds of trained volunteers. The CBO leader constantly added innovative perceptions of what community resilience means. "Emergencies do not just result from wars and Grad rockets. Now we understand that emergencies also relate to health and quality of life, to the desire for meaning. And routine is, in fact, strengthening culture, education, [and] the social aspects." Faithful to this perception, Participant 2 developed a unique model of a resilience center that is operating all year

round to empower individuals and the community (see Figure 4). Participant 3 added to the photo the caption “hope comes. Even in the most difficult place, there is room for new growth.”

Figure 4. Crisis, resilience, and hope.

The journey of Participant 2 is on-going. The CBO leader faced many obstacles and difficulties but never lost hope. The participant took responsibility for her community and constantly encouraged them to volunteer and engage in social activism. Figure 4 of the growing sprout from what looked like a dead tree trunk, was a symbol of hope for the community members.

Some of Participant 2 innovative ideas ripened after being an activist in a large national movement. Taking a leading position in that movement exposed the CBO leader to new social groups in the country and more universal values, “There is great

importance in developing a civil society in order to preserve independence of thought, and critical thinking which cultivates social activism."

The photos Participant 2 chose to reflect the personal meaning of the innovative social project, confirmed the centrality of references to resilience and community development. The progress and the ability to bounce back from crises were related to the community's diverse individuals and the community as a whole.

The above findings were supported by reports I compiled using the analysis function of ATLAS.ti. According to the statistical report, besides resilience and development, the most frequent codes in Participant 2's interview were: private experience, responsibility, empowerment, encouragement of initiatives and social activism, and volunteer activity.

To conclude, Participant 2 was ready to become more involved in the community when a self-witnessed traumatic event revealed an unmet social problem. From the position of a volunteer, the participant committed to social entrepreneurship and engaged in a new venture. After realizing the scope of the problem, a tailor-made solution for the community was designed. Subsequently, Participant 2 continuously introduces new schemes and programs to increase town resilience and prepare residents for crises and emergencies. While Participant 2 did not dream nor had a clear vision at the beginning of the social activism, being both practical and compassionate about the community made the CBO leader take responsibility, do, and change.

Participant 3. Participant 3 had returned to Khôra to live after a long absence when he became increasingly concerned about Khôra's negative image. He identified the media as one of the sources for this image, "I got onto the Internet and I searched

the word Khôra, and I saw a picture of a soup kitchen, corruption, the mayor who was about to let in a Convened Committee….". At the same time, Participant 3 understood that the way to push aside negative media was by producing and disseminating a new positive narrative.

The ultimate solution that he felt he could advance was integrating his personal hobbies into the new narrative. An environmental activist, Participant 3, started to dream and visualize how to attract people to his sporty venture. He approached KKL, the national environmental agency responsible for public open areas, and got them interested in erecting a cycling track. To be an official partner, Participant 3 also established a formally registered CBO. Soon, the track was ready, and after the opening ceremony, participant 3 moved on to the next phase, "In order to encourage cycling and entrench it in town, I needed to have some sort of a major event." He organized an annual race, assembled local groups of cyclists, and opened a cycling club. Moreover, he managed to include the cycling track on regional maps to attract tourists. Foremost, he continued feeding the media with the new narrative of an attractive town in a development spree and a community with a unique story.

To make his dream come true, Participant 3 recruited volunteers, developed close relations with philanthropic organizations, created ad-hoc networks, and did not hesitate to use 'chutzpa' to achieve his goals. "Without doubt, I took it on myself if you wish, with daring, with hutzpah." Despite having to fight continuously, he felt satisfaction and pride from the journey. Moreover, social activism led him to engage in local politics and to gain a seat on City Council in the municipal elections that followed the Convened Committee end of term.

The photos that Participant 3 shared for the research were published on the CBO's website and in the press. They reflected the early stages of the project and, like Figure 5 (a photo taken by Participant 3) suggests, delivered a clear message of a positive and rewarding activity. Because Participant 3 was aware of the power of the “world of labels, Internet, tags" and how visuals catch the audience's eyes, he “wanted to flood the internet with beautiful pictures.” Participant 3 added that “it draws crowds, focuses on the town’s narrative, and [it] is generating a lively community …and mainly a collective memory for the town.”

Figure 5. Annual cycling race.

These findings correspond with the statistical reports on the most frequent codes in Participant 3’s documents that are related to the theme. Accordingly, they were: to change, media, private experience, an impact, came from away, and political activity.

To conclude, Participant 3 returned to Khôra and engaged in rebranding the town as an attractive place for the local community and tourists. His personal hobbies

led him to choose an original theme with an environmentally friendly dimension. The CBO leader initiated the venture and since then, he has been constantly expanding it.

Participant 4. The engagement of Participant 4 in his innovative project was rooted in a young leadership program he attended at 17 years old. During the program, he gained knowledge, values, and tools that made him aware of social issues. Indirectly, it also guided him to volunteer for meaningful army service. Meaningful army service refers to “Military service which shapes them as individuals, has a lasting impact on their lives, and makes a positive and profound contribution to the work of the army” (Eastwood, 2016, p14). In Israel, where all 18 years old enlist in military national service, the term was developed to encourage volunteering for elite combat units. In recent years, the term refers to any military service which is meaningful for the individual as not every young person is fit for a physically demanding service. Either way, completing the military service is a significant entrance key into Israeli society.

Completing such meaningful service in a combat unit, Participant 4 was exposed to two national social problems. First, he experienced the discrimination of his sub community, Ethiopians as new immigrants. Second, he witnessed how the lagging education system in development towns prevented youth from reaching elite military units. He summarized it:

> Participant 4: I, as an Israeli, a Jew, black, in a country that has to contend with many other challenges, which are not necessarily army or another Israeli who is not different, and he comes from a particular group – I have to try even harder to prove myself.

After realizing his personal dreams, he decided to quit his military career, return to Khôra, and help others do the same, establishing a special program that would prepare local youth for meaningful army service. Participant 4 went back to the same CBO where he attended the youth leadership program, and they welcomed his initiative. He secured a leadership position and began the implementation phase. Before long, he attracted to the program, among others, youth with criminal charges that the army refused to recruit:

> Participant 4: I think that, in the end, it was by virtue of faith, a person, it does not matter who they are, what this is, they can get anywhere they want. You just have to open the door for them, and… everything depends on them. I am only here to guide them .

Everything that Participant 4 planned and implemented in his innovative project was a consequence of his private experience. The CBO leader described the deep feelings of pain and frustration alongside the sense of empowerment by overcoming the hurdles. Figure 6 is one of the photos he shared. The photo reflected one of the milestones in his self- determination and one of his worst upsets. Participant 4 stated:

> It was one of the toughest protests [of the Ethiopian community] the country had ever known, whereby ultimately Israelis, people, donated blood to save other people, and they threw their blood away, because they did not want to waste resources in order to check if it was OK.

Figure 6. A moment of crisis.

Because Participant 4 managed to convince the army to give youths with criminal charges a chance, many individuals from other parts of the country approached him for mentoring and support. For his unique and successful program, Participant 4 received a prestigious national award. Encouraged by the initial achievements, he expanded the program to include additional, innovative features.

The findings are supported by the ATLAS.ti statistical reports on the most frequent codes in Participant 4 documents that are related to the theme. Accordingly, they were: a dream, private experience, pain, satisfaction and pride, encouraging initiatives and social activism, to change, to give people meaning, and innovativeness-experience.

To conclude, the path of Participant 4 to define and implement his innovative idea began at an early age and developed while he was in the army where he experienced social discrimination. The CBO leader converted that pain and the dream of integration into Israeli society into a plan and designated social activism. In his innovative project, Participant 4 changed the lives of individuals from Khôra and elsewhere.

Participant 5. Participant 5 was a junior employee of an American-Jewish community when he encountered an opportunity to create a unique partnership with the community in Khôra. Within an existing framework of such partnerships between Israeli towns and worldwide Jewish communities, he advanced a transformation, which he named a "change [of] the paradigm in this system." He perceived the old paradigm as caused by an outdated perception of Israel. Figure 7 demonstrated it better than words. He wished to change the unbalanced relationship based only on philanthropy to one that was grounded in reciprocity and exchange of narratives. Participant 5 stated

> There was a goal of creating a genuine partnership… not a partnership between a horse and its rider. Rather a partnership between partners with all the problems that it entails. Because the money comes from there, and today, too, the majority of the money comes from there, but it is still possible to have a partnership.

The participant added to the photo (Figure 7) he shared

> It was expressed in a sort of romantic perception of the State of Israel by Diaspora Jewry as a lagging state, a country being built up, a desert state, a peripherial country in the Middle East. A great miracle that in these conditions, manages to exist at all.

Figure 7. The old paradigm.

Soon thereafter, Participant 5 acquired a leading position managing the newly established partnership and pushed the implementation of his innovative ideas. It is important to note that Participant 5 was an outsider to both communities. The partnership between Khôra community, represented by local social activists, and the American-Jewish community, represented by the Jewish Federation, consented to establish a Living Bridge between them.

The photos Participant 5 shared for the research reflected the constructs of the new substance he introduced into the concept of the living bridge: reciprocity, solidarity, people to people, and community to community. He derived the practical implications from the notion of *Jewish Peoplehood*. For the CBO leader, this notion penetrates deep into an emotional level of how worldwide Jewish communities are linked among themselves by a profound sense of belonging. In that respect, the partnership with Khôra was a pioneer that was rapidly followed by other partnerships.

In practice, the new content corresponded with the understanding of the need to contribute towards the development of Khôra community.

Participant 5 headed an informal organization that was different from other community organizations in Khôra. On the one hand, strategic decisions were made by volunteers from both communities. Conversely, the partnership framework was subject to external policies designed mostly by The Jewish Agency. Regardless, by focusing on learning and then developing and implementing new ideas, Participant 5 managed to acquire a leading status within The Jewish Agency rather than being led by it. “The partnership with Khôra was a pioneer in conveying this component [the living bridge] right from the early years… before almost all the other partnerships. This tradition, or the concept, evolved in Khôra very rapidly.” Similarly, the meaning of the concept Jewish Peoplehood was adopted by other partnerships.

According to the statistical frequency reports of ATLAS.ti, the repeating codes within the theme of Dream, Take Responsibility, Do, and Change were: a dream, personal experience - social, innovativeness experience, connectivity and association, to engage, and to grow and develop. Other codes that emerged from Participant 5 related documents had relatively low frequency.

To conclude, Participant 5’s innovative project was performed as part of his job. Regardless, he derived a new conceptualization, which, in turn, made the implementation unique and exemplary to others.

Cross-case answer to Research Question 1. Upon reflection after examination of each of the five cases, I assessed more similarities than differences among them in how they engaged in innovative projects that advanced SUD in Khôra. To validate this assessment, I compiled a report of the two most frequent codes for

each participant in the four social entrepreneur categories. The result was a list of 23 codes. Table 8 presents the top ten frequent codes of the list. Though not an accurate measurement, the report gives an idea of the extent of the centrality of the topics represented by the codes, for each participant. The first code in the list, for example, indicates how much more importance by the volume in his story private experience had for Participant 4 in his engagement in his innovative project relative to Participant 5. Likewise, the code came from away was more expressive (in terms of volume) to Participant 1 than to Participant 4.

Table 8

Theme: Dream, Take Responsibility, Do, and Change - Top Ten Codes

Code	Category	P1 Row relative	P2 Row relative	P3 Row relative	P4 Row relative	P5 Row relative
Personal experience: private	social entrepreneur (SE) toolbox	7.3%	19.5%	22.0%	46.3%	4.9%
A dream	SE toolbox	0.0%	5.7%	17.1%	57.1%	20.0%
Voluntary activity	SE profile	12.1%	45.5%	24.2%	15.2%	3.0%
To encourage initiatives and social activism	SE proactive measures	17.9%	35.7%	21.4%	17.9%	7.1%
An understanding- to understand	SE toolbox	51.9%	14.8%	0.0%	18.5%	14.8%
Personal experience: social	SE toolbox	7.4%	29.6%	11.1%	25.9%	25.9%
Satisfaction and pride	SE Perceptions and Feelings on SE and Sis	11.5%	0.0%	42.3%	38.5%	7.7%
Came from away	SE profile	53.8%	15.4%	19.2%	0.0%	11.5%
To change	SE proactive measures	4.0%	24.0%	52.0%	8.0%	12.0%
An impact	SE profile	40.0%	4.0%	40.0%	4.0%	12.0%

The most prominent similarity among the participants is in the early stages of the innovative idea formulating. The engagement of all participants in their projects stemmed from their private experience that echoed an unmet social problem. Frequently, the private experience was a triggering event or circumstances that inspired thinking and stimulated a desire to solve the social problem. For four of the participants, the private experience involved emotional and mental reactions of pain

and frustration, but also insights and hope. Hence, the engagement involved some learning and knowledge beyond what was immediately available to participants.

The second common stage was the design of the dream. The dream was the concept that four out of five participants employed when they referred to their visions. The dream had two layers. The first one was the solution to the immediate social problem. The second layer related to a more general wish for a social change in Khôra. Moreover, they hoped that the innovative projects would become a model or an exemplary case to be disseminated elsewhere.

The third stage was a voluntary and simultaneous process of designing a practical plan, and defining and setting up the platform necessary for the implementation of the innovative dream. While Participant 4 joined an existing CBO, the other participants chose to set up a designated new CBO. Participants did not always wait for the formal set up or formulation of clear goals before they started with a partial implementation of their dreams. The decision to get started was a result of an opportunity they wished to seize. The opportunities occurred at different levels. Sometimes it was at the institutional level when an external agency or the Convened Committee offered cooperation or support. In other cases, it was at the personal level when individual circumstances changed.

Another significant similar component in engagement in innovative projects occurred in the interface of the organizational and personal domains. The participants took responsibility for their projects, and de-facto, except for Participant 5, did not share it with official management of the CBOs. They perceived themselves not only in charge of the operation but also responsible for its results. Moreover, they demonstrated sole ownership and control over the project. In four out of the five

cases, the project was the work of the CBO leader alone. Where they needed assistance, they used volunteers, mentoring, or pro-bono professional support. Concurrently, they encouraged residents or members of their sub community to volunteer and engage in social activism.

All participants sought pragmatic and sustainable solutions. Despite belonging to particular sub-communities in Khôra, they aimed at serving the whole community and having an impact on the town's sustainable development. The search for sustainable solutions was the major contributor to their engagement in the innovative features of the different projects.

The innovative projects implementation stage involved another set of insights, learning from mistakes, and feelings of pain and frustration when they faced a dead end. Every success was appreciated and filled the participants with a sense of satisfaction. They were proud of the achievements, and besides celebrating them, they tended to make them visible and known to the local public. One participant was different and did not mention negative emotions nor celebrate achievements.

The implementation of three of five projects is still on-going. While innovative additions to the original plans matured during the time of the Convened Committee governance, the participants tended, after the elections, to continue with more of the same. In all the cases, the major innovative part of each project triggered secondary and smaller in scale innovative features. Hence, the impact, which was significant to all participants, was broader than originally anticipated. Moreover, four out of the five social entrepreneurs did not stop. Since the implementation of their novel projects, they have continued their social involvement, encouraging their environment to do the same.

The impact of the innovative projects had a direct effect on their target groups. While many of the photos that they shared demonstrated the current or the expected results, four of the participants hoped to create transformable models for other places. Furthermore, all of them wished to relate these models to themselves, but more importantly, to Khôra. In that respect, their success in disseminating the social change outside Khôra has yet to happen.

The photos that the participants shared for the research were significant in eliciting rich descriptions of the process of engagement. The meaning they assigned to the photos often related to their personal experience, their wish to advance a social change, milestones in their projects, or their emotional involvement. Their process of engagement was a meaningful path from conceptualizing to realizing the SI. Indeed, four of the participants included in their photos an element of passage-a street, an entrance, a bridge, or a trail.

Last, one more finding is relevant to the process of the engagement of the participants in innovative projects. All participants either came to Khôra from away or have spent significant time outside Khôra. The relatively high frequency of the code suggested that engagement in innovative projects is related to the experience of living somewhere else and exposure to different lifestyles or ideas, providing the distance necessary to observe and stimulate insights. The participants did not suggest an explanation. They all mentioned the code as a biographic detail. Further, when they referred to the Convened Committee, they used the same adjectives to describe its members.

To conclude, the process of engagement of the five participants generally followed a similar pattern with few variations. The variations occurred in relation to

milestones of the project. Hence, the similarities were more obvious in the development of the novel ideas than during the implementation phase.

Research Question 2

The second RQ was articulated as the following: What were the perceptions of the CBO leaders about the role of the Convened Committee in their decision to engage in SUD innovative projects? The answer to the question is consequent to the two themes, The Convened Committee Offered Free Reign and SIs Challenge all the Authorities. Together, they describe the perceived enabler and barrier that the presence and governance of the Convened Committee meant to CBO leaders for them to engage in SIs in Khôra. In the following sections, I describe the perceptions of the Convened Committee for each participant and I elaborate on the role, if any, those perceptions had on the engagement in SIs. A cross-case analysis of these descriptions completes the answer to the second RQ.

Participant 1. The CBO leader who engaged in an affordable housing project referred to the role of the Convened Committee in the design of the project and the implementation phases of his project. By the time the Convened Committee arrived in Khôra, he had already experienced the inability of the municipality to cooperate or operate in finding solutions to the housing problem. Moreover, he was under the impression that the municipality did not appreciate the existence of such a social problem:

> Participant 1: That was also due to the authorities seemingly arguing that there was no demand and also because of the weakness of the system… Contractors held land here for thousands of housing units but did not do anything with it.

