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**The Double Bottom Line for West African NPOs:  
Exploring its Relevance for a More Successful  
Funding and Sustainability**

by

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## **Abstract**

The economic, social and environmental crisis is hitting our developing countries hard, leading to a strong growth in social needs and an increased demand for action from non-profit organizations (NPOs). The lack of financial support from donors and governments compels NPOs to adopt new approaches in terms of financial income-generating activities that support the organization's social mission. As a result, many researchers are proposing a paradigm shift to include those methods that are similar to traditional entrepreneurship. This project therefore aims to explore some range of points that shed light on the Double Bottom Line (DBL) approach, its consequences, and the reason for its eventual implementation.

For that, a mixed-methods approach is implemented. It includes a comprehensive review of literature which examines practices and impacts of the DBL approach and theoretical conceptualizations of socio-enterprise in the field of nonprofit organizations. Also, through interviews with leaders and actors who revolve around this question of social entrepreneurship in nonprofit in Senegal, we try to analyze and identify possible solutions to the change of scale of our charitable organizations.

The purpose for us is to have a large view of this relevant social enterprise model that could effectively engage our organizations in performing, visible and sustainable social missions that, at the end, will be able to attract more donors while greatly impacting the based communities that are served. So, from the implications that will emerge, recommendations will be developed to also propose ways and means of diversifying and strengthening local capacity to mobilize resources and thus enable organizations to be better financially positioned.

**Keywords:** Social Enterprise, Social Objective, Impact, Financing, Growth,

## **Acknowledgments**

This work is dedicated to my dear friend and mom Therese S. Senghor. It is offered in thanksgiving for all the support received from friends and benefactors. It is also dedicated to the memory of my loved ones who are sleeping in Christ, especially my father Louis Mamour Diaw and my friend Julie Patricia Manga who reminds me that life is so short that we never have too much time to rejoice the hearts of those we love.

Gratitude is conveyed to all the professors of USF who shared their knowledge with passion and friendship and helped us to gain great valuable insights that will continue to inspire our work in the nonprofit field. Special mention to Professor Louise Carrol who was a living inspiration in the way she passed on her passion and knowledge, to Sonia Majon Ph. D, and to the great Marco Tavanti Ph.D. who motivated us well and whose example will continue to shape our leadership style.

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## **Section 1: Introduction**

It is characteristic of every charity organization that it has its daily and unique challenges to maintain the quality of its services and to continue to exist. An almost universal challenge is financing. Each has its own unique and secret recipe for attracting the dollars needed to fund its programs. Whether it is government funding, individual donations, corporate partnerships, social enterprise or other financing models, each one seeks a formula adapted to its particular situation. It is not redundancy to point out that today, more than in the past, traditional nonprofit organizations (NPOs) are being affected by the reduction of private donations and government funding, and are facing an increasingly competitive business environment in the modern era (Dart, 2004).

In West Africa, although they are still essential for the survival of the based communities, NPOs have finished displaying their fragility, their lack of liquidity, and all their vulnerabilities in the current storm of the Covid-19 crisis. In such a context, we remember that, in response to the challenges faced by nonprofit organizations, scholars have already suggested that traditional NPOs could acquire commercial revenue streams to tackle their sensible reduction of traditional funding sources and increase new financial certainty that could ensure financial self-sufficiency (Bush, 1992). So, the question that this research project intends to respond is what learning needs to take place in our organizations to refine our models and apply the most rigorous thinking to our work in funding and impact?

Should we not be able to consider the organization or part of the organization as an enterprise and then design the social programs? In other words, to keep the nonprofit and start a for-profit subsidiary. To some extent this could help to establish and achieve very quickly a certain viability of the products or services offered to stakeholders, and also rally the financial markets sector to the cause of the organization. It would allow staff to ask for more substantial donations in their fundraising efforts. This would give some sustainability to the funding of the programs. This sustainability would then allow for the hiring of professionals to focus on developing the social impact strategy and designing new programs to increase the organization's impact.

It is this question that will be studied and analyzed in this project through an extensive literature review which aims to make visible all the contours that the Double Bottom line include or at

least many of them. Through all the readings and discoveries, this second section will enable us to clarify us on the utility or necessity to adopt this approach of conciliating profit activities and social mission driven into our nonprofit organizations. Then we will pursue our researches by explaining the methods and approaches that we used to proceed to the collection of all the useful information. Following this is a data analysis section which will be a reporting on the findings from the experts that were interviewed.

All these findings from the data will be explored in the fourth section that will stress the implications that those findings will bring to light, including the recommendations in the implementation of new platforms that will allow African organizations to be able to stand up in times of crises and challenges, and to be able to achieve their social mission in the long term and a real efficiency of its services. In this section, it will be said if the hybridity can really be effective and sustainable, and how to avoid the issues that could hurt its implementation.

Finally, the conclusion section will underline the key takeaways alongside with suggestions for nonprofit organizations that work in West Africa and are struggling to financially and yearly make ends meet. The remaining pages of this report will deliver a list of references deployed in the paper, and a complete appendix, including documents referenced throughout the capstone project.

## **Section 2: Literature Review**

### **Definitions**

#### **Double Bottom Line (DBL)**

In introducing his talk about the nonprofit mission and its financing, Weisbrod (1998) sets the stage by revealing that the idea of commercialism in the nonprofit sector sounds like a paradox. Because, at first glance, nonprofits are supposed to be essentially different from private firms for whom commercialism is their very lifeblood. However, he highlights that in fact nonprofits can be considered not really different from private firms, since they can be just as influenced by business motives and opportunities for self-aggrandizement. We talk about DBL when nonprofit organizations are committed to solve social issues of their beneficiaries while running programs that make them earn revenues for their social causes.

