

## **Executive Summary**

This case study discussed the manner in which social entrepreneurship concept has worked for sustainable development in Stafford Sri Lankan School Doha. The school experienced a gradual growth from 10 to 1080 students in 17 years with a notable development in education standards.

There was no community school for Sri Lankans who were residing in Qatar until year 2000. Other schools in Qatar were charging a higher school fee, had a different cultural atmosphere which clashed with Sri Lankan culture values or had a different curriculum. The same was considered as a serious issue among Sri Lankan expats who reside in Qatar prior to 2001. Furthermore, families were being torn apart as the main bread winners were staying in Qatar alone and their families had to live in Sri Lanka due to their children's education.

Identifying this social issue, Mr Kumudu Fonseka and a group of his friends decided to start a Sri Lankan community school in Doha, Qatar to cater to a growing demand in year 2001. Despite many hurdles and obstacles, the founding entrepreneurs have spent the last 17 years to make Stafford Sri Lankan School a success. During the study, an exceptional observation was that the BOT remained unchanged from 2001-2017.

This study aimed to meet three main objectives: (i) To understand how the social entrepreneur business model has been successfully implemented in the school; (ii) To explore the drivers that contributed for the success of the school; (iii) To discuss the manner in which the entrepreneurs of this school have encouraged stakeholder involvement towards school growth. Data was collected primarily from 14 in depth interviews and 4 focus group discussions that consisted founding BOT member, teachers, other employees, parents, students and community members of the school. Secondary data was collected through school magazines, annual reports and online material.

A group of 20 individuals voluntarily invested an initial capital without any involvement of Sri Lankan government to establish a Sri Lankan community school in Qatar. This school not only provides education for students with international standards, but also keeps the Sri Lankan community alive and enlightens the Sri Lankan identity away from Sri Lanka which can be considered as distinctive. In addition, the school also provides education for students

who cannot afford due to financial constraints; this exception is only considered in genuine cases. The school primarily follows the international British curriculum and later has initiated to teach Sri Lankan curriculum as well.

The four key drivers that led to this school's success are: Visionary leadership, non-profit nature, cultural congruence and stakeholder involvement. Firstly, due to the visionary leadership of the Chairman and three other BOT members, the school has been able to sustain and develop with a clear direction to fulfil its purpose of providing education to Sri Lankan children in Qatar. Secondly, the school remained as a not-for-profit venture since the inception. Therefore, school has been able to provide quality education at a lower fee. SSLSD entrepreneurs consider their cause a self-fulfilment by providing a solution to a social issue. Thirdly, enlightening the Sri Lankan culture and values in the work environment has attracted the community and created a healthy internal work environment towards success. Finally, it is evident that stakeholders' involvement in the school is significant towards sustainable development from the beginning. Without teachers, parents, community and other related parties' support, this school wouldn't have succeeded. This was apparent that with the assistance of Sri Lankan embassy in Qatar, the school had benefited largely and has been threatened when the support is ambiguous.

In addition, the economic development in Qatar and education policies have moderately shaped the school's development in various ways. Rapid economic developments in Qatar provided job opportunities for Sri Lankans and, this in turn resulted many families moving to Qatar for a better prospect. Hence created a massive demand for SSLSD which led to infrastructure development of school. The education policies also have significantly impacted the school to meet and sustain standards.

Stafford Sri Lankan School Doha is a unique non-profit oriented private school that enrich multi ethnic culture of Sri Lanka in Qatar. Its social cause over the commercial viabilities is notable. It unites the entire Sri Lankan community away from mother Lanka as an education institute as well as an unofficial cultural centre. Though this is a private school, it was never advertised for admissions and instead became popular through word of mouth due to social responsibility it has undertaken towards the Sri Lankan community in Qatar.