The local authority did not tell them to do something with the land at all, and it took for granted that there was no need to build.

The arrival of the Convened Committee was perceived as an opportunity to try again. Participant 1 found the new mayor attentive. For the Convened Committee mayor, the proposed housing project could be a strategy to cope with the negative immigration problem he identified in Khôra. According to Participant 1, the support of the mayor was not just a matter of shared interests. Participant 1 perceived the Convened Committee and the mayor as “understanding … that we needed to do something here, and that there is a very big opportunity for all”. Moreover, the mayor appreciated the social model representing the housing project.

Participant 1 related the mayor's support to him and the other committee members as outsiders who could appreciate the new neighborhood's qualities. These qualities, like the landscaping plans and the sustainability features of the project, were common in other towns but did not exist in Khôra. “[The] Convened Committee… really, understood what we were talking about. They came from places where they think like that.”

In practice, the Convened Committee issued letters that the municipality supports the project and is interested in its completion. However, Participant 1 considered that action as removing local obstacles and making his dream feasible: “The Convened Committee was a partner. So…when the environment is an environment that is welcoming and enabling and encouraging, it is a lot easier to do.”

The statistical reports of the frequency of codes in Participant 1's documents confirmed that the CBO leader made 17 positive references to the Convened Committee and none negative. The photos that he shared for the research

demonstrated and acted as a trigger to recount the Convened Committee appreciative attitude to the social, economic, and environmentally sustainable considerations of the SI.

To conclude, despite the Convened Committee's limited ability to assist, Participant 1 percieved the Convened Committee as a source of support. Hence, the percieved role of the Convened Committee in his engagement in the SI was of a partner who made it possible.

Participant 2. The CBO leader initially engaged in social activism with the encouragement of the Convened Committee mayor. Before committing to a particular topic, Participant 2 encountered an event that conceived the determination to advance emergency preparedness in Khôra. To begin, the CBO leader asked for the mayor's approval which he granted straight away. Participant 2 continued independently and summarized it:

> Participant 2: I think that what he [the mayor] did is just… Yes he, you know, you need strong people to lift people up. I think he took that first step. I think that he gave me the confidence, trusted me. That was what I needed. To have that OK, from the head of the municipality. Even if it's not the head of the municipality, you know, someone from the leadership.

Nevertheless, Participant 2's independence developed gradually by organizing preparedness teams, training volunteers, and establishing a community resilience center. The CBO leader found in the mayor a mentor, "He [the mayor] taught me about strategy. He taught me methods. We would sit and learn even about history…We had a regular sort of lesson and I thought that it, it helped me a lot." The mentoring was meaningful to the extent that it revealed Participant 2's lack and need

for general knowledge. In turn, the CBO leader decided to proceed with academic studies.

Despite being asked about the Convened Committee, Participant 2 only spoke about the mayor as the head of the Convened Committee. During the presentation of the photos, the CBO leader did not talk about the Convened Committee or the mayor, except once, as a time reference. When the municipality was mentioned, it was to point to voids. Statistically, Participant 2 inferred to the Convened Committee's mayor eight times, seven of them as a source of support.

To conclude, the Convened Committee, as a City Council, did not play a direct role in the engagement of Participant 2 in SIs. Conversely, the mayor as head of the Convened Committee played a significant role. The mayor was perceived as a mentor and educator that supported the CBO leader project and empowered Participant 2 as an individual.

Participant 3. The CBO leader who wanted to change Khôra's image by rebranding the town as an attractive place, considered his engagement as detached from the Convened Committee. At the early stages of his engagement, he ignored the municipality because "there is no municipality." Later, he perceived the Convened Committee and the municipality as non-cooperative or indifferent to his venture:

> Participant 3: It [the Convened Committee] did not have any role at all… I got to a situation when I say to the municipality do not give me anything, just do not get in my way. That is very very important to get to this. That is not insignificant.

Notwithstanding the wish to be undisturbed, Participant 3's innovative project could not ignore the municipality and the Convened Committee. While the CBO

leader shared his photos, he described the opening ceremony of the cycling track and recounted:

> Participant 3: He told me, excuse me, I am the mayor and I am not going to dedicate the ceremony? Now, I was undecided because I worked on it for a year and a half, and then someone comes along to cut the ribbon. Then, the KKL convinced me….So I called him and told him he was invited to give a speech, and to cut the ribbon.

While Participant 3 may have wanted or needed the recognition of the Convened Committee, his disappointments and frustration from the municipality's negative attitude to his requests increased his determination. Participant 3 did not differentiate between the municipality and the Convened Committee, and often referred to the two interchangeably. "I really saw that the municipality does not have any say, and could not do anything. It is in the [time of the] Convened Committee. Then I decided that I would go into this vaccum and start doing some things."

The statistical frequencies report confirmed that the codes referring to the Convened Committee were negative and concerned voids. No positive mentioning of the municipality, the Convened Committee, or the mayor occurred.

To conclude, Participant 3 perceived the role of the Convened Committee as a catalyst for his engagement, to fill in a gap he identified. From his point of view, the Convened Committee could only disrupt his plans. Yet, Participant 3 remained hopeful that this attitude will change.

Participant 4. The CBO leader who engaged in providing a meaningful army national service program referred only twice to the Convened Committee. The first time was to point to a gap that he wished to fill while he spoke about one of the

photos, and a second time when he was asked directly. The answer to the question was prompt and short, "nothing…there was no involvement."

From the thin description, which was in contrast to covering the smallest details in his answers to the other interview questions, I concluded that the Convened Committee had no role in his engagement in the project. Participant 4 engaged in his innovative project as a result of his private experience and the effect on the lives of individuals. Relative to other participants, the sustainable impact of the program on Khôra, as a community, was smaller and only expected in the longer term.

To conclude, Participant 4 perceived the Conveneved Committee as non-cooperative and responsible for voids. He perceived his engagement in the innovative project as unrelated to the presence of the Convened Committee.

Participant 5. The aspiration of the CBO leader to create a partnership based on a new perception of reciprocity between the community in Khôra and an American-Jewish community, developed as part of a wider process that The Jewish Agency advanced. The process was detached from Khôra, its municipality, or the local community. When participant 5 decided to convert the idea to practical steps, he introduced innovative approaches and conducted a dialogue about it with the civil society. "We tried to refashion a new vision for the partnership. And very quickly…the Israelis and Americans reached [A vision] with this discussion, and they were from the civil society. There were no politicians in this thing."

Participant 5 learned that a municipality headed by a Convened Committee rather than elected politicians is different. First, the Convened Committee did not interfere with the discussions. Second, the mayor supported the principles of the new vision.

Participant 5: The principal role of the Convened Committee is, in fact, that [of] the appointed mayor….The appointed mayor, the connection with him was not to get in the way, not to disturb, not to come and say to people from Khôra- I am guiding you in such a way. Instead, to allow them the freedom to say these things and to adopt the conclusions, their conclusions….The mayor who came, who also has vision, and not just a clerical role. So he also leveraged it.

Participant 5 had no expectations from the Convened Committee. He perceived it as an external institution to the partnership. Hence, the Convened Committee had no role in his engagement. However, in the presentation of one of the photos he shared, Participant 5 admitted that the mayor's support was meaningful. "The mayor came and then it [the partnership] really took hold, even reached new heights because he really is a special person, and he saw this thing through other eyes, and that allowed us to fly."

To conclude, as the Convened Committee and the municipality were not members of the partnership Participant 5 established, they had no role in his engagement in the innovative project. Still, gaining the support of the mayor was perceived as an enhancing power to the partnership itself.

Cross-case answer to Research Question 2. The answer to the second RQ at the cross-case level was found primarily in the interviews' transcripts and the documents. The cross-case findings revealed remarkable differences between the participants. While the perceptions of the Convened Committee, including that of the mayor as its head and the municipality as the executive entity, were positively correlated in three cases, no two cases were alike. While Participant 1 perceived the Convened Committee as supportive and having a role of a partner in his SI,

Participant 4's negative perception of the Convened Committee meant that it had no role in his engagement in his innovative project. While Participant 2 saw the mayor as a source of support, his perceived role was as a mentor, assisting her indirectly to engage in her social initiative. Participant 3's negative perceptions of the Convened Committee was a catalyst for his engagement in his project; conversely Participant 5's positive perceptions of the Convened Committee did not entail having a role for the Convened Committee in his venture.

Table 9, which includes all the relevant codes in the themes. The Convened Committee Offered Free Reign and SIs Challenge the Authorities and their relative frequencies, confirmed and added to the relative variance among the participants while focusing on the single code and between combinations of the codes. It is important to note that the figures in Table 9 are not accurate measurements, but they deliver the relative centrality of the topics that the codes signify.

Table 9

Perceptions of the Convened Committee – Codes' Relative Frequencies

Code	P1 row relative	P2 row relative	P3 row relative	P4 row relative	P5 row relative
CC support	62.96%	25.93%	0.00%	0.00%	11.11%
The CC mayor	27.27%	40.91%	13.64%	0.00%	18.18%
The municipality: perceptions under CC	27.27%	4.55%	50.00%	4.55%	13.64%
CC void	0.00%	0.00%	60.00%	20.00%	10.00%
Innovativeness: and the CC	66.67%	0.00%	0.00%	0.00%	33.33%
Do not get in my way	0.00%	0.00%	50.00%	0.00%	50.00%

The dichotomy between the perceptions of the Convened Committee as supportive (code: CC support) or uncooperative/obstructive (code: CC void) in the engagement in SIs existed for four out of the five participants. While participants 1 and 2 perceived the Convened Committee as supporting their venture, participants 3 and 4 professed the opposite. Alternatively, participant 5 perceived the Convened Committee as having contradicting influences. In other words, he may have perceived the Convened Committee as supportive in some ways and unhelpful in others. This perception supports the finding of the absence of a role in the SI despite the perceived support.

Table 9 conveyed the complexity in examining the codes relating to the mayor (code: CC mayor) and the municipality (code: the municipality-perceptions under CC). While participants used the terms interchangeably, as was explicitly said by some of the participants, they only dealt with the mayor or senior officials in the municipality. Four participants referred in some manner to the mayor; Participant 4 did not mention him at all. The municipality appeared in the data of all of them. The last finding provided another confirmation of the inability of the CBO leaders to ignore the institutional context in the process of engagement in their SIs.

Another remarkable finding was the unambiguous reference to the role of the Convened Committee on the innovativeness of the five projects (code: innovativeness–and the CC). Only Participants 1 and 5 unequivocally related the two. Participant 1 clearly perceived the Convened Committee as a positive impact on innovativeness; Participant 5 was indistinct. Nevertheless, because it is impossible to conclude the type of relations from Table 10, questions on cause and effect relationships remain undecided.

Last, two participants, 3 and 5, expressed in an imperative manner what they expected from the Convened Committee. Whereas Participant 3 anticipating that the Convened Committee would not disrupt was reasonable, questions in the case of Participant 5 were likely. For example, did he consider non-interference by the Convened Committee as indirect support? Or did the partial negative perceived attitude introduce a threat?

To conclude, the assumption that the perceived role of the Convened Committee in the engagement of the CBO leaders in their innovative project is related to the general positive or negative perceived attitude is misleading. The participants experienced and perceived the Convened Committee differently. It varied between positive, negative, and mixed perceptions of the Convened Committee. Similarly, they assigned the Convened Committee different perceived roles. Again, it fluctuated between partner, mentor, catalyst, or no role at all.

Research Question 3

The third RQ was worded as follows: How, if at all, did their perceptions about the Convened Committee governing Khôra Municipality motivate CBO leaders to engage in SUD SIs? The answer to the question is related to the answers of the second RQ, in the previous section. However, instead of discussing the perceived roles of the Convened Committee in the engagement of the CBO leaders in SIs, the emphasis in this RQ is on their motivations. Therefore, the findings are retrieved from the same themes, the Convened Committee Offered Free Reign and SIs Challenge all the Authorities, and from the fourth theme of Putting Khôra on the Map. In the next sections, I provide the findings for each participant relevant to the third RQ, followed by a cross-case analysis.

Participant 1. The CBO leader's initial motivation to engage in his innovative project was the understanding that his sub community social problem would remain unmet unless he advanced it. He tried to advance a solution with the municipality but was unsuccessful. However, the arrival of the Convened Committee opened a new window of opportunities for Participant 1. With a plan that included an original approach, a social model, and a sustainable solution to the housing problem in town, he managed to get the attention and support of the mayor. He summarized:

> The Convened Committee understood that there is something innovative here, which stands to benefit everyone, and progressed together with us most of the time, hand in hand, and I do not see it happening otherwise. I mean, I tried to get the process moving beforehand, and it did not flow like that.

Though the participant did not mention it explicitly, it is quite clear that the support of the mayor encouraged the CBO leader to continue. Moreover, the knowledge that the preliminary obstacle was removed gave him the drive to tackle other authorities that needed to approve the project. Talking about the tailwind he accumulated in his journey, he disclosed: “When you start turning one wheel, the other wheels begin to join in.”

Last, Participant 1’s project had an impact on Khôra’s cityscape. The local regulatory institution, the Convened Committee, had to approve features that related to the landscape as well as the planning and design of the houses. The professional approach, support, and acceptance of the municipality under the Convened Committee had a direct influence on the CBO leader’s engagement in further SIs:

> The new town engineer was an architect… For him, a tree is not a fault or a problem. And preparing water infrastructures for the trees in not an obstacle or

a problem….In fact, all this process is a process of secondary innovations in the public domain....That does not happen without our initiatives as social entrepreneurs, and without the other parties' understanding that we have good intentions.

To conclude, the perceived supportive approach of the Convened Committee towards the CBO leader's project motivated him not only to proceed but also to engage in additional innovations. It was manifested in three ways. First, the arrival of the Convened Committee created an opportunity at the institutional level. Second, the perceived understanding of the Convened Committee of the values that Participant 1 conveyed in his project. Third, the support of the Convened Committee had a positive ripple effect on other institutions.

Participant 2. The CBO leader motivation to engage in the innovative project was strongly related to the perceived supportive attitude of the Convened Committee mayor. The mayor acted in a perceived mentoring role that empowered Participant 2 to the extent of engaging in the innovative venture. "I think that he gave me the confidence, trusted me. That was what I needed. To have that OK, from the head of the municipality."

The mayor was the person who made Participant 2 aware of the capacity to be socially involved in the local community. Once the CBO leader found the right track, nothing could stop this engagement. The right track occurred as part of a crisis that the municipality, under the governance of the Convened Committee, could partially sustain. Participant 2 articulated the goals and strategies, "There has to be critical thinking. It is good to have independence." At that stage, the CBO leader was motivated by the personal proximity to the unmet social problem, the severity of the

problem, the responsiveness of followers, and by helping and empowering other members of the community:

> Participant 2: I felt that even they [volunteers in the venture] are pushing me on, pushing me forward a little further than [what] I could. Each person who felt meaningful wanted to take a little more, and to collaborate more….[When] I do not see that anyone cares…that motivates me to do something new.

To conclude, the perceived support of the Convened Committee mayor motivated Participant 2 to engage in social activism. It was demonstrated in two stages. First, the mayor's mentoring and encouragement were the major source of motivation for Participant 2 to find the right niche. In other words, it served as a platform for a later engagement in SIs. Second, it was the appreciation of the severity of the unmet social problem during the governance of the Convened Committee that pushed Participant 2 to engage in SIs.

Participant 3. Participant 3 perceived the Convened Committee as a source of frustration because of its inaccessibility**.** "There was a Convened Committee in town, and there was no one to talk to**.**" Despite his feeling that there was no understanding of the social problem he identified, he decided to carry on with his efforts. However, when Participant 3 had an opportunity to present his achievements in the presence of the mayor, he was filled with a sense of satisfaction**.** "So I called him [the mayor] and told him he was invited to give a speech, and to cut the ribbon. And it was just fantastic**.**"

The motivation of the CBO leader to engage in his SI developed from his appreciation of two issues, Khôra's negative image and municipality helplessness. The perceived abstention of the Convened Committee from assisting his project was a

source of motivation. “So I took it on myself to kick start.” When he was asked about his motivation to engage in SIs in the future, he added another - the motivation of doing good.

> Participant 3: Doing something which, first of all, has innovativeness which can help people…brings solutios. Because in the end, ultimately, I was impressed by lots of work people did, from many professions around the world, which does good to people. When I put all of this together, it is about doing good for others.

To conclude, Participant 3’s motivation to engage in his SI was negatively related to his perceptions of the Convened Committee. From his point of view, it was the Convened Committee’s indifference or refusal to cooperate that encouraged him to proceed.

Participant 4. The CBO leader perceived the Convened Committee as non-cooperative and as a contributor to the unmet social problem. His motivations to engage in his innovative project were detached from the local institutional context of the governance of the Convened Committee. As was described earlier, Participant 4 was motivated by his private experience and wished to help others in similar situations. The private experience led Participant 4 to dream about a social change, which he was determined to make true. “After I realized my dreams, I try to help other people realize theirs.” Hence, his source of motivation was mostly a personal fulfillment alongside an intimate acquaintance with the social problem.

Participant 5. The CBO leader who created a partnership between two different communities, based on a reciprocal approach, perceived the Convened Committee as an external actor with limited influence. His motivation to advance the

innovative approach to the partnership construct stemmed from a wider initiative of another external actor in the institutional context, The Jewish Agency. Still, the preliminary motivation to choose Khôra community as a partner was derived from an opportunity to help a town in a severe crisis.