Partisans of the Double Bottom Line claim that nonprofit organizations that face uncertain income available from both governments, individual donors, foundations and the public alongside growing levels of social need to meet, are increasingly being forced to explore innovative ways to generate funding and increase financial certainty (Weisbrod, 1998). So the DBL gives the opportunity to develop commercial revenue streams to increase the autonomy of the organizations. Leaders of this approach are often attracted to social enterprise because of its dual commercial and social focus (Defourny & Nyssens, 2010).

This mode of innovation characterizes the Double Bottom Line (DBL) approach. The DBL can validly be seen as a hybrid form between two archetypes, one for a profit oriented, with revenue as its core, and the other one with a social mission as its core (Rosenzweig, 2004). In other words, the DBL can be seen as entrepreneurial ventures that strive to achieve measurable social and financial outcomes (Weisbrod, 1998).

#### **Social Entrepreneur**

It is the author Elamdassi (2018) who gives his definition stipulating that the terminology "social entrepreneur", adopted in the early 1980s by Bill Drayton, made it possible to speak of individuals rather than organizations, of the approach adopted by the leaders of social enterprises rather than their status or their economic model. Elamdassi refers to the same Bill Drayton when he says that the social entrepreneur adopts an entrepreneurial approach to respond to an

unresolved social (or environmental) problem. The social entrepreneur has all the qualities of an entrepreneur: He knows and likes to take risks, he combines strategic and practical sense, he knows how to seize opportunities, is both ambitious and professional while putting these entrepreneurial qualities at the service of a social mission. Social entrepreneurs therefore show that business leaders who seek to maximize their profits do not have a monopoly. Thus, social entrepreneurship is not only about "social enterprises" which is sometimes defined as commercial enterprises with a social purpose, but it is also about all "operating" associations, nonprofit organizations or foundations (Elamdassi, 2018).

A social entrepreneur, or socially engaged entrepreneur, is an entrepreneur who acts differently, Reis argues, an entrepreneur who brings concrete and innovative solutions to social problems that often appear unsolvable at the level of the State or the market economy. Reis argues that social entrepreneurs create social value through innovation, financial resources, etc., to promote the social and economic development of the community or even society (Reis, 1999).

Placing the social entrepreneur on a path of sustainability, Cornwall (1998) and Wallace (1999) point out that the social entrepreneur has a societal responsibility towards the community to which he belongs. In the same line of thought, Brinkerhoff stresses that the social entrepreneur is an individual who constantly seeks new ways of serving members of society and creating added value to existing services (2001). Three other authors following this logic state that the social entrepreneur, guided by a social mission, explores and recognizes business opportunities to create social value for clients in a proactive, innovative and risk-mitigating manner (Mort, Weerawardena, & Carnegie, 2003).

Finally, Bacq and Janssen define the social entrepreneur as a visionary individual whose primary objective is not to make a profit but to create social value, capable of both seizing and exploiting opportunities to gather the resources necessary to carry out his or her social mission and to find innovative solutions to the social problems of his or her community that are not being addressed by the existing system (2008).

### **Social Enterprise**

A social enterprise is a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners (BIS, 2011; DTI, 2002). The Emergence of

Social Enterprise in Europe (EMES) Project, which is funded by the European Commission, and focuses on social enterprise research in European Union 322 Social Business countries (Kerlin, 2006), has identified the defining features of an ideal social enterprise as:

- ✓ a continuous activity producing goods and/or selling services;
- ✓ a high degree of autonomy;
- ✓ a significant level of economic risk;
- ✓ a minimum amount of paid work;
- ✓ an explicit aim to benefit the community;
- ✓ an initiative launched by a group of citizens;
- ✓ a decision-making power not based on capital ownership;
- ✓ a participatory nature, which involves the persons affected by the activity;

Kerlin further states that “In Western Europe, most social enterprises operate under the legal form of either a non-profit association or a cooperative” (2006).

From our perspective of study, it is good to emphasize that social entrepreneurs are different from business entrepreneurs in many ways. The key difference is that social entrepreneurs set out with an explicit social mission in mind. Their main objective is to make the world a better place. This vision affects how they measure their success and how they structure their enterprises (Dees, J. G., Emerson, J. & Economy, 2002). Today, nonprofits are increasingly finding that social entrepreneurship offers the tools and techniques needed to build capacity and to achieve and maintain long-term financial stability during times where there are changes in the economic environment.

As for uncertain income available from both governments and the public alongside growing levels of social need to meet, nonprofits are increasingly exploring innovative ways to generate funding and increase financial certainty (Weisbrod, 1998). Many feel drawn to develop commercial revenue streams to increase their autonomy (Morris, Coombes, Schindehutte, & Allen, 2007), and are often attracted to social enterprise because of its dual commercial and social focus (Defourny & Nyssens, 2010). As for Mary Birchard of the National Center for Social Entrepreneurs in Paris, Entrepreneurship is the ability of an organization to take its strengths and capabilities and match them with an opportunity it sees in the marketplace - an

opportunity that meets its mission and ensures its financial stability. In other words, we have here a description of the double bottom line approach. (Capacity- Building Digest, 2017).

### **From a Survival Instinct**

The authors of ‘Enterprising Nonprofits: A Toolkit for Social Entrepreneurs’ reveal the decor of the social sector which has undergone enormous change since several decades. They affirm that “gone are the days of charitable relief-cash handouts and subsidies that do more to create dependencies in program participants than to prepare them to take on the world themselves. Gone, too, are the days of easy money from government and foundation grants, for which results and accountability were rarely required or enforced (Dees, Emerson, & Economy, 2002). Likewise, in their review of the literature surrounding the double bottom line, Bush notes that it is a question of surviving for nonprofit organizations which constantly deal in a for-profit world. He said:

“Only a few rare nonprofits have or will ever have a resource base sufficient to fulfill their missions completely. Given this reality and given the fact that the foundation of nonprofit financial as well as other support remains with individual contributors, an alternative is required to the growing reliance on for-profit values, technologies, and approaches to management in the sector” (1992)

He argues that by using for-profit methods, it is possible and desirable for nonprofits to create public demand for social products, much as business stimulates demand for its goods and services (Bush, 1992). For Bush, it is necessary for nonprofits to operate like business enterprises, to adopt their for-profit attitudes, and to exhibit corresponding commercial behavior. This represents the best method for ensuring nonprofit success. In this manner, he affirms that “the nonprofit can unleash the ability of the organization to be entrepreneurial, to be more goal and customer oriented, and to achieve a greater degree of organizational solvency in the face of a turbulent and, from a business standpoint, competitively threatening market environment (1992).

The article entitled ‘Social Enterprise in Africa: An Emerging Concept in an Emerging Economy’ makes a severe diagnosis highlighting that nowadays “the social enterprise model comes as an acceptable alternative to the grant seeking model, with promises of financial sustainability and retaining the core values (and vision) of the organization. Some civil society actors have even argued that the social enterprise model will provide freedom from grant-makers

who were known to tailor the implementation of projects after certain patterns that the grant-maker considers appropriate without consultation with the implementing agency (Gbenga, 2006).

### **Enterprising Nonprofits**

According to Dees, Emerson, & Economy, nonprofit leaders need more than ever to be entrepreneurs. As any leader in the nonprofit sector knows, the job of running a nonprofit organization has become increasingly complicated. Nonprofit leaders face government funding cuts, rising demands for performance measures by foundations, corporations that want strategic benefits from their philanthropy, new forms of competition from the business sector, and serious questions about the effectiveness and appropriateness of traditional charitable remedies for social problems (2002).

These changes pose both opportunities and challenges. Politicians on both sides of the aisle are looking to nonprofit organizations for innovative solutions to social problems. To respond effectively, these researchers state that nonprofit leaders must be particularly enterprising. They have to sharpen their entrepreneurial skills and put them to use. And these changes open the door for new social entrepreneurs to enter (Dees, Emerson, & Economy, 2002). They also underline that there is a shift from traditional charitable relief to new, more systemic ways of improving social conditions. In particular, they engage in the following:

- Reducing the need for charitable assistance rather than simply meeting the need.
- Engaging people in and allowing them to take some responsibility for improving their own lives (2002).

It is Gbenga Sesan who emphasizes that “the overall benefit of the social enterprise paradigm for African civil society actors is undeniable, and is increasingly acceptable even for non-profit organizations that consider the mix with suspicious minds (Gbenga, 2006).

### **Financial Stability**

It should be recalled with Besharov & Smith that SEs, those that are created from within existing nonprofits are often established with the purpose of developing an alternative revenue stream or to extend the original mission of the nonprofit, and as such may be significantly smaller than the existing nonprofit and peripheral to its core functions (2014)

Because entrepreneurial activities involve an implementation of cost-saving measures, a more efficient allocation of resources, an increased revenue diversification, and earned-income

ventures, the Illinois Facilities Fund (IFF) resolutely stated in its journal entitled ‘Capacity-Building Digest 3’ that the social entrepreneurship model offers nonprofit boards and executive’s strategies to achieve financial stability.

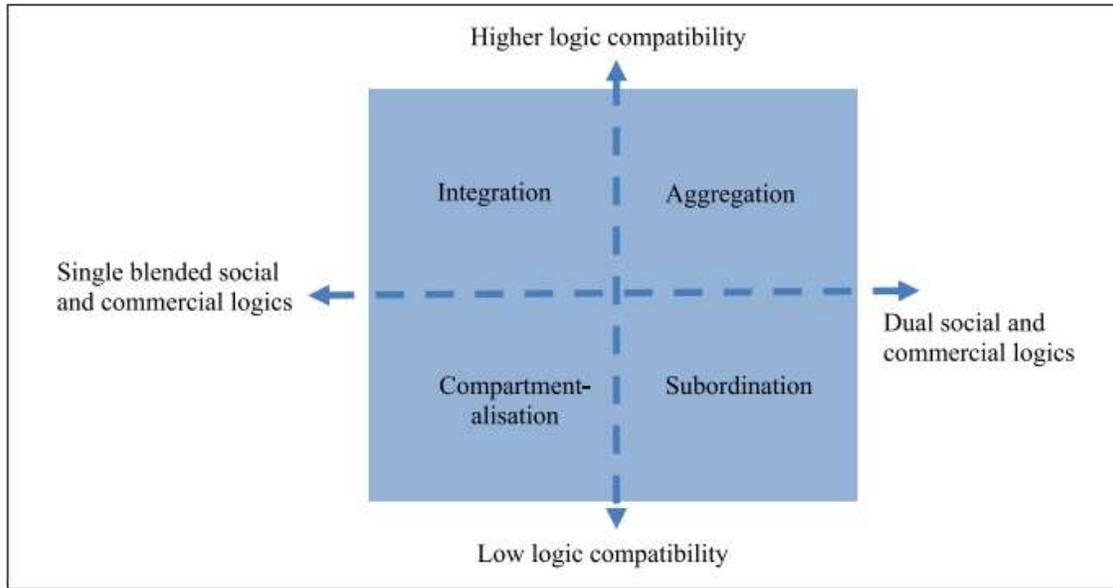
“Today, nonprofits are increasingly finding that social entrepreneurship offers the tools and techniques needed to build capacity and to achieve and maintain long-term financial stability during times where there are changes in the economic environment. Social entrepreneurship is a strategic approach that encourages nonprofit corporations to both diversify revenue sources and develop new revenue-generating activities” (2017).