> Participant 5: It is really terrible what you see in Khôra. Secondly, I, as someone who was born in, who grew up in the Negev…I know this thing, know Khôra. It is really worthwhile helping out. But … let's try to put this in as adoption, in the sense that we are now not helping them because they are burning tires, but as a partnership.

The conversion of the general ideas into practical steps and programs was the point in time where Participant 5 could deliver a personal interpretation. Once the partnership was established, and it entered the implementation phase, the motivation to engage in its innovative dimensions stemmed from Participant 5's values and beliefs. He demonstrated those values and beliefs when he shared a photo with one of them on what Jewish Peoplehood means. Figure 8, a photo shared by Participant 5, of a human sculpture, is a symbol of the term. Participant 5 stated "There is some kind of, I call it, an internal organ in your system, which is Jewish Peoplehood. You are connected to what is called the core of the soul, to fellow Jews who are located in other places."

Figure 8. The human sculpture.

Nevertheless, the support of the Convened Committee mayor of Participant 5’s novel approach to the partnership was perceived as inspiration to persevere.

To conclude, the CBO leader’s motivation to engage in the project developed in the process of engaging with The Jewish Agency initiative. The motivation to engage in the innovative features of the project's content came from an opportunity to do something different and meaningful, and according to his cultural perceptions.

Cross-case answer to Research Question 3. The perceptions of the Convened Committee governing Khôra Municipality, motivated CBO leaders to engage in SUD SIs in a variety of modes. No two cases among the participants were similar. Except for Participant 1, the preliminary perceived standpoint of a positive attitude by the Convened Committee towards the innovative project was not directly related to the participants’ motivation to develop or implement their novel ideas. For Participant 2 the perceived support served as a platform for self-development that was later translated to social activism. Participant 5’s motivation emerged from a different

source. Though he enjoyed the perceived back up of the Convened Committee, Participant 5 source of motivation was doing-good.

The Convened Committee's negative attitude affected the participants differently. While Participant 4 seemed oblivious to the negativity, Participant 3 was encouraged to do more and better. Examining *how* the different perceptions of the Convened Committee motivated the CBO leaders exposed similarities:

1. An opportunity—the arrival of the Convened Committee in Khôra, and, in particular, that of the nominated mayor, generated a sense of an opportunity to engage or try again to proceed with innovative ideas. It was true for Participants 1 and 3. Alternatively, the crisis that Participant 2 witnessed acted as an opportunity to take charge and meet the unattended social challenge. For Participant 5, the opportunity that he seized was detached from the governance of the Convened Committee.
2. The shared values – the Convened Committee, and in particular the mayor, were perceived as sharing the core values of the projects of participants 1 (sustainability), 2 (community responsibility and resilience), and 5 (reciprocity).
3. The ripple effect – the perceived and/ or tangible support of the Convened Committee had a ripple effect on other organizations, communities, followers, or private people to support the innovative projects. The additional support motivated participants 1, 2, and 5.
4. The unmet social problems – regardless of the way the Convened Committee was perceived by the participants, all of them have identified perceived pressing unmet social problems, during its governance. These problems were, for all, a major motivation to engage in SIs.

To conclude, the perceptions about the Convened Committee governing Khôra Municipality, motivated all the CBO leaders to engage in SUD SIs. Although they perceived the Convened Committee in multiple levels of support from partnership to none, the local institutional context created motivated them to pursue their dreams. While for some it was the opportunity created by the appearance of a new actor, the shared values, or the ripple effect, for all of them it was the perception of an unmet social issue within the municipality.

Research Findings: Integrative and Reflective Conclusions

Exploring the cases of CBO leaders in Khôra engaging in SUD innovative projects and understanding the perceived role of the Convened Committee governing the municipality in motivating them, revealed meaningful information.

Figure 9 is a visual presentation of the reasons and motivations of the CBO leaders for engaging in SIs while Khôra Municipality was governed by a Convened Committee. The fifth element of the sense of responsibility and the dream, is both a motive and the beginning of engagement in social entrepreneurship. The middle component in the Figure 9 is the theme that describes how the CBO leaders engaged in the SIs. Schematically, it makes more sense to read the figure from left to right. However, as explained later, the motivations are all interrelated.

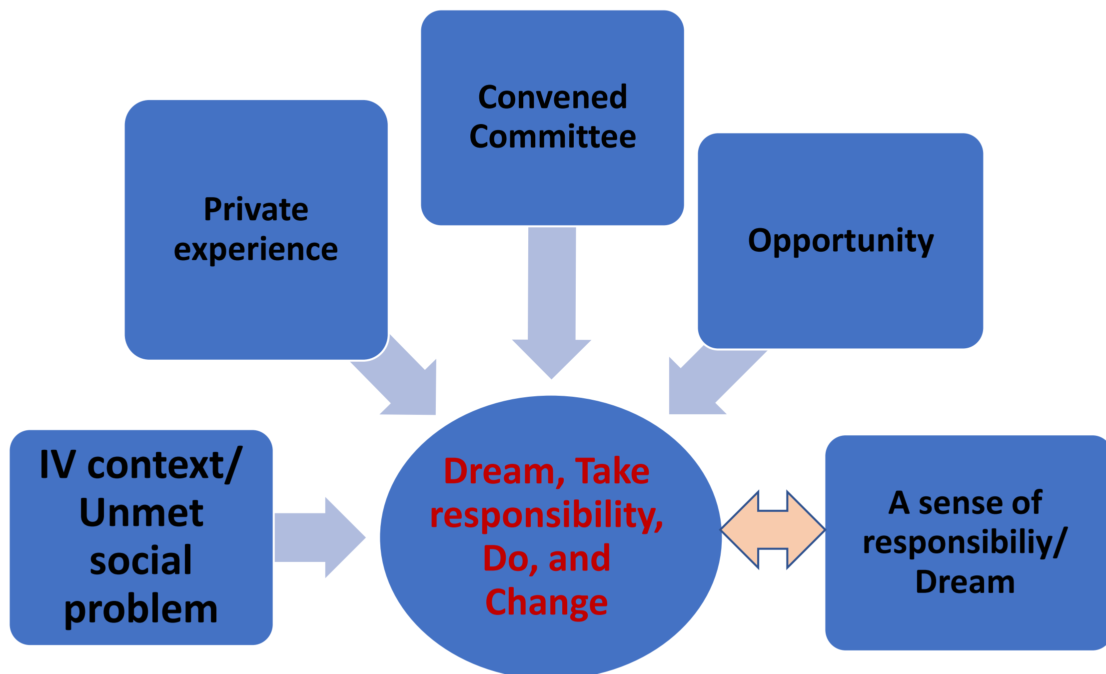

*Figure 1***.** The participants' reasons and motivations for engaging in social innovations

First, the motivation for engaging in social ventures emerged from four interrelated sources: (a) the awareness of a social problem; (b) a private experience that triggered action-taking; (c) a perception of an institutional void context that could not attend the social problem; and, (d) a sense of responsibility towards the community. Still, the innovative features of the projects were unintended. They were a result of the wish to design a sustainable solution.

Second, defining the vision and the plans as a CBO leader's dream meant that the vision and plans comprised was a state of mind of a mission to be made true. The progress of realizing the dream involved emotions and hope. The emotional involvement, whether positive or negative, affected the determination to proceed and engage in its innovative features. The exposure to some of the values in the dream and the faith in the ability to advance a social change may have happened while the CBO leaders lived and worked elsewhere.

Third, the decision to *proactively* engage in the SIs was related to a perceived opportunity to act. The opportunity occurred within the private, organizational, or institutional environment. A combination of the settings coinciding in time may have contributed to the perception of an opportunity.

Fourth, despite the diversity among the CBO leaders in the way they perceived the Convened Committee, its role in their innovative project and how it motivated them, all participants managed to develop and implement their SIs while the Convened Committee governed the municipality. The existence of a local enabling environment was critical to project initiation and outcomes.

The research findings confirmed that the CBOs as organizations had a minor role in the development and implementation of the innovative projects. While the enabling environment could be the community or the local government, the participants did not mention the community as fostering the emergence of SIs. Thus, a change in the institutional context with the entrance of new governance appeared to contribute to the enabling conditions to engage in social activism and SIs.

Despite the interchangeable use of the terms Convened Committee, the mayor, and the municipality, the findings also established the mayor's dominant role in the enabling environment. In four out of the five cases, he was perceived or described as cooperative or supportive. That support ranged from understanding the severity of the social problems and supporting the CBO leaders' efforts, to taking part in the celebration of the achievements. While the mayor and the municipality demonstrated limited capacity to offer concrete assistance, the mayor successfully communicated the sentiment of an enabling environment that fostered social activism in town.

Moreover, the mayor may have considered this social activism as a generator of further changes in Khôra beyond what the Convened Committee could offer.

Figure 10 is an illustration of the CBO leaders' perceptions of the Convened Committee, its perceived role in the engagement in SIs, and how it motivated them to engage in SIs. Though the reality was not a dichotomy, the Venn diagram assisted in locating the perceived enabling area for social entrepreneurship and SIs. The red arrow points to the center of the inner cross that provided this enabling space. Except for Participant 4, all the other arrows pointed to that cross.

The top and bottom circles represent the general perceptions of the Convened Committee. The left circle represents the perceived role of the Convened Committee in SI engagement; the right circle, the perceived motivations; the side blocks in orange, the perceived roles of the Convened Committee; and the side blocks in green, the perceived motivations to engage in SIs (institutional void - IV).

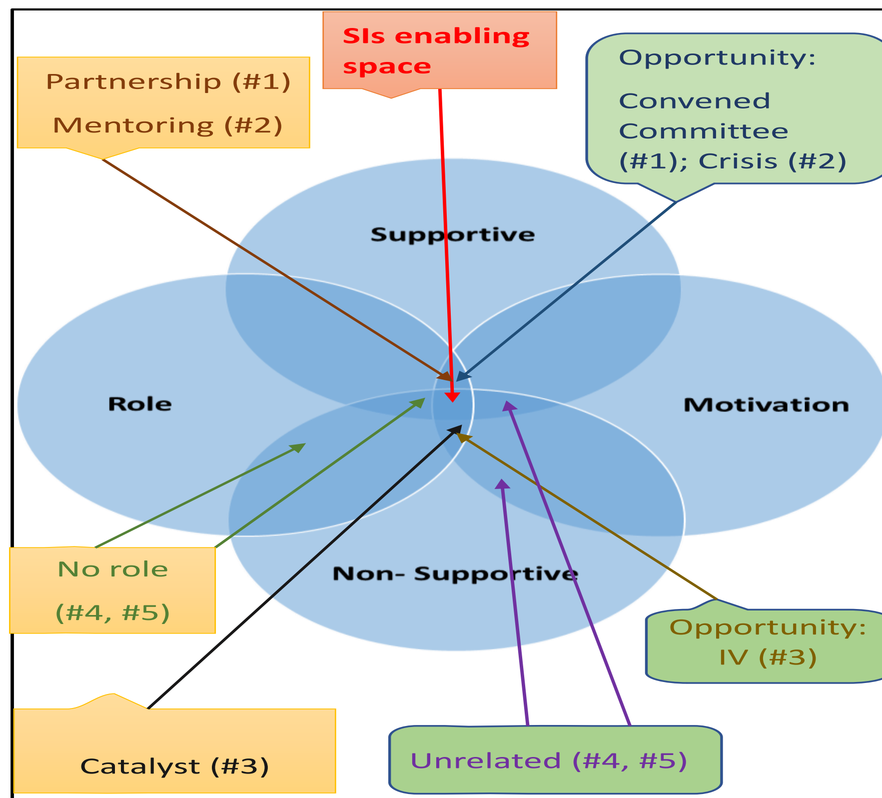

Figure 10. The perceived enabling space for social innovations.

Last, the results of the research highlighted the CBO leaders' independent nature of activism. The question of whether the enabling environment was related to this independence raised some meaningful options for consideration. First, the Convened Committee was temporary in Khôra, to be replaced by an elected City Council. The future elections may have been a consideration for the participants. Political involvement that followed social activism transpired in two of the interviews. Second, while the inability or refusal of the Convened Committee to provide significant assistance to the social ventures and further engagement in SIs may have created a competitive attitude over restricted institutional resources, no evidence in the data surfaced to support this proposition. At the same time, the ownership of the innovative ideas and their implementation was significant to all five participants. Ownership was expressed in a way which was related to their failures and successes.

Moreover, the CBO leaders should have been aware of the social entrepreneurship of one another as they were made public in local media, social media, and by operating in a small town. While competition among the CBO leaders was not articulated within the interviews, based on their concurrent implementation within a small community, I concluded that, indirectly, the enabling environment produced a competitive setting for the five CBO leaders to separately engage in out-of-the-box attitudes. Such an interpretation corresponds with other findings, namely, the sense of personal responsibility, the engagement in secondary innovations, and the absence of further SIs after the municipal elections despite on-going social activities.

The above conclusions are consistent with the early stages of identifying themes from data analysis. Three out of four themes were included. The theme, dream, take responsibility, do, and change, entailed the process of engagement in SIs. The themes, the Convened Committee Offered Free Reign and SIs Challenge all the Authorities, consisted of the perceptions of the Convened Committee and the environment it created for CBO leaders. The context offered enablers for and barriers to the development and implementation of the innovative projects.

In summary, the findings of the research suggest that the engagement of the CBO leaders in SIs followed a particular pattern, and was directly related to the governance of the Convened Committee and the institutional void at the municipal level. Furthermore, the findings point at a possibility that the enabling environment established by the Convened Committee in Khôra fueled personal aspirations for the day after the Committee departed. From another perspective, the CBO leaders may have considered themselves as part of the next leadership group in town. Hence, the context of the institutional void and the enabling environment may have been

perceived as a signal to developing alternative leadership through social entrepreneurship.

Summary

In Chapter 4, I described the research procedures of data collection and data analysis that preceded the presentation of the results and the answers to the RQs. The RQs focused on how and why the CBO leaders chose to develop and implement innovative projects while a Convened Committee governed the municipality in Khôra. The chapter also encompassed trustworthiness measures that were taken to ensure the quality of the research and its results. Except for one issue, all the procedures followed the research plan that was introduced in Chapter 3. Due to the Covid19 pandemic, I had to replace the in-person interviews with video calls.

Grounded in the rich data that was collected and analyzed, I answered three RQs. The first RQ concerned how CBO leaders engaged in SIs that advanced SUD during the governance of the Convened Committee in Khôra. The focus of the inquiry was on the process of engagement in SIs. With details and accompanying photos, each participant described the path he or she went through. Despite the diversity among the participants and the projects, the process of engagement of the five participants generally followed a similar pattern of dream, take responsibility, do, and change with some variations. The variations occurred in the individual experience of developing awareness to the unmet social problem and the particular milestones of each innovative project.

The second RQ put a magnifying glass on the perceptions of the Convened Committee and their role in the engagement in the innovative projects. Unlike the process of engagement, no repeating pattern emerged. The findings confirmed that the

perceived role of the Convened Committee in the engagement of the CBO leaders in their innovative project was not necessarily related to a positive or negative perceived attitude. The participants experienced and perceived the Convened Committee in different ways, varying between supportive, non-supportive, and a mixed perception of the Convened Committee. However, these perceptions did not indicate the perceived role of the Convened Committee, which ranged from a partner, mentor, catalyst, to no role.

The third RQ concerned how the perceptions of the CBO leaders of the Convened Committee motivated them to engage in SIs. The original wording of the question did not assume that the Convened Committee motivated the CBO leaders. The findings confirmed that all participants were motivated to engage in SUD SI by the local institutional context of the Convened Committee. While they perceived the Convened Committee in multiple levels of support, from partnership to none, the local institutional context motivated them to pursue their dreams. While for some, it was the opportunity created by the appearance of a new actor, the shared values, or the ripple effect; for all of them, it was the perception of an unmet social issue within the municipality.

Considering the three answers together, the findings suggest that the engagement of the CBO leaders in SIs was directly related to the governance of the Convened Committee and the institutional void at the municipal level. The institutional context in Khôra, and, in particular, the mayor's perceived attitude, established an enabling environment for social entrepreneurship. The research findings point at a possibility that the enabling environment fueled personal aspirations for the day after the Convened Committee departure. Once engaged, the

CBO leaders followed the pattern suggested by the theme Dream, Take Responsibility, Do, and Change.

The next phase of analysis of the research results is their interpretation. In Chapter 5, I discuss these interpretations and provide implications, recommendations, and conclusions of my research.

Chapter 5: Discussion, Conclusions, and Recommendations

Introduction

The engagement of CBO leaders in Khôra in a variety of innovative projects while the municipality was governed by a Convened Committee was the focus of this research. Because SIs are a means to promote positive social change (Wittmayer et al., 2019), and because they tend to embrace sustainable solutions, governments, policy makers, organizations, and communities have a vested interest in encouraging them (European Commission, 2014; Howlett et al., 2017). The purpose of this multiple case study was to explore the CBO leaders' perceptions regarding their proactive engagement in innovative projects that advanced SUD and to understand the perceived role, if any, of the Convened Committee governing the municipality in motivating them.