### **Necessity of Reconfiguration**

Dees, J. G., Emerson, J. & Economy, underline the fact that entrepreneurs have an opportunity orientation that guides them to see the potentialities and to think in terms of how they can achieve something, rather than seeing the problems and thinking of excuses why they can't (2002).

This idea of reshaping practices that attract commercial revenue streams is held by Fitzgerald and Shepherd. They all plead for traditional NPOs to be reconfigured in their current operating models and to have new business functions (Fitzgerald & Shepherd, 2018). For them, NPOs need to be more entrepreneurial, market-oriented, and businesslike to emerge from their old and complex activities. These scholars describe this new form of NPO as “social enterprises (SEs).” From the perspective of organizational goals, social enterprises focus on creating social value and on generating incomes from commercial activities. (Fitzgerald & Shepherd, 2018). This model therefore introduces a new management culture, inspired by managerialism: we speak of a culture oriented towards performance, efficiency and the importance of results, particularly financial results.

The researches highlight the importance of innovation for a successful implementation of the social enterprise within nonprofit organization. That will help because it involves commercial performance as a way of producing a social value. For Fitzgerald and Shepherd, it is absolutely important to implement a combination of both collaboration and competition, along with being both market and mission focused, social enterprises endeavor in order to achieve a delicate balance between for-profit and nonprofit operational behavior (2018).



**Figure 1.** Structural options and examples for incorporating a commercial logic within a social organization.

Source. Adapted from (Besharov & Smith, 2014; Pratt & Foreman, 2000).

This figure illustrates the way organizations can modify their structural response whenever they want to adopt a position or navigate from one to another dimension here emphasized through the 4 quadrant boundaries. For Besharov & Smith, the two primary dimensions that impact the structure and management of a social enterprise are first logic compatibility (2014) and, second, the diffusion of the logics depending on the choice of the organizations to unify or distinct the logics internally or externally to the nonprofit (Pratt & Foreman, 2000).

“Logic compatibility is impacted by the manner in which varying logics are diffused, that is, whether they are integrated or in some way separated to allow both logics to exist without undue conflict. Whether a social enterprise from within a nonprofit ends up being integrated, aggregated, subordinated, or compartmentalized is influenced by a variety of drivers, including the level of logic compatibility and its diffusion. Logic compatibility and diffusion affect and are affected by the structure selected by the organization.”

(Fitzgerald & Shepherd, 2018).

This necessity of reconfiguration is highlighted by Gbenga Sesan for whom there is a real need for nonprofit organizations to work in synergy in Africa, above all when they operate in rural areas in Africa. For him, “the social enterprise paradigm will only be more effective when organizations can enjoy shared services. With the rising cost of internet access and unbearable

cost of consistent power supply, the approach of shared services will be of tremendous help” (Gbenga, 2006).

### **Economic Efficiency: the Impact of the Hybridity**

In a context of reduced or unstable public or private funds, the social enterprise seeks to gain its economic independence by striving to move towards self-sufficiency through the creation of income generating activities. In this sense, in Africa today, many NPOs have endorsed the concept of Social Enterprise, seeking to make themselves grow and transform through the concept of hybridity in the management of their organizations. This option took place particularly since the global financial crisis began in 2008. They did it because they have faced increased competition for philanthropic donations and funding opportunities while they were striving not only to satisfy service provision, but also to simultaneously achieve a social mission and financial goals.

Thus, as it is noted by Hanley and Khamis, when a program is about to come to an end, NPOs choose to set up SEs, particularly cooperatives, in the hope of providing continuity (sustainability) to projects/programs that are no longer funded (Hanley, 2013; Khamis, 2009). For Holt and Littlewood, hybrid organizations pursue impact and their very variability leads to massive challenges in capturing this impact. For them, there are two key characteristics that are specific to hybrid organizations: firstly, these organizations exist at the interface between nonprofit model and for-profit business management; secondly, they embrace a mission-driven business philosophy which is combined with handling a social and/or environmental goal, giving primacy to that mission over their economic returns (Holt & Littlewood, 2015). So, it can be stated that even if there are many challenges for hybrid organizations, there is growing recognition that the latter can play a critical role in tackling intractable global sustainable development challenges (2015).

As for Masaoka, Zimmerman, and Bell, they defend the notion of mission impact. They observe that discussions about mission impact are often difficult because there is an implicit assumption that everything is important and that everything drives toward the mission. Nevertheless, the authors note that some programs “have different levels of impact” (2010).

## Successful Transformation

One of the case studies of Calvo & Morales shows well the positive side and impact of hybridity on the management of an organization. The case came from Tanzania and the organization referred was already involved substantially in commercial activities (more than 30% of their income came from commercial activities).

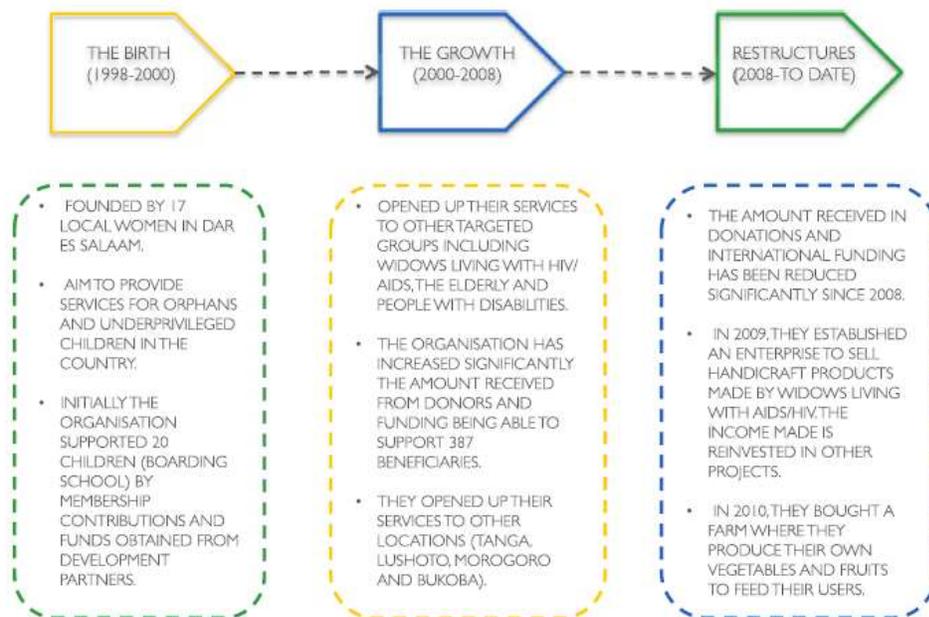


Figure 2. The transformational cycle of a local non-profit organization in Tanzania

As it is shown in this figure, from a beginning of 20 children supported in their boarding school through the contributions of the local founders and funds obtained from development partners, this organization will 10 years later grow substantially in terms of openness, adaptation, fundraising, that donors that will help to target 387 beneficiaries, included widows living with HIV/AIDS, the elderly and people with disabilities. They established a social enterprise to sell handicraft products made by the widows. The income made was reinvested in other projects, and one year later, they could buy a farm where they can now produce their own vegetables and fruits to feed their users. So, moving from traditional NPO to the introduction of the enterprise inside the organization made them also moved into earned income activities that generated greater additional income and strengthened their capacity, whilst they would be able to gain freedom from grant makers. So they could fund their projects. (Calvo & Morales, 2016).

“We are involved with commercial activities, but we also receive funding and donations; well, we still want to be an NPO; we have always been an NPO. We are using the SE label to get additional funding” (A Board Member).

Calvo & Morales, the emergence of a creative resistance is apparent, as the organization maintains the core ethos and non-profit characteristics, relying on funding and donations and identifying itself as NPO (colonized culture) and adopting the SE label as well as incorporating for-profit activities (colonizer culture). This case shows an example of great transition to the social enterprise model within the NPO. This case highlights the need for formation for the members of such kinds of local organizations. The management has to benefit from a good capacity building that will indicate how to adopt a more business-like approach that will be good for the performance and the sustainability of the organization (2016).

All these arguments reinforce the theory that social enterprises can and do exist within nonprofits (Kerlin, 2010). Kerlin goes on saying that with their existing social missions, infrastructure, and networks, nonprofits might be considered useful conduits for innovative social enterprises to flourish (2010).

This figure below illustrates the difference between an operating logic within social organizations such as nonprofits and the business ‘conception of operating.

Logics	Social	Commercial
Desired outcome	Social value	Economic value (profit)
Primary driver	Values-based mission	Market preferences
Tactic	Collaborative	Competitive
Source of legitimacy	Unity of purpose	Market position
Funding source	Contracts and donations	Trading income
Stakeholders	Clients and families, funders, community	Customers, owners

Figure 3: Difference of conception of operating methods (Fitzgerald, & Shepherd, 2018).

### Strategy for Sustainability

The authors of ‘Nonprofit Sustainability: Making Strategic Decisions for Financial Viability’ suggest that a nonprofit’s strategy for sustainability encompasses both programmatic elements and financial elements (Masaoka, Zimmerman, & Bell, 2010). Where businesses typically refer to

the bottom line, these authors state that nonprofits refer to a dual bottom line – impact and financial return. They assert that it is a concept involving both financial health and programmatic impact, and that leaders are constantly attending to both (2010). For them, it is important that each core activity in the business model be associated with both an impact strategy and a revenue strategy. Even if they observe that many nonprofit leaders have an intuitive sense of business strategies, they notice the intuition of leaders is often not well articulated, and so it is hard for others to participate effectively in shaping the organization’s future (2010).