My research was a response to calls for further research on SIs in institutional void context, its relations with SUD, and social entrepreneurs' motivations to engage in SIs (Ardill & Lemes de Oliveira, 2018; Bothello et al., 2019; Pansera & Sarkar, 2016; Stephan et al., 2015). The findings of this research provide detailed accounts on how and why CBO leaders in Khôra engaged in SIs and how they perceived the way the local institutional void contributed to their innovative projects. The exploratory nature of the research and the inclusion of photovoice techniques to elicit rich data resulted in thought-provoking findings. First, the engagement of the five participants in SIs generally followed a similar pattern of Dream, Take responsibility, Do, and Change. Variations among their experiences occurred at the individual level while developing awareness to an unmet social problem and the particular milestones of each innovative project.

Second, the perceived role of the Convened Committee in the engagement of the CBO leaders in their innovative project differed among them. Although two participants perceived the local institutional context as enabling and supportive, two others professed the opposite. Concurrently, the fifth participant perceived the Convened Committee as a mix of the two. The overall perceptions did not prescribe the perceived role of the Convened Committee, which ranged from acting as partner, a mentor, or a catalyst to no role at all. Third, the assortment of perceptions of the Convened Committee governing Khôra Municipality motivated all the CBO leaders to engage in SUD SIs. Although for some it was the opportunity created by the appearance of a new actor, the shared values, or the ripple effect, for all of them it was the perception of a pressing unmet social issue by the municipality.

The combined findings show that the engagement of the CBO leaders in SIs was related to the governance of the Convened Committee and the institutional void at the municipal level. The institutional context in Khôra and the mayor's perceived attitude established an enabling environment for social entrepreneurship. The findings suggest that the enabling environment fostered personal leadership ambitions following the end of the Convened Committee's term.

In the next sections of this chapter, I interpret the findings and discuss their implications. In the interpretation section, I elaborate on how the research results agreed with or deviated from the current knowledge. In the implication section, I suggest how the new knowledge could benefit the promotion of positive social change by scholars and practitioners. Before concluding this chapter, I also elaborate on my research limitations and offer recommendations for further studies.

Interpretation of the Findings

To understand where and how the research findings contributed to the existing body of knowledge, I comparatively analyze the results portrayed in Chapter 4 with the literature I presented in Chapter 2. The scope of this analysis is shaped by the conceptual framework and is limited to the topics covered by the findings. Institutional void, SI, and social entrepreneurship theories (Agostini et al., 2016; Dacin et al., 2010; Light, 2008; Mair & Marti, 2007) suggest that the institutional void context encouraged the development and implementation of innovative ideas by CBO leaders to answer unmet social challenges. By endorsing SIs, CBO leaders contributed to Khôra's sustainable development (Odendaal, 2007). Research findings confirmed the link between context and the engagement of the CBOs leaders in Khôra in SIs. Further examination of details in single cases and cross-case findings revealed a complex picture. In the following sections, I examine and compare particular constructs of the conceptual framework with the findings. The first three sections include a discussion of the conceptual framework for each RQ, followed by an integrative deliberation on the implications.

Engagement in Social Innovations: The Process and Strategies

From the selection of theoretical approaches to SIs presented in Chapter 2, I chose Murray et al.'s (2010) model because the authors focused on the process of engagement in SIs within institutional void context and the urban arena. They described the process of engagement in SIs with six stages. The description of the six stages is found in Chapter 2. Later, Cajaiba-Santana (2014) pointed out that the process is not linear. Ardill and Lemes de Oliveira (2018) added that some SIs skip stages and that most never reach the final phase of systemic social change. In the

following sections, I compare the theoretical process of six stages with the journey of the five CBOs from Khôra.

First stage: Prompts, inspirations, and diagnoses. Prompts, inspirations, and diagnoses comprise the early phase of the idea emergence and is often triggered by an event like a crisis and sparked by inspiration. The research findings align with Murray et al.'s (2010) first stage. The CBO leaders from Khôra experienced a triggering event that underscored an unmet social problem in town. For example, Participant 3 was preoccupied with Khôra's negative image. Although Murray et al. pointed at triggering occurrences such as poor performance at the institutional level, most participants elaborated on the significance of the private experience and the emotional dimension that prompted the awareness. Most CBO leaders appreciated the problem after they experienced it within their personal domain. The recognition that the private problem was shared by others moved research participants to take responsibility.

Unlike Murray et al.'s (2010) description, CBO leaders in Khôra did not engage in a systematic study of the problem, mapping their options, evaluating their capacities, or searching for partners. Although some of these preoperation steps existed in some form, participants seemed eager to get started and deliver results. Hence, they started moving forward by trial and error while learning and refining their goals and strategies.

Another deviation from the model is the nature of the engagement. Whereas Murray et al. (2010) referred to the early stage as a collective effort happening at the institutional or organizational levels, the CBO leaders acted alone. Acting alone was

not just a matter of ownership but also a demonstration of responsibility-taking towards their community.

Personal responsibility. Though it is beyond the scope of this research to discuss personality, the sense of personal responsibility that the research findings discovered in the early stages of participant engagement in SIs deserves some elaboration, especially in the Israeli context. Personal responsibility, in the sense that "people are more likely to feel a moral obligation to act in ways that benefit others when they are aware of the consequences of their actions and when they ascribe at least some responsibility for these consequences to themselves" (Ernst, Blood, & Beery, 2017, p.156), was a matter repeated by the participants. They referred to taking responsibility for their projects and for the community as part of the process of engagement in their SIs, from the moment the ideas were conceived. However, the origins of the sense of responsibility in each participant case, similar with other Israeli social entrepreneurs, are unique (Cohen, Caspi-Baruch, & Katz, 2019).

Cohen et al. (2019) examined the profile of the Israeli social entrepreneur. They asserted that "social entrepreneurs have early ideological and leadership training from youth movement participation and command background [in the army] that establishes both ideology and leadership skills" (Cohen et al., 2019, p.16). The Israeli youth movements act as an informal education system that expose youth to current affairs and introduce critical thinking and leadership skills. The exposure to current affairs increases their social awareness and social activism from an early age. Then, at 18 years old, they all join the military national service. Besides practicing leadership, the military service supports qualities which are significant to entrepreneurship such as improvisation and efficiency, and develops a sense of responsibility (Cohen et al.,

2019). The findings of Cohen et al. (2019) are different from the sense of compassion that was identified by Grims et al. (2013) as the origin of the social entrepreneur's inspiration.

Second stage: The proposals and ideas. The proposals and ideas in the second stage of Murray et al.'s (2010) model were the equivalent to what was termed by the CBO leaders as engaging in the dream. While for Murray et al. (2010) this stage was the consolidation of the idea involving participation of the target population and initiating procedures to spark new ideas, in Khôra the second stage was an individual effort to making a dream come true. The CBO leaders portrayed the dream as consisting of a solution to the unmet problem and a wider wish to advance a social change in Khôra.

The dream. Four out of five CBO leaders employed the term *dream* to describe their vision. Kouzes and Posner (2007) used the terms, dream and social change, when they elaborated on the practices of the transformational leader. They asserted that a social change started with a dream. “They [leaders] see pictures in their mind’s eye of what the results will look like even before they've started their project” (Kouzes & Posner, 2007). What converts the dream into a vision is when the leader inspires his followers with his personal dream. Hence, according to Kouzes and Posner (2007), the difference between the two terms is their position on the private vs public continuum.

The CBO leader use of the term dream instead of vision may explain several unique strategies of the CBO leaders in Khôra in the context of their engagement in SIs. First, the CBO leaders demonstrated ownership of their SIs by being the designers of the dream and its fulfillment. Moreover, they all engaged in creating

some sort of a tangible passage from the dream to reality. Second, they tended to operate alone and advance their innovative projects without consulting the organizations they established. Third, the CBO leaders came from away.

Came from away. All five participants spent significant time outside Khôra. Two CBO leaders arrived as adults from other places. Another two, though they never relocated, completed a lengthy military career before returning to civilian life. One of the two ex-soldiers was also intensely involved in a national organization. The fifth participant returned to Khôra after many years of residing elsewhere. The path of these participants mirrored Terry and Lewis's (2018) description of a case of an Australian social entrepreneur who returned from the UK with new ideas. Similarly, the experience and exposure to different livability forms and cultures stimulated participant dreams. Furthermore, witnessing other customs of community lives was a source of optimism and inspiration to participants in searching for a different solution to an identified but unmet social problem. Scopelliti et al. (2018) elaborated on the individual social entrepreneur's personal value system and the significant role it has on the engagement process.

Nevertheless, gaining a better understanding of the solution made the CBO leaders realize the need for additional knowledge, professional support, and a practical platform for operations.

Third stage: Prototyping and piloting. The third stage, prototyping and piloting to social entrepreneurs is more of a recommendation than a common practice (Murray et al., 2010). The CBO leaders in Khôra, like their counterparts, preferred trial and error as a strategy to speed up the process of implementation. While worldwide examples of developing and refining ideas through proof of concepts or

experiments are considered best practice, in Khôra, the CBO leaders were preoccupied by the organizational set up and economic models for the implementation phase. Regardless, concurrently they began designing a practical plan for implementation; they did not wait to have distinct goals and strategies before starting with modular implementation.

Nevertheless, to support the implementation, the participant had to form an organization. Three participants chose to register a CBO, while the others operated within an informal setup. While in developing SIs, the roles of the organization include resource development (Berry &Berry, 2017), staff and board engagement (Shier & Handy, 2016), or knowledge management (Timeus & Gasco, 2018), these roles in four participant cases were non-existent. In two cases, the CBO leaders admitted that their organization's sole role was to serve as a formal platform for operations. The platform was required for financial transactions and volunteers' management.

Fourth stage: Sustaining. The fourth stage, sustaining, transforms the idea to routine practice. Murray et al. (2010) stressed that this stage involved financial model design and exhaustion of resources to sustain the implementation of the SI in the long term. Typically, these resources included staff and volunteers' recruitment, networking, and governance methods. Because in Khôra, the CBO leaders started operations concurrently with fine-tuning their plans, the sustaining stage marked a deviation from the model. Their decision to begin was subject to a perceived opportunity they wished to seize. For Participant 1, the opportunity emerged at the institutional level. For Participant 4, the opportunity emerged at the personal level.

The opportunity. The opportunity to solve a social problem occurs when an individual assembles a realistic arrangement by employing feasible models and resources (Newth & Woods, 2014). To understand CBO leaders' process of engagement in Khôra, theoretical knowledge of opportunities in the context of SIs and –institutional void is meaningful. Mair et al. (2012) explained that in a contextual institutional void, individuals or sub-communities may rise to the opportunity to improve the situation, and engage in SIs.

In Zahra et al.'s (2009) three opportunity-recognition ways, the key components are the knowledge and awareness of the social entrepreneur before the opportunity occurred. Ulug and Horlings (2019) underscored the significance of such knowledge as a supporting resource to recognizing an unmet social problem and engaging in SIs. In the context of supply gaps, Zahra et al. (2009) identified the following ways in which social entrepreneurs acknowledged an opportunity:

1. The social bricoleur has enough knowledge to intuitively identify the opportunity. The description of the bricoleur fits participants 2 and 4, and in part, 3 and 5.
2. The social constructionist is preoccupied by the "holes in the fabric of social systems" (Zahra et al., 2009, p. 525), and thus is alert to opportunities. The description of the constructionist fits participant 1, and in part, 3 and 5.
3. The social engineer is mindful of systemic social challenges and wishes to redesign the social fabric. For the social engineer, the emergence of the social problem is the opportunity (Zahra et al., 2009). None of the cases in this research fit the description of the engineer.

Secondary innovations. While Murray et al. (2010) discussed a large variety of strategies to stimulate SIs in organizations and communities, the CBO leaders in Khôra needed successes and failures to inspire further innovations. Once all participants completed the design or implementation of their core idea, they engaged in secondary SIs. In secondary innovations I refer to additional innovations, smaller in scale, that are linked to the original idea. For example, when Participant 4 realized that his program's trainees could benefit from parental support, he designed and executed a supplementary program for them. He organized a unique program for parents, most of them new immigrants, where they had a chance to experience and hear, in their language, what their children go through. What may look trivial in other circumstances involved creative solutions during Participant 4's negotiations with the IDF and the parents.

Secondary innovations are acknowledged in low and high technology industries (Shen, Sha, & Wu, 2020), but little is known about them in the social arena. Shen, Sha, and Wu (2020) found that an organizational legitimacy fostered engagement in further innovations that are related to an established innovation. As discussed previously, that was not the case in Khôra. The CBO leaders seemed to draw the legitimacy to dare and engage in secondary SIs from the positive responsiveness of their environment to the initial SI. They did not seek legitimacy; the dominant factor in continuing was their ambition to provide a complete sustainable solution.

Fifth stage: Scaling and diffusion. The fifth stage, scaling and diffusion, is dissemination of innovative ideas. Murray et al. (2010) discussed the roles of the

quality of the solution, demand for the solution, organizational capabilities, and the means of communication as supporting the diffusion of the SI. The CBO leaders in Khôra identified the initial target population and engaged it from the early stages of implementation. Moreover, their local knowledge regarding the demand proved sufficient to advance their projects. Over time, they expanded the projects to appeal to more residents. Except for Participant 5 who involved his local partners from the early stages, all others introduced a comprehensive solution through social media and local newspapers. In Khôra, the diffusion of the innovative ideas started at an earlier stage while the scaling transpired gradually after the beginning of implementation. CBO leaders communicated their achievements through ceremonies and erecting signs. In summary, the deviation from the model was the minor role of the CBOs and the centrality of the individual leaders.

Sixth stage: System change. The sixth stage, system change, is the impact of the innovative venture on the wider social system beyond the locality (Murray et al., 2010). The impact that the CBO leaders wished to have on Khôra's community and urban development was local. In that respect, they managed to solve the problems for the residents who joined their ventures. Together, as five separate individuals who operated during the same time, they managed to support the SUD in town. Their ambition to spread their innovative ideas beyond the town has yet to happen. Nevertheless, the national media in Israel has reported on four out of five projects. Moreover, Participant 4 won a prestigious award for his project.

Notwithstanding, the findings revealed that CBO leaders introduced to the town a new vocabulary of taking responsibility as a community, a significant cultural change for a development town like Khôra. The new vocabulary is an enabler for a

new local narrative and future social changes. While Murray et al.'s (2010) interpretation of system social change generated within a decade after initial engagement was not achieved by CBO leaders in Khôra, they were pioneers of innovative social activism that achieved small-scale social changes and set the ground for future changes.

To conclude, Murray et al.'s (2010) model of the process of engagement in SIs provided a schematic description that was similar to the progression of the five CBO leaders from Khôra, but deviated in seven respects. First, from the early stages of the engagement, the CBO leaders developed a sense of personal responsibility towards their community. Distinct from Grims et al. (2013), the origin of their inspiration was not compassion but their perception of responsibility-taking shaped by their path as youths through youth movements and/or military service (Cohen et al., 2019). It is possible that the origin of their inspiration as perception of responsibility-taking is related to other deviations listed below.

Second, the participants had a dream that was their framework in developing their goals and plans. The dream functioned as their compass. Third, the CBO leaders were impatient to launch their projects. Many of Murray et al.'s (2010) sub stages happened concurrently. Fourth, the CBO leaders acted alone and did not engage in a collective effort. Moreover, in most cases, even the organizations they established as a platform for operations were managed by the CBO leaders with no power-sharing apparent throughout the development and the implementation of their innovative projects. The absence of collaboration with local stakeholders is a deviation from approaches of other scholars, such as Ayob et al. (2016) and Hambleton (2015). Fifth, the CBO leaders were alert to opportunities or intuitively knew when and how to

progress with their plans. Sixth, as soon as the CBO leaders experienced success or failure with their venture, they engaged in developing further SIs. In all five cases, some of the additional features to the original venture were innovative. The occurrence of secondary SIs seems unique and unexplored in the scholarly literature of SIs and is an opportunity for further theoretical and empirical research. Seventh, the combined operation of the CBO leaders within a period of 7 years of the Convened Committee governance, had an aggregated sustainable impact on Khôra. While the implementation of some projects ended relatively recently, others are on-going. Further social change within the system is anticipated.

Engagement in Social Innovations: The Role of Convened Committee Perceptions

Khôra Municipality was governed by a Convened Committee and was undergoing a severe functional crisis (Bar, 2011). The local government crisis led to an IV, manifested in a services' supply gap (Rahman et al., 2017; Schrammel, 2013). The CBO leaders were aware of the institutional void and had identified a variety of unmet social problems that they wished to address. Further, they perceived the Convened Committee and the role it played in their engagement in their innovative ventures in five different fashions.

Participant 1's perception of the Convened Committee as supportive followed, to a large extent, Turker and Vural's (2017) model that described where and how the institutional context influences the SI process. While the institutional context fostered the emergence of the novel idea to fill a supply gap, the novel idea required municipality support to mature and be realized. Compatible with the model, Participant 1 knew that his solution was unworkable without the regulatory umbrella

that only the municipality could provide. Experiencing a disappointment with the pervious City Council, he perceived the entrance of the Convened Committee as an opportunity to try again. Despite the limited scope of assistance, Participant 1 considered the Convened Committee, and in particular, the mayor, as partners. Moreover, he described the enabling atmosphere and the openness of the Committee members as fostering secondary innovations.

Participant 2 held mixed perceptions regarding the Convened Committee. While the mayor was considered as a source of personal support, the CBO leader was also aware of the restricted capacity of the municipality to meet social challenges. In that respect, Participant 2 mirrored Turker and Vural's (2017) model as, overall, by operating within a perceived enabling and supporting environment while it had no direct role in the engagement in the innovative project.