Masaoka, Zimmerman, and Bell advise leaders to make their nonprofit business model explicit, and the first step in doing that is well ascertaining their organization’s core activities, or business lines. They observe that core activities are represented by the groups of essentially similar products, services, and revenue-generating vehicles that make up the organization’s overall effort (2010).

### **Management Challenges**

In their paper, Calvo and Morales highlight the challenges that can make the realization of the covenant difficult. They state:

“Yet hybridity can both help and hinder the development of NPOs. Whilst several studies have suggested that the hybrid model confers flexibility for NPOs, as it legitimizes the acquisition of finance, it is also a source of confusion, contradiction and conflict (Calvo & Morales, 2016).

For Calvo and Morales, there are two kinds of conflict that can affect organizations which choose to be hybrid: firstly, when stakeholders disagree over the goals themselves and secondly, when they agree to the objectives but disagree over the goals. In this case, the authors suggest that the best way to overcome challenges that managers face is to well manage governance tensions. They underline also that “hybridity can create situations that demand staff with other skill sets” (Calvo & Morales, 2016).

According to Elamdassi, social entrepreneurship has a bright future. However, social entrepreneurs face many challenges including the legal environment, accompanying infrastructure, support for social innovation, funding, training, promotion and evaluation of practices (2018). There are challenges related to the environment, such as legal challenges and

tax challenges. Knowing that the legal forms of existing organizations are rarely fully adapted to social entrepreneurship, organizations must, according to Elamdassi, find the right legal form guaranteeing the possibility of pursuing both economic and social objectives, which is quite complex, since it involves generating commercial profits intended to finance solidarity actions (2018).

This same author does not fail to point out the management challenges such as funding and human resources. For Elamdassa, from the moment the financial set-up of a social enterprise is characterized by the multitude of funding sources, it is necessary to ensure that there is no absence or lack of a competent manager within the organization. Hence the importance of training social enterprise managers (2018).

As for human resource management, it should be noted that for Elamdassa, human resources are not identical in the traditional private sector and in the social sector. All categories of workers must be managed both in their diversity as well as in their commitments and logics of action. For example, some actors may be more concerned with the survival of the organization, while others may be more concerned with the purpose of the nonprofit organization (2018).

Pichault and Nizet point out that tensions are possible between actors mobilized by "mission goals" (social rationality) and those who are more sensitive to "system goals" (economic rationality). In addition, volunteers work with salaried staff in a wide variety of professions. Sensitivities are sometimes different. In addition, the lack of means allocated to the implementation of a genuine human resources policy is also a barrier (Pichault & Nizet, 2000).

In his literature review, Elamdassa stresses two other kinds of challenges in relation to the one of performance. Firstly, there is the challenge of quantifying social impact, which underscores the character of "accountability" in the concern to impact the populations served. For the author, the impact of the activities of social entrepreneurs is seen in lives that take a happy turn or social needs that are met, at least in part. But it is not always clear to demonstrate this impact to potential or existing investors. Having operable tools to evaluate the impact of social entrepreneurship, like the "Social Return on Investment," is one of the major challenges of the future (Elamdassi, 2018).

For the same author, there is the challenge of competitiveness in the market that requires social enterprises to adopt a good marketing strategy (policy of positioning their products in a market,

commercial actions to make themselves known, etc.). The strategy they implement must nevertheless take into account their specific characteristics. The marketing policy of capitalist enterprises may be to charge the lowest prices (by reducing costs and encouraging their workers to be more productive) to crush competition, so as to increase their market share and profits. However, social and solidarity enterprises would risk losing their soul and values by adopting such practices. (2018).

Secondly, for the author and researcher, the marketing policy must be based on arguments of another kind: they must rather play on the quality or authenticity of their products, but also rely on a network of consumers or users who adhere to the values of solidarity that they defend and are likely to support their activities and make them known. For him, it is necessary to adopt the practices best adapted to the sector, the most original and the most effective, so that other social and solidarity enterprises can draw inspiration from them (Elamdassi, 2018).

### **Section 3: Methods and Approaches**

This paper engaged a qualitative research approach that drew on primary and secondary sources. The literature review provided secondary sources through the Google Scholar, and the Gleeson Library. Primary data was collected through semi-structured interviews. They all enabled to gather in-depth insights into a range of points of view, concepts, opinions, and experiences related to the double bottom line approach. Saunders et al. (2003) elucidate that qualitative studies are subjective. Qualitative methods deem to be “examining methods”, as they focus on the significations of a particular subject. The qualitative approach also identifies and describes any implications and articulates these through words.

Semi-structured interviews were conducted with three experts from Senegal, and one from Oman in Jordan. They all were done through Zoom meetings and ranged from 50 minutes to 90 minutes. All interviewees hold senior leadership positions as Secretary General, Directors, or Board Leadership, and are at the heart of the experience of entrepreneurship combined with the governance and management of the NPOs for which they are responsible. The purpose of these interviews was to help provide insight on the research questions:

RQ1: What factors show that implementing a social enterprise in the nonprofit organization can be a key response in an African context?

RQ2: What specific changes the double bottom line approach brings to organizations as a key solution in their researches for funding and sustainability?

The interviews provided experiential data that complement the findings of the literature review and open up new perspectives for nonprofit organizations in a purely West-African context. The answers helped to build a more dynamic set of data to analyze for the topic. In addition to the semi-structured interviews, some open-ended questions were asked. Each interview was recorded using both a digital voice recorder and Zoom; handwritten field notes accompanied the recordings. Additional information gained from field notes, websites, and articles also supplemented the interview data. These data were transcribed using Google Document and translated to English.