Participant 3 perceived his engagement as detached from the Convened Committee. Initially, he ignored the municipality and the Convened Committee. Eventually, he escalated his attitude and described both as non-cooperative and indifferent to his venture. Despite and because of these perceptions, Participant 3 assigned the Convened Committee the meaningful role of a catalyst of his plans. Participant 3 matched the theoretical framework and empirical research of institutional void and SIs maintaining that the absence or weakness of effective governance fosters new ideas. (Mair & Marti, 2007; Pansera & Sarkar, 2016; Stephan et al., 2015).

Participant 4 percieved the Convened Committee as non- cooperative and responsible for voids. He professed his engagement in the innovative project as unrelated to the presence of the Convened Committee and, thus, it had no perceived

role. That perception is in line with the bricoleur type of social entrepreneur and his way of recognizing an opportunity to engage in SI (Zahra et al., 2009).

Participant 5 perceived the Convened Committee as a supportive and non-supportive environment. That blend partially corresponded with Turker and Vural's (2017) model. Despite the support of the mayor of his innovative project, he did not assign any role to the Convened Committee in his project and was unclear about the impact on its innovativeness.

To conclude, a diversity of perceptions of the Convened Committee prevailed among the CBO leaders. The perceptions ranged from supportive, unhelpful, to disruptive. A positive perception did not necessarily indicate a supportive role in their engagement in SIs, and vice versa. The roles varied from no role at all to partnership.

Regardless of the way they perceived the Convened Committee and its assigned role, all five CBO leaders managed to develop and implement their SIs during this period. Furthermore, some of them tried earlier and failed and none engaged in SIs afterwards. Hence, the Convened Committee, in reality, provided an enabling environment, much like Mair and Marti's (2007) approach regarding institutional void. It raises the question, why, in at least three of the cases, a gap existed between reality and perception.

One explanation of the gap is the answer to the previous RQ about how the CBO leaders engaged in their innovative projects. As mentioned earlier, the CBO leaders seized an opportunity to engage in their SIs. If the perception of the opportunity was not related to the institutional context, then Zahra et al's (2009) intuitive bricoleur type of social entrepreneur fit them better rather than did the constructionist. The social bricoleur is a local agent who is aware of the local precise

needs and is autonomous to respond quickly. Tacit knowledge and limited resources channel the bricoleur to develop unconventional solutions (Zahra et al., 2009). When the bricoleur intuitively senses the opportunity, he acts.

Another explanation, again consequent to the answer to the first RQ, is the exposure of the CBO leaders to ideas and different types of livability outside Khôra. The exposure to other options fostered their alertness to opportunities to develop an innovative solution to an unmet social problem and opportunities to act. That description matches Zahra et al.'s (2009) social constructionist. The main difference between Zahra et al.'s bricoleur and constructionist is the structured operations of the latter that emerges from awareness to the institutional void. Hence, the constructionist would better exploit the institutional void situation to advance his goals, as a supportive resource with a supportive role, or as a non-supportive resource that motivates action.

Engagement in Social Innovations: Convened Committee Members Perceptions' of the Impact on Motivations

The results of the research confirmed that the five CBO leaders' engagement in innovative projects was motivated by their perceptions of the Convened Committee that governed Khôra's municipality. Analogous to the variety in perception, their related motivations transpired in different ways. Focusing on extrinsic motivations (Scopelliti et al., 2018) of the CBO leaders, the major contextual factor that drove all them to engage in SIs was the severity of the unattended social problem. These findings correspond with the approaches of scholars who consider institutional void as fostering SIs such as Berry and Berry (2017), Bothello et al., (2019), and Mair and Marti, (2007).

According to other researchers such as Mahmuda et al., (2014), Turker and Vural (2017), or Timeus and Gasco (2018), governmental support fosters SIs. By support, they mean financial aid and regulation that encourages local organizations to participate in problem-solving schemes. In the five cases of CBO leaders in Khôra, the perceived support was the de-facto enabling conditions or positive approach of the Convened Committee. In the three cases where CBO leaders perceived support from the Convened Committee, support was manifested at the declarative level with no financial aid or regulation fostering innovations. More precisely, after the developed or semi-developed innovative idea was presented to him, the mayor backed it up during the implementation phase. In the other two cases, the Convened Committee or the mayor did not cooperate or officially support the idea.

Besides the unattended social problem, three more circumstances arose in which the perceived institutional context motivated the CBO leaders. First, as Berry and Berry (2017) suggested, the arrival of the Convened Committee in Khôra generated an opportunity to engage in innovative ideas. The entrance of a new actor to the local public arena can create prospects for change (Berry & Berry, 2017). Alternatively, a crisis at the institutional level that draws attention to social challenges could be perceived as an opportunity to step in and offer relief (Dacin et al., 2010; Light, 2008). In Khôra, the perceived urgency and the wish for a sustainable solution fostered the creation of out-of-box solutions. Second, the Convened Committee, and, in particular, the mayor, were perceived as sharing the core values of the projects of participants. Further to the role of shared values in the personal context of the social entrepreneur, Spijker and Parra (2018) and Scopelliti et al., (2018) elaborate on how common values with the environment encourage the emergence of new ideas.

Third, the perceived and/or tangible support from the Convened Committee had a ripple effect on other organizations, communities, followers, or private people to support the innovative projects. Clark and Brennan (2016) who studied the criteria to evaluate social entrepreneurship, asserted that common benchmarks and measures such as sustainability or creativity were too complex and incomparable. Instead, they developed a model with three evident elements that together could assess the impact of the social venture. One of these elements was the ripple effect of the social change. Further, Short, Moss, and Lumpkin (2009) considered the social entrepreneur as a change agent when his venture generated a positive ripple effect on the public sector and/or public policies.

Unlike the institutional level that generally followed the approaches presented in the theoretical and empirical literature, organizational motivations hardly existed for the CBO leaders. Despite Grimes et al. (2013) assertions regarding the embedded agency necessary for the implementation phase of SIs, three of the five participants demonstrated the opposite. Their CBOs did not support the SIs' development and implementation efforts and the CBO leaders did not need the CBOs to do so. In the two other cases, the organization provided the CBO leaders with responsive leadership (Berry & Berry, 2017; Ulug & Horlings, 2019), knowledge building and management (Urban & Gaffurini, 2018), networking (Timeus & Gasco, 2018), and financial resources (Berzin et al., 2015), and motivated them to develop and/or implement their innovative ideas. Other organizational motivation sources such as ICT use (Ulug & Horlings, 2019), risk management (Urban & Gaffurini, 2017), or staff development (Shier & Handy, 2016), were not mentioned.

At the local cultural level, the CBO leaders named several factors that encouraged them to engage in SIs. They noted the value system (Scopelliti et al., 2018) of inclusion of other sub-communities, and the Jewish tradition of solidarity, place attachment, and informal socialization. These values related to relatively high social capital which is often present in small towns (Putnam, 2000). By offering a substitute for other resources, opportunities to exchange ideas, and opportunities to unleash entrepreneurial spirit, social capital fosters the development of SIs (Bhatt & Altinay, 2013).

The CBO leaders also elaborated on the common values they shared with the Convened Committee and wished to advance in their innovative project. The participants perceived values, such as sustainability or community responsibility, were new core consequences they hoped to introduce in Khôra, values that were obvious to the Convened Committee members. The CBO leaders explained that as outsiders they observed that the mayor and his colleagues in the Convened Committee were accustomed to other governance traditions.

Timeus and Gasco (2018) clarified how governance traditions could foster engagement in SIs by the creation of networks between public agencies and local organizations. According to four participants, that was not the case in Khôra. However, indirectly, the Convened Committee members endorsed other environments with different governance traditions. Indeed, Cohen et al. (2019) asserted that "Entrepreneurship is not just another career in today's Israel….entrepreneurship, both business and social, has become a prominent buzzword in Israel, and it is actively promoted in the educational system, universities, government, the military and more" (p. 213). Hence, the CBO leaders hoped that the Convened Committee members, as

outsiders who were mindful of social entrepreneurship networks that promote shared values would be supportive of their ventures.

To conclude, the CBO leader's motivation to engage in SIs was related to their perceptions of the Convened Committee. Despite the differences between them, they all appreciated the enabling environment that the Convened Committee established for their innovative projects. At the same time, they all followed the pattern suggested by scholars of engaging in solving a social problem that was unattended by the local government in Khôra (an institutional void) (Berry & Berry, 2017, Dacin et al., 2010; Light, 2008). The participants' engagement was motivated by positive and negative perceptions. Related motivations were the perception of the opportunity created with the arrival of the Convened Committee, the ripple effect of the Convened Committee's support, and the shared values with its members of external governance traditions (Cohen et al., 2019; Scopelliti et al., 2018; Spijker & Parra, 2018; Timeus and Gasco, 2018). Distinct from other motivations mentioned in the literature regarding supportive perceptions, the CBO leaders did not benefit from financial schemes that fostered engagement in SIs (Mahmuda et al., 2014), nor from encouraging regulation (Turker & Vural, 2017) or local governance traditions (Timeus & Gasco, 2018).

Engagement in Social Innovations: Integrative Interpretation

Exploring the cases of the five CBO leaders in Khôra engaging in SUD innovative projects and understanding the perceived role of the Convened Committee governing the municipality in motivating them, usually followed the central proposition that was presented in Chapter 2. Accordingly, the institutional context may influence individual behavior (Ryu & Kim, 2018; Stephan et al., 2015; Turker & Vural, 2017). SI theory posits that social entrepreneurs and innovators tend to focus

on advancing solutions to unattended social challenges (Cajaiba-Santana, 2014; Light, 2008). When formal institutions face a severe crisis and cannot meet all the challenges, entrepreneurs are inclined to step in and support, or develop an original solution. Mair and Marti (2007), Dacin et al. (2010), and Bothello et al. (2019) concluded that dimensions within the context of –institutional void foster SE and SIs and motivate individuals and organizations to engage in the development and implementation of social entrepreneurship and SIs.

Nevertheless, unveiling the details, the research results did not always confirm the current knowledge regarding the process of engagement in SIs, and how the institutional perceptions motivated social entrepreneurs to engage in SIs. To compare, Table 10 presents the nested factors that are related to the contextual stimuli, motivations, and reasons to engage in SIs, as they were discussed in the literature review in Chapter 2. The table also refers to the unique factors, or variations of factors that were discovered in the research.

Table 10

Nested Factors of Contextual Motivations to Engage in Social Innovations- Findings Summary

Context	Factors level one	Factors level two	The Literature vs. Findings		
			Confirm	Deviate	Addition/ Variation
Institutional	Void	Unmet social problem	✓		
		Severity of social problem	✓		
		Crisis/ opportunity	✓		Convened Committee
	Support	Finance		☒	
		Regulation		☒	
		Governance Traditions	✓		Indirectly: Came from away
Organizational (CBO)	Leadership	The directive power	✓		
		Responsiveness to followers	✓		

Context	Factors level one	Factors level two	The Literature vs. Findings		
			Confirm	Deviate	Addition/ Variation
		Compassion	✓		Personal responsibility
		Embedded agency		☒	
		Value system	✓		Came from away; Personal responsibility
		Risk management		☒	
		Personal experience	✓		CBO leader
		Dream, take responsibility, do, and change			CBO leader
	Resources	Finance		☒	
		Knowledge		☒	CBO leader
		Accessibility		☒	CBO leader
		ICT use		☒	
	Culture	Staff engagement & Development		☒	
		Board involvement		☒	
		Participation		☒	
		Multiple SIs		☒	Secondary innovations
		Opportunity identifying	✓		CBO leader
	Values	Social Justice		☒	
		Self determination	✓		CBO leader
	Capacities	Knowledge management	✓		CBO leader
		Learning ability	✓		CBO leader
		Technical skills		☒	
		Time		☒	
		Openness	✓		
		Appreciation of the individual-innovator	✓		
		Fostering policies		☒	
		Attitude towards risk-taking	✓		CBO leader
Local	Opportunity	Crisis/ unusual event	✓		
		Severity of the social problem	✓		
		Indigenous knowledge	✓		
	Culture	Governance traditions		☒	Development town
		New agenda		☒	
		Value system	✓		Jewish tradition
		Informal institutions	✓		
		Community identity	✓		Development town vs community resilience
		Bricolage or socially-driven style of solutions	✓		
		Density of networks	✓		

As demonstrated in Table 10, the CBO leaders generally followed what was acknowledged by scholars on contextual motivations to engage in SIs. The most evident deviation was the role of the CBOs, as organizations, in fostering engagement in innovative projects. The explanation that the CBOs' establishment followed the individual initiative partially corresponded with Ardill and Lemes de Oliveira's (2018) approach regarding the changeable order in the process. It reduced the nested environmental factors that encouraged CBO leaders to engage in SIs to the institutional and local context.

Focusing on the institutional and local context in Khôra, deviations and variations from the current literature were evident. First, the entrance of the Convened Committee to govern the municipality, by definition, highlighted the fragile institutional context. The existence of the Convened Committee was a constant reminder that the previous City Council failed and a warning sign regarding the weaknesses of the municipality (Bar, 2011, Reingewertz & Beeri, 2018). Hence, the prolonged crisis in Khôra, including the increasing severity of unattended social problems, was a fertile soil for the entrance of new actors in the social arena, alongside the Convened Committee. The presence of the Convened Committee was perceived by the CBO leaders as an opportunity to act. The CBO leaders experienced feelings of free reign with an understanding that their innovative ventures were challenging the traditional solutions that the Convened Committee would but was unable to offer.

Second, the Convened Committee members were perceived by the CBO leaders as outsiders. That perception implied two observations, the exposure to other governance traditions and to a wider, more universal set of values. Though the CBO

leaders mentioned it in a different context, they considered themselves as having implicit local knowledge and understanding. It is possible, at least at the beginning, that they thought the opposite about the Convened Committee. Perceiving the Convened Committee as outsiders added to the complexity of the enabling and averting conditions to engage in SIs. Third, the CBO leaders distinguished the mayor when they referred to the Convened Committee. As four of them perceived him as supportive to some degree of their ventures, and because of his powerful position as the mayor, it is likely that as an individual he contributed more than the appointed City Council members towards the establishment of an enabling sentiment to engage in SIs.

Recent research on Convened Committees in Israel focused on the reasons to dismiss elected mayors and city councils (Bar, 2011; Carmeli et al., 2008; Reingewertz & Beeri, 2018) or their effectiveness (Beeri, 2013). These studies centered on fiscal, legal, and/or political issues that Convened Committees encountered. In that respect, this research is adding knowledge on the unique institutional context of a Convened Committee governing a municipality and how it related to engagement in SIs. In particular, it contributes to the understanding of the perceived role and significance of the appointed mayor, the nomination of external members to the Convened Committee, and the prolonged unmet social problems.

Nevertheless, the research findings deviated from other acknowledged contextual features that motivate social entrepreneurs to engage in SIs. Specifically, the findings confirmed the local context as fostering engagement in SIs related to the local culture and opportunities. However, Table 11 conveyed three dominant elements that were a variation of the existing literature. Two variations were related to Khôra as

a development town. The social activism of the CBO leaders together with other social initiatives in town coincided with a transition from a local identity and governance traditions of a development town to a resilient community. The transition, partly fostered by social ventures that attended unmet social problems, meant taking responsibility for the future of the town and reducing the dependency on external help. Moreover, according to the CBO leaders and similar to what happened in other development towns (Schmidt & Urieli, 2019), the transition was significant in changing Khôra's image to encompass new and positive activities. A third variation was the penetration of values from the Jewish tradition into the social arena. In particular, the value of solidarity in the sense of reciprocal and mutual guarantee was common among all CBO leaders. Composed, the local culture fostered a search for sustainable solutions to long-standing problems, which, in turn, encouraged the engagement in SIs.

The question, whether the institutional context is related to the local context, is positively answered through the unattended social challenges Khôra confronted. Based on the research findings, I argue that the link was reinforced by the five CBO leaders who engaged in innovative projects while the municipality was headed by the Convened Committee. The facilitating conditions, despite the restricted perceived support or its absence altogether, allowed the five individuals to dream, take responsibility, do, and change. Moreover, they introduced values and a vocabulary derived from a sense of personal responsibility towards the community and the town. The sense of personal responsibility developed from their personal experience, during their military service, social activism, and/or while they stayed away from Khôra. Put

differently, the CBO leaders assumed a leadership position from a deep sense of responsibility for filling in social gaps created by institutional void.

In the end, the responsiveness of the local community, the environment of free reign, and CBO leadership skills were more prevalent than the institutional and local barriers to engage in SIs. The findings of this research are adding empirical in-depth information on how Israeli CBO leaders in development towns, governed by a Convened Committee, advanced social change and contributed to SUD. Furthermore, the findings suggest that the mayor conveyed an enabling sentiment that in turn, encouraged the CBO leaders to proceed and later engage in secondary innovations. Whether his wish was to nurture a new leadership or not, two of the CBO leaders have mentioned political activity towards the elections. A further inquiry in formal election documents revealed that four out of the five CBO leaders engaged in local politics following their social activism (Ministry of Interior, 2016). Three of them secured a place in the elected City Council.

The motives to engage in the local politics in Khôra are beyond the scope of this research. However, it makes sense to assume that social activism, leadership skills, publicity of the SIs, and personal achievements brought the four CBO leaders to the front of the public stage in town. Further, that assumption could relate to the pattern of working alone and reducing the role of the CBOs to formalities. Either way, political activism may explain why after the elections the three CBO leaders did not engage in further development or implementation of SIs.

To conclude, despite following known broad patterns of engagement in SIs in an institutional void context, the interpretation of the research findings revealed some new knowledge:

1. The research confirmed that the governance of a Convened Committee in Khôra was perceived as an institutional void context that fostered SIs. At the same time, the Convened Committee established an enabling sentiment, which motivated the CB leaders to engage in SIs.
2. The findings suggested distinguishing between the mayor, as the dominant figure, and the Convened Committee in Khôra. It is possible that the mayor encouraged the CBO leaders to engage in social activism as a mean to develop new local leadership.
3. The perception of the Convened Committee members as outsiders added to the complexity of the enabling and averting conditions to engage in SIs. They brought a different set of values and governance traditions.
4. The CBOs were not related to CBO leader motivation to engage in SIs.
5. The CBO leaders were motivated by two unique features of the local culture. First, they derived values from their Jewish tradition. Second, beyond the unmet social challenges, they developed an awareness of the local population's wish to transition from the customs of a development town with the governance traditions it entailed to a town with a positive local identity maintaining a resilient community.
6. The enabling conditions, despite the restricted perceived support or its absence altogether, allowed the five CBO leaders to dream, take responsibility, do, and change. They assumed leadership positions from a deep sense of responsibility.

7. Four out of the five CBO leaders engaged in local politics towards the end of the Convened Committee term. It is likely that the SE that preceded political activism fostered a deeper involvement in local public affairs.
8. The findings of the research revealed an unstudied phenomenon in SIs – the engagement in secondary innovations. Secondary innovations are extensions of the core innovative idea but smaller in scale and scope.

Integrating the contributions of this research to the body of knowledge, SIs in Khôra developed in a unique pattern of dream, take responsibility, do, and change to foster not only community and urban development but also to encourage a sustainable local transformation towards a new positive narrative. The dream's fulfillment was possible because and despite the presence of a Convened Committee in the municipality and the local crisis. Moreover, the dream's realization was conceivable due to the distinctive individual mode of operation of the CBO leaders and their determination to succeed.

Limitations of the Study

Further to the expected challenges of the study described in Chapter 1, the limitations to trustworthiness are listed. First, because the researcher is so central to the research process and the interpretation of the findings, the most significant limitation of multiple case study is bias and lack of objectivity. Moreover, due to an earlier acquaintance with the population of my research, power relations concerns exist. In practice, to reduce the impact of my existing knowledge and perceptions, I repeatedly went back to the comments in my journal and highlighted my views to separate them from the facts. Also, I backed up my findings on citations from the interviews. Last, the use of photovoice data collection and analysis techniques proved

an effective source to elicit the participants' authentic meanings and perceptions. Adhering to the photovoice SHOWeD protocol (Sutton-Brown, 2014), alongside open interview questions served as an internal accuracy checking process.

Second, the study referred to a period that ended more than six years ago. I was hoping that the participants would be able to reconstruct what they thought and felt at the time and separate it from what they understood in retrospect. During the interviews, when in doubt in two cases, I specifically asked for clarification.

Third, my concern regarding low participation of the already small size of the population, was proved redundant. All the population of the study agreed and participated in the research.

Fourth, as all interviews were held in Hebrew and then translated to English, a risk exists in losing meaning in the translation. While translating, I made an effort to adhere to the participant meaning (faithful translation) rather than word-to-word translation. For example, I interpreted the literal phrase, the Convened Committee gave us free hand, as the Convened Committee offered free reign.

Fifth, the use of photovoice entailed some ethical issues. Despite being addressed in advance, in writing and orally when I coordinated the interviews, the participants found it difficult to avoid sharing photos with people. Moreover, despite the explanations regarding privacy confidentiality, two participants shared photos with identifiers. Unfortunately, I had to exclude them.

Last, every step of data collection and analysis was detailed with a clear separation between my thoughts, insights, and reflective conclusions and the raw data. The descriptions allowed for transferability as well as for reliability of the process.

Recommendations

The research responded to calls for further research in SUD SIs in the context of institutional void (Ardill & Lemes de Oliveira, 2018; Bothello et al., 2019, Dacin et al., 2010; Pansera & Sarkar, 2016; Stephan et al., 2015). As such, it focused on five CBO leaders in Khôra, Israel who engaged in SIs while the municipality was headed by a Convened Committee. The boundaries of the research aimed at exploring and understanding the CBO leaders' perceptions on how and why they chose to develop and implement SIs and if they were related to CBO leaders' perceptions regarding the presence of a Convened Committee in town.

The findings and interpretations of this research can be leveraged by further studies. Foremost, conducting the same research in a different setting could add comparable descriptions and guide grounded theory on how Convened Committees are perceived by social entrepreneurs. Whereas municipalities under Convened Committees have been studied to assess their effectiveness in administrative and financial performance (Bar, 2011; Beeri, 2013; Carmeli et al., 2008; Reingewertz & Beeri, 2018) little is known on their impact on solving unmet social problems, relations with CBOs, or advancing SUD. Furthermore, confirming the significance of at least a supporting sentiment could inform scholars and practitioners of public administration and policymakers on how to refine policies aiming at fostering engagement in SIs in periods of municipal crises.

Second, the interpretation of the findings suggested deviations from the current knowledge on engagement in SIs. In particular, the dominance of the CBO leaders as individuals and the relative weakness of the CBOs were in contrast to the collective effort expected in processes of SUD and SIs. While the data that was

collected for this research included descriptions on the CBOs' restricted role in assisting the development and implementation of the SIs, further explanations of the phenomenon could assist in determining roles of the embedded agencies in such processes.

Third, and related to the previous recommendation, an inquiry of the intrinsic motivations (Scopelliti et al., 2108) of the CBO leaders could complement the findings of this research. The personal experience that drove all five of them to engage in SIs, the dream about the change, and the influence of being away from Khôra for a meaningful time are three examples of how an inquiry of the intrinsic motivations could add to the understanding of their behavior.

Fourth, the findings indicated that some of the CBO leaders engaged in local politics after their engagement in SIs. An answer to the question in what ways their SE and their successful engagement in SIs contributed to their decision to compete for a place in the city leadership could discover new information about developing and sustaining a new leadership. Furthermore, it could assist Convened Committees or municipalities in crisis understanding how to foster and engage local leaders to dream, take responsibility, do, and change from a more powerful position.

Fifth, almost nothing is known about secondary SIs. Any study on how they emerge and what fosters them would set the grounds for theoretical conceptualization in the social sciences. As discussed in the interpretations' section, the topic was studied in the low and high technology industry (She et al., 2020) and it offered some directions such as legitimacy and knowledge management at the organizational level. My study suggested that it was the journey, the determination, and the wish to provide a comprehensive and sustainable solution that drove the CBO leaders in Khôra to

proceed with secondary innovation. The enabling institutional context that the Convened Committee coincided with this ambition.

My final recommendation is regarding the research design of exploratory studies. The use of photovoice proved to be an effective approach to elicit in-depth descriptions, meanings, and perceptions of the participants. Combining photovoice's SHOWeD protocol (Liebenberg, 2018) with other data collection methods not only reduced the role of the qualitative researcher but also created an internal validation tool of the data. The voice of the participant when he or she spoke about the photo often included invaluable information about the lived experience, feelings, and cultural context, which were absent in the answer to a similar interview question without reference to a photo.

Implications

Findings of the research have implications for scholars, practitioners of public policy and administration, and on positive social change. In the next sections I discuss these implications.

Implications for Positive Social Change

CBO leaders in Khôra have implemented SIs and generated a series of positive social changes. Understanding how and why they chose to engage in their innovative social ventures informs scholars and public policy and administration practitioners on how to foster such activism and broaden the scope of future involvement in positive social change.

Whereas in most institutional contexts SIs are embedded in collaboration, partnerships, or networks with the local governance, the exploration of the phenomenon in Khôra added new knowledge on how individuals generated change by

exploiting the enabling conditions created by the presence of the Convened Committee. In fact, the research results suggest a model for fostering positive social change, through SIs, in towns and communities where the municipality is governed by a Convened Committee. Because appointment of Convened Committees to replace elected city councils and mayors in crisis is not a rare occurrence in Israel, the model can make a difference in their attitude towards local social entrepreneurs.

Accordingly, by establishing a support system, not necessarily requiring public financial resources, policymakers can advance engagement in SUD and SIs. Such a support system should embrace 'Khôra' in its Greek original meaning (Savva, 2013): a space for connecting social entrepreneurs, as well as ordinary residents, with the urban space they live in; a space for recognizing unmet social problems, exchanging ideas, identifying barriers, and brainstorming. A second component of the model is the exposure of local community leaders to other forms of livability and cultures, including that of the external Convened Committee members. The third component is fostering local community leaders and social entrepreneurs' leadership skills to develop critical thinking and visioning, leverage personal experience, and reinforce responsibility–taking. The three components are interconnected and complement each other.

Last, findings of the research inform and encourage individuals in development towns who have a dream of a social change to take responsibility and engage in SE and/or SI. The CBO leaders from Khôra are an example of how despite encountering upsets, setbacks, and very little support from the environment, individuals can make a difference in and for the local community.

Implications for Theoretical Concepts and Approaches

Findings of the research confirmed Cajaiba-Santana's (2014) conclusion about the non-linearity of the engagement process in SIs and Ardill and Lemes de Oliveira's (2018) approach that some SIs would skip some of the stages described in Murray et al. (2010) model. However, scholars could use the findings to show the complexity of the process. Moreover, they could refine the sources of engagement to include variables such as the sense personal responsibility and exposure to different livability forms alongside the personal experience.

Second, findings unveiled the limited role of the CBOs, as organizations, in the engagement in SIs in Khôra's circumstances. The CBOs did not motivate engagement in SIs in most of the examined cases. Instead, they were a formal platform for the project's management. The findings can inform Grimes et al.'s (2013) conceptualization of the embedded agency functions.

Last, findings are adding new knowledge on Convened Committees and their relations with the local civil society. Scholars of Public Policy and Administration could use the findings to demonstrate how limited support is leveraged by CBOs and individuals to advance SUD processes. In particular, the research results inform theories of institutional void (Rahman et al., 2017) on the local informal capacities to introduce innovative solutions to unmet social problems outside and detached from the formal local government.

Implications for Practice

Findings of the research can enlighten practitioners of public policy and administration on several issues. Primarily, the knowledge regarding social activism while a Convened Committee governs a municipality can assist in designing policies

that encourage SIs and leverage the local crisis to meet social problems. Findings confirmed that CBOs are a power to partner and advance creative and sustainable social change. The same applies to the elected city council after the Convened Committee end of term. CBO leaders may only represent themselves or a sub community, but the diversity of approaches and capacities can contribute to tailor-made solutions that will extricate the town from the crisis.

Second, fostering engagement in SIs in institutional void context does not necessarily involve a financial burden for municipalities. Backing up local initiatives when they negotiate with other authorities or request support of some sort, is oftentimes enough for CBOs to successfully proceed with their plans. Hence, practitioners could use the new knowledge to establish an effective dialogue between the municipalities and CBOs and to contribute towards the ripple effect of their support.

Third, the new knowledge can inform Convened Committee as well as elected city council members on how to gain buy-in from CBOs in SUD processes and engage them in the implementation of projects. By communicating an enabling and supporting environment to bottom-up initiatives and in recognizing opportunities, municipal leaders can entice social entrepreneurs to emerge and operate.

Last, the additional knowledge sets the grounds to inquire more on how to nurture new local leadership. Exposing young leaders to other forms of livability and/or encouraging those who left town to return, could be two strategies to consider. Integrating such strategies in policies that encourage engagement in SIs could only benefit development towns in Israel to reduce the gaps between them and other urban centers.

Conclusion

Per the research purpose, this qualitative multiple case study, supported by photovoice techniques, uncovered the perceptions of CBO leaders on how they became involved in SIs that advanced SUD, and the role of the Convened Committee in these processes. It generally followed the theoretical knowledge about institutional void and how this context fosters the development of novel ideas to solve unmet social problems. The research also revealed deviations from the theories and discovered some new knowledge. While the primary deviation was the restricted role of the CBOs, the new knowledge referred to the unique process of engagement in SIs of CBO leaders in Khôra. Though the research reduced the gap that was identified in the literature, it also offered directions for further inquiries and pointed at theoretical and practical implications. Foremost, this research advanced future positive social change by understanding better how SIs emerge in challenging circumstances to meet social problems.

Figure 11 clarifies the complexity of the space for social change through SIs in Khôra. While the nearby valley suggested potential space for leisure and tourism development, the three military helicopters in the sky were a reminder of the local on-going problems. Moreover, the helicopters suggested the boundaries of the local formal and informal capacities to cope and to introduce solutions to social problems. However, with a vision, responsibility-taking, and proactivity, the five CBO leaders from Khôra made these boundaries traversable and flexible enough to develop and implement SIs and bring positive social change. Participant 3 provided the photo in Figure 11.

Figure 11. A space for social change.

Findings underlined the unique theme of Dream, Take Responsibility, Do, and Change to inspire community and urban development, and to encourage a sustainable local transformation towards a new positive narrative. The five separate dreams' fulfillment by the CBO leaders in Khôra were possible because and despite the presence of a Convened Committee in the municipality. The presence of the Convened Committee underscored on-going problems in town, but the variety of perceptions of its role in motivating CBO leaders to engage in SIs established an enabling environment to realizing the dreams. Hence, the Convened Committee governing Khôra Municipality informed perceived enablers and barriers to social activism and SIs. No contradiction existed between the themes of The Convened Committee Offered Free Reign and SIs Challenge all the Authorities; the themes

explained the complexity of the institutional void context in town. Moreover, while each CBO leader went through a different journey to achieve a particular goal, the aggregated result was progress in Khôra's SUD. Beyond the single ventures, social activism introduced a new vocabulary of responsibility-taking, community resilience, and self-reliance in seeking sustainable solutions to Khôra' problems.

The aspiration for sustainable solutions led the five CBO leaders to engage in the innovative features of their social initiatives. They were inspired by their personal experiences, their exposure to other livability forms outside Khôra, and their values of inclusion and solidarity. Furthermore, while responding to their followers, they independently advanced with determination the change they wished to see in the town, namely, from a development town to a developing town. The CBO leaders' success in their innovative projects put them in a leadership position in town. The emergence of new potential leadership in town would not have been possible without the implicit and perceived support of the Convened Committee, and in particular, of the mayor.

Besides solving unmet social problems, the surfacing of engaged leadership is an encouraging prospect to places in a municipal crisis. While governments, policymakers, administrators, and communities are concerned with fostering SIs and confine institutional void (Howlett et al., 2017), the stories of the five CBO leaders from Khôra may inspire a different approach to taking the extreme measure of appointing Convened Committees. Unequivocally, CBO leaders could and should be much more than partnering stakeholders of processes of urban development and social change; they could and should be respected and counted for the hope and inspiration they bring to their communities.

References

Ahen, F., & Amankwah-Amoah, J. (2018). Institutional voids and the philanthropization of CSR practices: Insights from developing economies. *Sustainability*, *10*(7), 1-27. doi:10.3390/su10072400

Agostini, M. R., Vieira, L., & Bossle, M. B. (2016). Social innovation as a process to overcome institutional voids: A multidimensional overview. *RAM. Revista de Administração Mackenzie*, *17*(6), 72-101. doi:10.1590/1678-69712016/administracao.v17n6p72-101

Angelidou, M., & Psaltoglou, A. (2017). An empirical investigation of social innovation initiatives for sustainable urban development. *Sustainable Cities and Society*, *33*, 113-125. doi:10.1016/j.scs.2017.05.016

Ardill, N., & Lemes de Oliveira, F. (2018). Social innovation in urban spaces. *International Journal of Urban Sustainable Development*, *10*(3), 207-221. doi:10.1080/19463138.2018.1526177

ATLAS.ti. (2019). What is Atlas.ti? Retrieved from https://atlasti.com/product/what-is-atlas-ti/

Avelino, F., Wittmayer, J. M., Pel, B., Weaver, P., Dumitru, A., Haxeltine, A., … O'Riordan, T. (2017). Transformative social innovation and (dis)empowerment. *Technological Forecasting and Social Change, 145*, 195-206. doi:10.1016/j.techfore.2017.05.002

Ayob, N., Teasdale, S., & Fagan, K. (2016). How social innovation ‘came to be’: Tracing the evolution of a contested concept. *Journal of Social Policy*, *45*(4), 635-653. doi:10.1017/S004727941600009X

Bar, I. (2011). *רשויות מקומיות בישראל המנוהלות בידי ועדה ממונה- תיאור וניתוח [Municipalities in Israel managed by Convened Committees – Description and analysis]*. Retrieved from the Knesset website: https://fs.knesset.gov.il/globaldocs/MMM/91556b58-e9f7-e411-80c8-00155d010977/2_91556b58-e9f7-e411-80c8-00155d010977_11_8724.pdf

Baxter, P., & Jack, S. (2008). Qualitative case study methodology: Study design and implementation for novice researchers. *The Qualitative Report*, *13*(4), 544-559. Retrieved from https://nsuworks.nova.edu/tqr/vol13/iss4/2

Beeri, I. (2013). Direct administration of failing local authorities: democratic deficit or effective bureaucracy? *Public Money & Management*, *33*(2), 137-144. doi:10.1177/2399654417713494

Benita, R. & Becker, E. (2018). מבט על ערי הפיתוח 1972-2016 [Observing development towns 1972-2016]. Retrieved from https://www.haaretz.co.il/embeds/pdf_upload/2018/20180618-121945.pdf

Berry, F. S., & Berry, W. D. (2017). Innovation and diffusion models in policy research. In C. M. Weible, & P. A. Sabatier (Eds.), *Theories of the policy process* (4th ed., pp. 253–300). Boulder, CO: Westview Press.