## **Section 4: Data Analysis**

All four interviewees showed the relevance and topicality of this topic for African NPOs leaders who are struggling financially to make ends meet, especially with this health crisis that has finished to show the urgency of implementing social enterprise in the schemes of charitable organizations. Below, the eight questions that were formulated to conduct the interviews:

- 1.** I would like to know (your background that brought you to this position of high responsibility, and) what drives you when we hear about social enterprise inside nonprofit organizations such as yours.
- 2.** The sources of funding for nonprofit organizations are increasingly shrinking and difficult to find. What are your organization's approaches to ensuring financial sustainability and thus remaining faithful to its mission?
- 3.** How does a nonprofit organization like yours manage to combine social enterprise oriented towards the market and commerce? What are the approaches that make this transformation possible?
- 4.** Within a nonprofit organization, implementing a social enterprise aims to launch a sustainable business activity to pursue a social mission and address social issues such as education, inequality, health care, unemployment, etc. What challenges do you (and other executives) face in making social enterprise effective and efficient? What are the approaches to addressing these challenges?
- 5.** Has your organization experienced failure in implementing a social enterprise business model? If so, what were the causes?
- 6.** The social enterprise is supposed to generate enough income to be fully autonomous and even support the mission of the 'parent' organization. Is this the case for your programs? If not, how are you doing?
- 7.** Social entrepreneurs are seen as individuals or groups of people who are committed to solving social problems using business practices rather than profit. What do you see as the ethical issues and challenges you may face (or have faced) in this alliance between economic and social mission?

**8.** What are your thoughts on the future of this hybrid alliance within our nonprofit organizations?

The answers given by the four interviewees' experts revealed a few points that overlap and that seem very important and complementary to the literature review. They are as follows:

### **Definition and Observation**

It is interviewee # 4 who, based on his experience of social enterprise, defines it by linking it to a trilogy. For him, social enterprise means performance, solidarity and social utility. In essence, he argues, social enterprise is an enterprise which is created to make economic gains, gains destined for active solidarity, but which active solidarity can have no other purpose than a social end. This social purpose allows to take an orientation that goes towards actions to promote man, to respond to sufferings, to respond to vital needs, and to face the aspirations of community development. (E. Ndong, personal communication, July 27, 2021).

The aim of the income generated by the social enterprise is therefore to be operationalized not only through social actions such as direct support to vulnerable people, but also through socio-pastoral animation teams in charge of helping communities to appropriate the Caritas action and to make solidarity work internally. These economic actions with a social purpose should therefore always make it possible to have resources that help contribute to the organization's projects and programs. It is important to emphasize this aspect because today, donors are increasingly careful about the financial arrangements of projects.

As resources become increasingly scarce, it is necessary for the NPO to survive and continue its mission to work at the local level to mobilize resources. This local mobilization of resources also known as financial counterpart or local contribution concerns resources that may come from the populations receiving services directly, or from the territorial communities for which the organization works, or even from the organizational structure itself, since the partners are no longer inclined to fund 100% of all staff involved in the projects. Thus, the administrative teams, the service teams which are not supported by the projects but which intervene to support the project teams, are generally taken into account financially in these arrangements. There is thus a lot of values in social enterprise action because it allows an internal self-financing.

It is the same interviewee # 4 who, in describing the current form of social enterprise in sub-Saharan countries, refers to the British definition given by Maia Souviron. He argues that it is Souviron's definition of social enterprise that sounds much closer to what is being experienced by West African organizations. Souviron stipulates that a social enterprise is an enterprise that has primary social objectives and whose surpluses are mainly reinvested for its objectives in the organization or in the community rather than being driven by the need to maximize profit for shareholders and owners. Today, continued interviewee #4, if Caritas carries out economic activities, these activities with social purposes are done much more to reinvest in social action in general. This Echoes Bacq and Janssen who argue that the primary objective of a social entrepreneur is not to make a profit but to create social value and gather resources necessary to carry out his or her social mission.

The two first interviewees also pointed out that the partners who are still there for African organizations such as Caritas belong to aging Western Christian communities, and therefore with fewer donors, which means fewer funds. Moreover, these traditional partners of European countries are now increasingly forced to work with the funds' institutions of their countries. This means that they are subject to much more conditionality, and therefore the maneuver they had to respond to the appeals of organizations in developing countries is now minimal. This echoes the arguments of Dees, Emerson and Economy who state that nonprofit leaders must be particularly enterprising and have to sharpen their entrepreneurial skills and put them to use.

According to the interviewee #1, the main reason to encourage the implementation of social enterprises in organizations is that through them organizations' leaders are able to continue to render service. So, there is coherence between the social enterprise within Caritas (our reference organization) and the mission of Caritas. The social enterprise continues to provide a social service that Caritas cannot provide more efficiently and on a larger scale. The example that emerged from interviewee #1 is the microfinance initiated by Caritas and which today reaches 120,000 women in rural areas, a number that Caritas in itself cannot reach. The scale is then important, and the modality quite different. The social enterprise therefore allows us to remain in the social service field, but with greater efficiency and with a larger target (A. Seck, personal communication, July 12, 2021).