Bhatt, P. & Altinay, L. (2013). How social capital is leveraged in social innovations under resource constraints? *Management Decision*, *51*(9), 1772-1792. doi:10.1108/MD-01-2013-0041

Blackman, A. & Fairy, T. (2019). *The PhotoVoice Manual: A Guide to designing and running participatory photography projects*. Retrieved from https://photovoice.org/photovoice-manual-for-participatory-photography/

Bothello, J., Nason, R. S., & Schnyder, G. (2019). Institutional voids and organization studies: Towards an epistemological rupture. *Organization Studies, 40*(10), 1499–1512. doi:10.1177/0170840618819037

Berzin, S. C., Pitt-Catsouphes, M., & Gaitan-Rossi, P. (2015). Defining our own future: Human service leaders on social innovation. *Human Service Organizations: Management, Leadership & Governance*, *39*(5), 412-425. doi:10.1080/23303131.2015.1060914

Bullard, R. D., Johnson, G. S., & Torres, A. O. (2007). Confronting transportation Sprawl in Metro Atlanta. In R. D. Bullard (Ed.), *Growing smarter: Achieving livable communities, environmental justice, and regional equity* (pp. 215-248). Cambridge, MA: The MIT Press.

Burkholder, G. J., Cox, K., & Crawford, L. (Eds.) (2016). *The scholar-practitioner's guide to research design*. Baltimore, MD: Laureate Publishing.

Cajaiba-Santana, G. (2014). Social innovation: Moving the field forward. A conceptual framework. *Technological Forecasting and Social Change*, *82*, 42-51. doi:10.1016/j.techfore.2013.05.008

Carmeli, A., Yitzhak, Y., & Vinerski-Peretz, H. (2008). Fiscal distress in local authorities in Israel: The Convened Committee as a method and a solution. *Local Government Studies*, *34*(3), 323-347. doi:10.1080/03003930802044528

Central Bureau of Statistics. (2019). Local Authorities. Retrieved from https://www.cbs.gov.il/en/subjects/Pages/The-Local-Authorities.aspx

Clark, C., & Brennan, L. (2016). Social entrepreneurship: A global model for evaluating long-term impact. *International Journal of*

Entrepreneurship, *20*(1), 1-15. Retrieved from https://www.abacademies.org/journals/international-journal-of-entrepreneurship-home.html

Cohen, H., Kaspi-Baruch, O., & Katz, H. (2019). The social entrepreneur puzzle: the background, personality and motivation of Israeli social entrepreneurs. *Journal of Social Entrepreneurship*, *10*(2), 211-231. doi:10.1080/19420676.2018.1541010

Conway Dato-on, M., & Kalakay, J. (2016). The winding road of social entrepreneurship definitions: A systematic literature review. *Social Enterprise Journal*, *12*(2), 131-160. doi:10.1108/SEJ-06-2015-0016

Cronin, C. (2017). Case study research: A methodology for nursing. In M. De Chesnay (Ed.), *Nursing Research Using Case Studies: Qualitative Designs and Methods in Nursing* (1st ed., pp. 55-72). New York, NY: Springer Publishing Company.

Dacin, P. A., Dacin, M. T., & Matear, M. (2010). Social entrepreneurship: Why we don't need a new theory and how we move forward from here. *Academy of Management Perspectives*, *24*(3), 37-57. doi:10.5465/amp.24.3.37

Dahan, Y. (2009). מנהיגות מקומית בעיירות הפיתוח [Local leadership in the development towns]. In T. Tsameret, A. Halamish, & E. Meir-Glitsenstein (Eds.), *עיירות הפיתוח [The development towns]* (pp. 277-292). Jerusalem, Israel: Yad Ben Tsvi.

Dahan, Y. (2018). Understanding leadership in disadvantaged peripheral areas: The case of mayors and local leaders in Israel. In S.D. Goker (Ed.), *Leadership*. Retrieved from https://www.intechopen.com/books/leadership/understanding-

leadership-in-disadvantaged-peripheral-areas-the-case-of-mayors-and-local-leaders-in-i

Dasgupta, M. (2015). Exploring the relevance of case study research. *Vision*, *19*(2), 147-160. doi:10.1177/0972262915575661

Demazière, C. (2018). Strategic Spatial Planning in a Situation of Fragmented Local Government: The Case of France. *disP-The Planning Review*, *54*(2), 58-76. doi:10.1080/02513625.2018.1487645

Denzin, N. K. & Lincoln, Y. S. (2013). Introduction: The discipline and practice of qualitative research. In N.K. Denzin & Y. S. Lincoln (Eds.), *The landscape of qualitative research* (4th ed., pp. 1-44). Thousand Oaks, CA: Sage Publications.

Eastwood, J. (2016). 'Meaningful service': Pedagogy at Israeli pre-military academies and the ethics of militarism. *European Journal of International Relations*, *22*(3), 671-695. Retrieved from https://qmro.qmul.ac.uk/xmlui/bitstream/handle/123456789/15142/Eastwood%20%E2%80%98Meaningful%20service%E2%80%99%3A%20Pedagogy%20at%20Israeli%20pre-military%20academies%20and%20the%20ethics%20of%20militarism%202015%20Accepted.pdf?sequence=1&isAllowed=y

Edwards-Schachter, M. E., & Wallace, M. L. (2015). 'Shaken, but not stirred': six decades defining social innovation. Retrieved from https://digital.csic.es/bitstream/10261/132725/1/social%20innovation.pdf

Efrat, E. (2009). עיירות הפיתוח בישראל [Development towns in Israel]. In T. Tsameret, A. Halamish, & E. Meir-Glitsenstein (Eds.). *עיירות הפיתוח [The development towns*] (pp 37-70). Jerusalem, Israel: Yad Ben Tsvi.

Erickson, F. (2011). A history of qualitative inquiry in social and educational research. In N. K. Denzin & Y. S. Lincoln (Eds). *The SAGE handbook to qualitative research* (4th ed., pp. 43-58). Thousand Oaks, CA: Sage Publications.

Ernst, J., Blood, N., & Beery, T. (2017). Environmental action and student environmental leaders: Exploring the influence of environmental attitudes, locus of control, and sense of personal responsibility. *Environmental Education Research*, *23*(2), 149-175. doi:10.1080/13504622.2015.1068278

European Commission. (2014). *Horizon 2020 in brief: The EU Framework Programme for Research and Innovation*. Brussels: Author. Retrieved from https://ec.europa.eu/programmes/horizon2020/sites/horizon2020/files/H2020_inBrief_EN_FinalBAT.pdf

European Commission. (n.d.). The European Capital of Innovation (iCapital) Award. Retrieved from https://ec.europa.eu/info/research-and-innovation/funding/funding-opportunities/prizes/icapital_en#timeline

Gao, C., Zuzul, T., Jones, G., & Khanna, T. (2017). Overcoming institutional voids: A reputation-based view of long-run survival. *Strategic Management Journal*, *38* (11), 1-49. doi:10.1002/smj.2649

Germak, A. J., & Robinson, J. A. (2014). Exploring the motivation of nascent social entrepreneurs. *Journal of Social Entrepreneurship*, *5*(1), 5-21. doi:10.1080/19420676.2013.820781

Gibbs, P. & Costley, C. (2006). An ethics of community and care for practitioner researchers. *International Journal of Research & Method in Education*, *29*(2), 239-249. doi:10.1080/17437270600891689

Gregoire, M. (2016). Exploring various approaches of social innovation: a francophone literature review and a proposal of innovation typology. *RAM. Revista de Administração Mackenzie*, *17*(6), 45-71. Retrieved from http://www.scielo.br/pdf/ram/v17n6/1678-6971-ram-17-06-0045.pdf

Grimes, M. G., McMullen, J. S., Vogus, T. J., & Miller, T. L. (2013). Studying the origins of social entrepreneurship: Compassion and the role of embedded agency. *Academy of Management Review*, *38*(3), 460–463. doi:10.5465/amr.2012.0429

Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. Denzin & Y. Lincoln (Eds.). *Handbook of qualitative research* (pp. 105-117). Thousand Oaks, CA: Sage.

Guest, G., Bunce, A., & Johnson, L. (2006). How many interviews are enough? An experiment with data saturation and variability. *Field Methods*, *18*(1), 59-82. doi:10.1177/1525822X05279903

Hadari, G., & Turgeman, A. (2018). Public diplomacy in army boots: The chronic failure of Israel's Hasbara. *Israel Affairs*, *24*(3), 482-499. doi:10.1080/13537121.2018.1455374

Hajer, M. (2003). Policy without polity? Policy analysis and the institutional void. *Policy sciences*, *36*(2), 175-195. doi:10.1023/A:1024834510939

Hambleton, R. (2015). *Leading the inclusive city: Place-based innovation for a bounded planet*. Bristol, UK: Policy Press.

Harley, D., & Hunn, V. (2015). Utilization of photovoice to explore hope and spirituality among low-income African American adolescents. *Child and Adolescent Social Work Journal*, *32*(1), 3-15. doi:10.1007/s10560-014-0354-4

Heslop, C., Burns S., & Lobo, R. (2018). Managing qualitative research as insider-research in small rural communities. *Rural and Remote Health, 18*(3), 4576. doi:10.22605/RRH4576

Hoogendoorn, B. (2016). The prevalence and determinants of social entrepreneurship at the macro level. *Journal of Small Business Management*, *54*, 278-296. doi:10.1111/jsbm.12301

Howlett, M., Kekez, A., & Poocharoen, O. O. (2017). Understanding co-production as a policy tool: Integrating new public governance and comparative policy theory. *Journal of Comparative Policy Analysis: Research and Practice*, *19*(5), 487-501. doi:10.1080/13876988.2017.1287445

Jacob, S. A., & Furgerson, S. P. (2012). Writing interview protocols and conducting interviews: Tips for students new to the field of qualitative research. *The Qualitative Report*, *17*(42), 1-10. Retrieved from https://nsuworks.nova.edu/tqr/vol17/iss42/3/

Jupp, V. (2006). *The SAGE dictionary of social research methods*. London, UK: SAGE Publications, Ltd. doi:10.4135/9780857020116

Kouzes, J. M., & Posner, B. Z. (2007). The five practices of exemplary leadership. In M. Fullan (Ed), *The Jossey-Bass reader on educational leadership*, (pp. 63-74). CA: Jossey-Bass.

Krstić, G., Aleksić-Mirić, A., & Žarković-Rakić, J. (2017). Profile of social entrepreneur in Serbia: Motivation and socio-demographic

characteristics. *Sociologija*, *59*(1), 62-80. doi:10.2298/SOC1701062K

Lee Kuan Yew World City Prize. (2019). Laureates. Retrieved from https://www.leekuanyewworldcityprize.com.sg/laureates/laureates/2018/seoul

Liebenberg, L. (2018). Thinking critically about photovoice: Achieving empowerment and social change. *International Journal of Qualitative Methods*, *17*(1), doi:10.1177/1609406918757631.

Light, C. (2008). The Search for Social Entrepreneurship: Drawing Conclusions. In Shafritz, J. M., Ott, J. S., & Jang, Y. S. (Eds.). *Classics of organization theory* (8th ed., pp. 457-466). Belmont, CA: Cengage Learning.

Lisetchi, M., & Brancu, L. (2014). The entrepreneurship concept as a subject of social innovation. *Procedia-Social and Behavioral Sciences*, *124*, 87-92. doi:10.1016/j.sbspro.2014.02.463

Littlewood, D. C., & Kiyumbu, W. L. (2018). “Hub” organisations in Kenya: What are they? What do they do? And what is their potential? *Technological Forecasting and Social Change*, *131*, 276-285. doi:10.1016/j.techfore.2017.09.031

Maas, J., Seferiadis, A. A., Bunders, J. F., & Zweekhorst, M. B. (2014). Social entrepreneurial leadership: Creating opportunities for autonomy. In P. H. Phan, J. Kickul, S. Bacq, & M. Norsqist (Eds.), *Theory and empirical research in social entrepreneurship* (pp. 223-255). Edward Elgar: Northampton, MA.

Mahmuda, I., Baskaran, A., & Pancholi, J. (2014). Financing social innovation for poverty reduction: A case study of microfinancing and microenterprise

development in Bangladesh. *Science, Technology and Society*, *19*(2), 249–273. doi:10.1177/0971721814529879

Mair, J., & Marti, I. (2007). Entrepreneurship for social impact: Encouraging market access in rural Bangladesh. *Corporate governance: The international journal of business in society*, *7*(4), 493-501.

Mair, J., Marti, I., & Ventresca, M. J. (2012). Building inclusive markets in rural Bangladesh: How intermediaries work institutional voids. *Academy of Management Journal*, *55*(4), 819-850. doi:10.5465/amj.2010.0627

Manzini, E. (2014). Making things happen: Social innovation and design. *Design Issues*, *30*(1), 57-66. doi:10.1162/DESI_a_00248

Mason, M. (2010). Sample size and saturation in PhD studies using qualitative interviews. *Forum: Qualitative Social Research /Sozialforschung, 11*(3). doi:10.17169/fqs-11.3.1428

McCann, P. (2004). Book review: Innovative cities. *Local Economy*, *19*(1), 89–90. doi:10.1080/0269094032000166912

Melro, A., & Oliveira, L. (2017, September). Social Entrepreneurs' Communities as a way to Sustainably Develop Smart Territories. In *12th European Conference on Innovation and Entrepreneurship ECIE 2017* (p. 441).

Menahem, G., & Stein, R. (2013). High-capacity and low-capacity governance networks in welfare services delivery: A typology and empirical examination of the case of Israeli municipalities. *Public Administration*, *91*(1), 211-231. doi:10.1111/j.1467-9299.2012.02044.x

Ministry of Defense. (2019). מינהל המעבר דרומה [Relocating to the South administration]. Retrieved from

http://www.negev.mod.gov.il/admin/Pages/about.aspx

Ministry of Interior. (2013). *תהליך תכנון אסטרטגי לקידום פיתוח מקומי* [*Strategic planning to promoting local development*] (2nd ed.). Israel: Mifam. Retrieved from http://mifam.org.il/_Uploads/dbsAttachedFiles/hoveret_18_TichnunAstrategi.pdf

Ministry of Interior. (2016). תוצאות הבחירות לרשויות המקומיות [The results of the Municipal elections]. Retrieved from https://www.moin.gov.il/PressAnnouncements/Pages/%D7%91%D7%97%D7%99%D7%A8%D7%95%D7%AA-%D7%9C%D7%A8%D7%A9%D7%95%D7%99%D7%95%D7%AA-%D7%94%D7%9E%D7%A7%D7%95%D7%9E%D7%99%D7%95%D7%AA-----14-11-2013---.aspx

Ministry of Interior. (2018). *קידום חדשנות מוניציפלית ברשויות המקומיות בישראל* [Advancing Municipal Innovativeness in Israeli Municipalities]. Retrieved from http://www.moin.gov.il/LOCALGOVERNMENT/Information/Documents/%D7%A1%D7%A4%D7%A8%20%D7%93%D7%99%D7%92%D7%99%D7%98%D7%9C%D7%99%20-%20%D7%97%D7%93%D7%A9%D7%A0%D7%95%D7%AA%20%D7%9E%D7%95%D7%A0%D7%99%D7%A6%D7%99%D7%A4%D7%90%D7%9C%D7%99%D7%AA.pdf

Ministry of Justice. (2020). גיידסטאר – אתר העמותות של ישראל [Guidestar- the guide to Israeli non-for-profit organizations]. Retrieved from https://www.guidestar.org.il/home

Ministry of Justice. (2019). Israeli Corporations Authority. Retrieved from:

https://www.justice.gov.il/En/Units/IsraeliCorporations/AssociationRegister/Pages/default.aspx

Mulgan, G., Tucker, S., Ali, R., & Sanders, B. (2007). *Social innovation: what it is, why it matters and how it can be accelerated*. Oxford, UK: Oxford Business School. Retrieved from http://eureka.sbs.ox.ac.uk/761/1/Social_Innovation.pdf

Murray, R., Caulier-Grice, J., & Mulgan, G. (2010). *The open book of social innovation* (p. 2). London, UK: National endowment for science, technology and the art. Retrieved from http://kwasnicki.prawo.uni.wroc.pl/pliki/Social_Innovator_020310.pdf

Narralizer. (n.d.). Description. Retrieved from http://www.narralizer.com/Software/Description.aspx

Nastase, M., Lisetchi, M., & Bibu, N. (2014). Putting society at heart: Socializing innovation concept. *Revista de Cercetare si Interventie Sociala*, *45*, 189-199. Retrieved from https://www.rcis.ro/images/documente/rcis45_14.pdf

Newth, J., & Woods, C. (2014). Resistance to social entrepreneurship: How context shapes innovation. *Journal of Social Entrepreneurship*, *5*(2), 192-213. doi:10.1080/19420676.2014.889739

North, D. C. (2005). *Understanding the process of economic change*. Princeton, NJ: Princeton University Press.

Odendaal, N. (2007). The Cato Manor development project in Durban, South Africa: urban development through innovation. *American behavioral scientist*, *50*(7), 935-945. doi:10.1177/0002764206298318

OHRP. (n.d.). International Compilation of Human Research Standards. Retrieved from https://www.hhs.gov/ohrp/international/compilation-human-research-

standards/index.html

O'Sullivan, E., Rassel, G. R., Berner, M., & Taliaferro, J. D. (2017). *Research methods for public administrators* (6th ed.). New York, NY: Routledge.

Pansera, M., & Sarkar, S. (2016). Crafting sustainable development solutions: frugal innovations of grassroots entrepreneurs. *Sustainability*, *8*(1), 51. doi:10.3390/su8010051

Parker, S. (2015). *Urban Theory and the Urban Experience*. (2nd ed.) Abingdon, UK: Routledge.

Patel, S. (2015, July 15). The research paradigm–methodology, epistemology and ontology–explained in simple language. Retrieved from: http://salmapatel.co.uk/academia/the-research-paradigm-methodology-epistemology-and-ontology-explained-in-simple-language/

Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Thousand Oaks, CA: SAGE.

Phillips, W., Lee, H., Ghobadian, A., O'Regan, N., & James, P. (2015). Social innovation and social entrepreneurship: A systematic review. *Group & Organization Management*, *40*(3), 428-461. doi:10.1177/1059601114560063

PhotoVoice. (2016). *Participant Training Handbook*. London, UK: Author.

Pierre, J. (1999). Models of urban governance: The institutional dimension of urban politics. *Urban Affairs Review*, *34*(3), 372-396. doi:10.1177/10780879922183988

Putnam, R. D. (2000). *Bowling alone: The collapse and revival of American community*. New York: Simon and Schuster.

Rahman, H. M., Saint Ville, A., Song, A., Po, J., Berthet, E., Brammer, J., ... Reed, G. (2017). A framework for analyzing institutional gaps in natural resource governance. *International Journal of the Commons*, *11*(2). doi:10.18352/ijc.758

Rao-Nicholson, R., Vorley, T., & Khan, Z. (2017). Social innovation in emerging economies: A national systems of innovation based approach. *Technological Forecasting and Social Change*, *121*, 228-237. doi:10.1016/j.techfore.2017.03.013

Ravitch, S. M., & Carl, N. M. (2016). *Qualitative research: Bridging the conceptual, theoretical, and methodological*. Thousand Oaks, CA: Sage Publications.

Reingewertz, Y., & Beeri, I. (2018). How effective is central enforcement? Evidence from Convened Committees in failing local authorities. *Environment and Planning C: Politics and Space*, *36*(2), 357-380. doi:10.1177/2399654417713494

Richards, D., Smith, M., & Hay, C. (2014). *Institutional crisis in 21st century Britain*. Basingstoke, UK: Palgrave Macmillan.

Rottig, D. (2016). Institutions and emerging markets: Effects and implications for multinational corporations. *International Journal of Emerging Markets, 11*(1), 2-17. doi:10.1108/IJoEM-12-2015-0248

Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd Ed.). Thousand Oaks, CA: Sage Publications.

Ryu, S., & Kim, Y. G. (2018). Money is not everything: A typology of crowdfunding project creators. *The Journal of Strategic Information Systems*, *27*(4), 350-368. doi:10.1016/j.jsis.2018.10.004

Saebi, T., Foss, N. J., & Linder, S. (2019). Social entrepreneurship research: Past achievements and future promises. *Journal of Management*, *45*(1), 70-95. doi:10.1177/0149206318793196

Saldaña, J. (2016). *The coding manual for qualitative researchers* (3rd ed.). Thousand Oaks, CA: Sage Publications.

Savva A. (2013). Khôra, topos and praxis: Diverse concepts and meanings of contemporary art education. In J. Baldacchino, R. Vella (Eds.), *Mediterranean art and education, comparative and international education* (pp. 59-80). Rotterdam: Sense Publishers. doi:10.1007/978-94-6209-461-1_5

Schrammel, T. (2013). Bridging the institutional void: An analytical concept to develop valuable cluster services. *Management Revue*, 114-132. doi:10.1688/1861-9908_mrev_2013_02_Schrammel

Scopelliti, M., Molinario, E., Bonaiuto, F., Bonnes, M., Cicero, L., De Dominicis, S., ... de Groot, W. (2018). What makes you a 'hero' for nature? Socio-psychological profiling of leaders committed to nature and biodiversity protection across seven EU countries. *Journal of Environmental Planning and Management*, *61*(5-6), 970-993. doi:10.1080/09640568.2017.1421526

Scott, W.R. (1995). *Institutions and Organizations*. Thousand Oaks, CA: Sage.

Shen, J., Sha, Z., & Wu, Y. J. (2020). Enterprise adaptive marketing capabilities and sustainable innovation performance: An opportunity–resource integration perspective. *Sustainability*, *12*(2), 469. doi:10.3390/su12020469

Shenton, A. K. (2004). Strategies for ensuring trustworthiness in qualitative research projects. *Education for Information*, *22*(2), 63-75. doi:10.3233/EFI-2004-

22201

Shier, M. L., & Handy, F. (2016). Executive leadership and social innovation in direct-service nonprofits: Shaping the organizational culture to create social change. *Journal of Progressive Human Services*, *27*(2), 111-130. doi:10.1080/10428232.2016.1155429

Short, J. C., Moss, T. W., & Lumpkin, G. T. (2009). Research in social entrepreneurship: Past contributions and future opportunities. *Strategic Entrepreneurship Journal*, *3*(2), 161-194. doi:10.1002/sej.69

Shumba, T. W., & Moodley, I. (2018). Part 1: A review of using photovoice as a disability research method: Implications for eliciting the experiences of persons with disabilities on the Community Based Rehabilitation programme in Namibia. *African Journal of Disability*, *7*(0). 1-11. doi:10.4102/ajod.v7i0.418

Simmie, J. (Ed.). (2001). *Innovative cities*. New York, NY: Taylor & Francis.

Sitter, K. C. (2017). Taking a closer look at photovoice as a participatory action research method. *Journal of Progressive Human Services*, *28*(1), 36-48. doi:10.1080/10428232.2017.1249243

Smith, J., & Firth, J. (2011). Qualitative data analysis: The framework approach. *Nurse Researcher, 18*(2), 52-62. doi:10.7748/n42011.01.18.2.52.c8284

Spijker, S. N., & Parra, C. (2018). Knitting green spaces with the threads of social innovation in Groningen and London. *Journal of Environmental Planning and Management*, *61*(5-6), 1011-1032. doi:10.1080/09640568.2017.1382338

Spiegel, S. J. (2020). Visual storytelling and socioenvironmental change: Images, photographic encounters, and knowledge construction in resource

frontiers. *Annals of the American Association of Geographers*, *(110)* 1, 120-144, **doi:**10.1080/24694452.2019.1613953

Stephan, U., Uhlaner, L. M., & Stride, C. (2015). Institutions and social entrepreneurship: The role of institutional voids, institutional support, and institutional configurations. *Journal of International Business Studies*, *46*(3), 308-331. doi:10.1057/jibs.2014.38

Sutton-Brown, C. A. (2014). Photovoice: A methodological guide. *Photography and Culture*, *7*(2), 169-185. doi:10.2752/175145214X13999922103165

Terry, L., & Lewis, M. (2018). Becoming and being a social entrepreneur in regional Australia: What can be learned and shared. In E. Ni She, L. J. Burton, & P. A. Danaher (Eds). *Social Capital and Enterprise in the Modern State* (pp. 227-238). London: Palgrave Macmillan.

Teti, M. (2019). The murky ethics of visual qualitative methods: Picturing a clear path forward. *International Journal of Qualitative Methods, 18*, 1-4. doi:10.1177/1609406919884810

The Jewish Agency for Israel. (n.d.a). Partnership2gether. Retrieved from https://www.jewishagency.org/partnership2gether/

The Jewish Agency for Israel. (n.d.b). Who we are?. Retrieved from https://www.jewishagency.org/who-we-are/

The Visual Techniques Toolkit. (n.d.). In The essential guide to English techniques. Retrieved from https://www.matrix.edu.au/essential-guide-to-english-techniques/visual-techniques-toolkit/

Timeus, K., & Gascó, M. (2018). Increasing innovation capacity in city governments: Do innovation labs make a difference? *Journal of Urban Affairs*, 1-17.

doi:10.1080/07352166.2018.1431049

Tracy, S. J. (2010). Qualitative quality: Eight “big-tent” criteria for excellent qualitative research. *Qualitative inquiry*, *16*(10), 837-851. doi:10.1177/107780041038121

Turker, D., & Vural, C. A. (2017). Embedding social innovation process into the institutional context: Voids or supports. *Technological Forecasting and Social Change*, *119*, 98-113. doi:10.1016/j.techfore.2017.03.019

Tzfadia, E., & Yiftachel, O. (2004). Between urban and national: Political mobilization among Mizrahim in Israel’s ‘development towns’. *Cities*, *21*(1), 41-55. doi:10.1016/j.cities.2003.10.006

Tzfadia, E. (2016). Trapped sense of peripheral place in frontier space. In H. Yacobi (Ed.). *Constructing a Sense of Place* (pp. 133-149). New York, NY: Routledge.

Ulug, C., & Horlings, L. G. (2019). Connecting resourcefulness and social innovation: exploring conditions and processes in community gardens in the Netherlands. *Local Environment*, *24*(3), 147-166. doi:10.1080/13549839.2018.1553941

Urban, B., & Gaffurini, E. (2017). Organisational learning capabilities as determinants of social innovation: An empirical study in South Africa. *SA Journal of Human Resource Management*, *15*(1), 1-10. doi:10.4102/sajhrm.v15i0.857

US Department of Transportation. (n.d.). Community Based Organizations. Retrieved from https://www.planning.dot.gov/publicinvolvement/pi_documents/1b-a.asp

Van der Have, R. P., & Rubalcaba, L. (2016). Social innovation research: An emerging area of innovation studies? *Research Policy*, *45*(9), 1923-1935. doi:10.1016/j.respol.2016.06.010

Victoria State Government. (2018). Visual Literacy – Literacy teaching toolkit. Retrieved from https://www.education.vic.gov.au/school/teachers/teachingresources/discipline/english/literacy/readingviewing/Pages/litfocusvisual.aspx

Wang, C., & Burris, M. A. (1997). Photovoice: Concept, methodology, and use for participatory needs assessment. *Health Education Behavior*, *24*(3), 369-387. doi:10.1177/109019819702400309

Wheeler, S. M. & Beatley, T. (Eds.). (2014). *The sustainable urban development reader* (3rd ed.). New York: Routledge.

Whitehead, A. N. (1917). The Aims of Education. (1917). In J. A. Sigler, (Ed). (1997). *Education: Ends and means* (Vol. 9). Lynchburg, VA: University Press of America.

Wittmayer, J. M., Backhaus, J., Avelino, F., Pel, B., Strasser, T., Kunze, I., & Zuijderwijk, L. (2019). Narratives of change: How social innovation initiatives construct societal transformation. *Futures*, *112,* 102433. doi:10.1016/j.futures.2019.06.005.

Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam, and Stake. *The Qualitative Report*, *20*(2), 134-152. Retrieved from https://nsuworks.nova.edu/tqr/vol20/iss2/12

Yin, R. K. (2018). *Case Study Research and Applications* (6th ed.). Thousand Oaks, CA: Sage Publications.

Zahra, S. A., Gedajlovic, E., Neubaum, D. O., & Shulman, J. M. (2009). A typology of social entrepreneurs: Motives, search processes and ethical challenges. *Journal of Business Venturing*, *24*(5), 519-532. doi:10.1016/j.jbusvent.2008.04.007

Zengkun, F. (2018). Building liveable cities, creating conducive living environments. Retrieved from https://www.leekuanyewworldcityprize.com.sg/media/feature-articles/building-liveable-cities

Appendix A: Sustainable Urban Development Projects by Community-Based Organizations during the Governance of the Convened Committee

CBO	Time of Incorporation	Main Goals	Projects (SIs in *italic*)
1	Before the Convened Committee (CC) appointment	Informal education to at-risk children.	At-risk children and adults with special-needs' clubs (on-going).
2	CC appointment+ 6 months	Protection of the environment; Livability; Local identity.	Communal Vegetable garden; Ecology and Sustainability Center; *Bicycles City*; Annual street festival; Local narrative. (on-going)
3	CC appointment+ 5 years	Integration of young adults from Ethiopian origin in the local community.	Social events for young adults from different communities in Khôra. (suspended)
4	CC appointment+ 2 years	Build a (small) new neighborhood of affordable houses (for local residents).	*Affordable housing* (completed);
5	CC appointment+ 4 years	Build a new neighborhood of affordable houses (for newcomers).	*Affordable housing* (suspended)
6	CC appointment+ 4 years	Encourage young adults to stay in town; Voice young families in public processes.	Local amateur poets club; Indoors toddlers' playground; Lectures for young families.(on-going)
7	CC appointment+ 5 years	Emergency preparedness and response; Community resilience.	*Emergency and response teams*; Volunteers' training and further education; Volunteers' empowerment. (on-going)
8	CC appointment+ 1 year	Provide cultural and career services to young adults (21-35) and young families.	Young adults' culture forum; Guidance to Higher Education. (on-going)
9	Before the CC appointment	Partnering communities of Khôra with an American Jewish Federation.	Art studio; Women empowerment; *Jewish Peoplehood and Living Bridge* programs. (on-going)
10	CC appointment+ 3 years	Developing the local economy; Reversing the immigration balance; Employment opportunities.	Students' village (dormitories); Renovation of the town central park; Master Plan for tourism; Pre-army academy; Security patrol Unit; Students' community; Film Festival. (dissolved)
11	Before the CC appointment	Fostering youth leadership; preparing local youth to Army National Service.	Youth leadership; *Meaningful military service.*(suspended)
12	Before the CC appointment	Informal education; cultural events; Adult education; Sport activities.	After-school children activities; Theatre shows; Music conservatorium; Sports events. (on-going)

Appendix B: Interview Guide

Interview Invitation Text (by e-mail)

Hello P1/ P2/ P3/ P4/ P5,

I trust this e-mail finds you well.

I am currently in the Walden University Ph.D. program. My research concern includes a study on how and why Community-Based Organizations engaged in developing and implementing innovative projects, while the municipality was headed by a Convened Committee, and the role that the Committee had, if any, in this engagement.

As a part of my research, I would like to conduct an interview with you on your engagement in the (name of the project). A significant part of the interview refer to photos I would like you to take and bring with you. To guide you on this part and answer your questions, I plan to arrange a meeting with you before we schedule the interview. Would you be interested in assisting me?

For the interview you will have to complete two Consent Forms. Once you agree to participate in my research, I will send you copies. The Consent Forms are about permitting me to ask you a list of questions, and the use of your works of art. The interview should take no more than 75 minutes. Please let me know if you would like to participate. Kindly note that I would like to conduct the interview before __________.

Should you have any questions or the need for clarifications, please do not hesitate to contact me contact me by phone on [redacted], or by e-mail at [redacted].

Kind regards, Yael

Introductory Statement

Thank you very much for helping me with my dissertation and finding the time for this interview. As you know the purpose of this interview is to talk about your reasons and motivations to engage in social innovations. The session should last about one hour but no more than 75 minutes. Some of your answers will be cited in my dissertation. However, I will not identify you in my documents or any publication of the research. You can choose to stop this session at any time. Also, I need to let you know that this session will be recorded for transcription purposes. Do you have any questions?

Research Questions

My study is designed to answer three research questions:

Research Question 1: While a Convened Committee governed Khôra (Israel) Municipality, how did local CBO leaders engage in innovative projects designed to advanced sustainable urban development?

Research Question 2: What were the perceptions of the CBO leaders about the role of the Convened Committee in their decision to engage in sustainable urban development innovative projects?

Research Question 3: How, if at all, did their perceptions about the Convened Committee governing Khôra Municipality motivate CBO leaders to engage in sustainable urban development social innovations?

Interview Questions[2]

- I asked you to bring for the interview a few photos of the social innovation you developed and implemented. Let's see them. I can see in the photo……… Can you please tell me what is really happening here? [SHOWeD protocol #1]. Repeat for each photo.
- Can you describe how you became engaged in (name of the innovative project)? [Opportunity, resources, culture, leadership]
- What were your strategic goals in the development and implementation of your innovative idea? [Extrinsic motivation, meeting social needs, SUD, social justice, community identity/ partly SHOWeD protocol #3].
- What in your environment fostered the emergence of these innovative ideas? [Unmet social needs, institutional support/void, resources, leadership, networks, embedded agency/ partly SHOWeD protocol #4]. Follow-up question: what about - the poverty in town/sense of place/local identity?
- From the photos you brought, can you select the five that deliver best the meaning of your engagement in the innovative projects? Let's read the captions you assigned to each photo. Can you identify keywords or themes that are reflecting the meaning of your engagement in the innovative projects?
- What was the role, if at all, of the local governance by a Convened Committee in your decision to develop and implement your idea?

---

[2] In the square brackets: theoretical and empirical concepts that underlined the questions and to possibly direct follow up questions, as well as a reference to the SHOWeD photovoice protocol.

- What were the roles, if any, of your CBO in your decision to develop and then to implement your idea? [resource development, board involvement, organizational learning, risk management]
- What will encourage you to engage again in developing social innovations? [Strategy activity, goal orientation, intentions, unmet social needs].

Closing Statement

Thank you very much. That was very helpful. My next step will be to transcribe the interview and analyze it. If you do not mind, and have the time to look at it, I would appreciate it if you could review the transcription and confirm that I got it right. We can do it via e-mail. The data I collected today and its analysis should assist me in answering my research questions. As I have mentioned before, some of your answers will be cited in my dissertation. However, I will not identify you, in my documents or any publication of the study. Do you have any questions?

Thank you again.