## **Professionalization and Quality of Human Resource**

For the interviewees, the social enterprise allows our African organizations to become more professional. To set up such a structure means to comply with the requirements of professionalization, otherwise there is no profitability. As much for diocesan Caritas, there is an imposition of the duty to professionalize, as this is slow to come in relation to a social enterprise. The lesson of social enterprise, therefore, is that in order to achieve the objectives set, there is a requirement from the outset to work with professionalism both in terms of human resources and in terms of the governance of the organization. This is the starting point for achieving financial profitability that can then fund future programs or services. It is in this sense that the interviewee #4 talks about making social enterprises strong. This is a necessity in the face of scarce resources and opportunities that still exist. For him, social enterprises must be strong in the sense that they are well structured, strong in the sense that they have a very enlightened vision, strong in the sense that they have promising projects, and all of this covered by a top management. This is very important. Because organizations need to be driven by a dynamic and convincing managerial approach. "We need to put this top management dimension at the heart of our actions and approaches," he states. Only this top management can echo in practice what the Bush said about nonprofits leaders that have to operate their NPOs like business enterprises, meaning to adopt their for-profit attitudes, and to exhibit corresponding commercial behavior.

Interviewee #2 insists on the fact that one cannot talk about social enterprise without insisting on the quality of human resources, which must be at the forefront of what the enterprise wants to do. According to him, because the enterprise has people who will achieve the objectives set out, if these people are not of high quality, if they do not have performance values and prospects, then whatever good ideas we have, nothing can be achieved in the long term. We have therefore to put the right people at the right place. In the Church, notes the interviewee #1, we tend to hire the son of James because he is very involved in this or that movement of Catholic action, or because he is the cousin of such and such, and not because he has all the required skills. And then it's hard to get very good results. So you really have to have the right people in the right position to be able to achieve the strategic objectives of the Social enterprise. This echoes Calvo & Morales For whom the management has to benefit from a good capacity building that will lead to the performance and the sustainability of the organization

## **Circumventing the Scarcity of Financial Sources**

The interviewee #1 gives examples that show how Caritas is trying to get around this phenomenon by investing in the capital of its socio-entrepreneurial microfinance structure, in order to reap the "dividends. Other projects such as the enhancement of agricultural areas also allow them to circumvent this lack of funds. He also talks about diversifying the sources of income by opening up to the financing market which is present in the country and which, due to a lack of professionalization, they were not sufficiently aware of. It is also a question of investing in real estate as already doing, that is, to acquire buildings and lease them to generate regular rents.

The interviewee #2 insists on the opening of NPOs to private companies. For him, this is a necessity nowadays. For this, NPOs must change paradigms. They can work in a form of collaboration with the private sector, a collaboration where it is not a question of asking the private sector to give money first, but expertise (P. Badiane, personal communication, July 12, 2021). For example, companies that make computers can make their expertise and materials available to the NPO for its education program in a rural area.

As for the interviewee #4, there is a lot of work to be done to diversify existing partnerships. As far as Caritas is concerned, it is no longer a matter of being in a logic of Church partners. The organization needs to get out of the Church cocoon and think about opening up to other structures that are in the development field and for which the organization should be able to obtain funding. In this sense, he gives the example of the response strategies that the organization has set itself to make in relation to calls for projects such as those of the European Union or other cooperation structures that put in the public place funding that the NPO could capture and for which it submits projects that respond to their guidelines and values, but also to the aspirations of the communities it serves on a daily basis.

## **Knowledge of the Market Realities**

There are standards that are required by the very process of the entrepreneurial activity that we want to do. Interviewee #2 gives the recipe for market research in the first place. Without that, one cannot know whether the initiative he or she wants to take will be profitable. Preliminary studies are essential, that is to say, inventory and assessment, before thinking of creating any income-generating activity. This is a crucial step to successfully gaining market share.

For interviewee #2, one of the most important questions to ask, or rather the reflection to be made, is that of knowing which activity can work in the area of implementation of the social enterprise in the long term, that is to say, which can enable the structure to be autonomous. For interviewee #1, there is an essential factor that must be taken into account, and that can really cause a difficulty if we ignore it, is the quality of the product and its permanence. A product for sale in a supermarket for example, must be properly calibrated, must be correct, otherwise it gives a bad image of the organization, of the social enterprise, and of all the work that is done. We can therefore understand why for Fitzgerald and Shepherd, the implementation of collaboration and competition goes along with being both market and mission focused.

### **Ethical Challenges**

The main ethical interpellation, notes the interviewee #1, is to remain faithful to the initial intuition of the social mission of departure, when the temptations to change course to earn more income arrive. For the microfinance framework, an ethical problem would arise if the social enterprise decided, in order to have more income, to leave the target group of poor, rural women that it forms and accompanies in a process of financial inclusion, to look for an urban target that would be more profitable financially. This is a real temptation that comes up periodically.

As for interviewee #2, he insists on the importance of not only writing well on the ethics, principles, and mission, but the fact that the staff must appropriate all the points. And when we talk about staff, it's all about head to toe. Culturally, everyone has to say, "This is a non-profit organization, we have values, we have a mission, and we must never let them down. We are not going to sell our soul because we just need to get funding. We are not going to let anything go by. He also emphasizes the importance of a strong organizational culture that recognizes and encourages talent, passion and heart at work. Indeed, if someone has a heart for work, even if there are blockages, he or she first thinks about the blockages to find solutions.

### **Solutions for Income Generating Financial Sustainability**

The case of Kaolack Caritas illustrates how time has come to change the paradigm to embrace the key to change that social enterprise would and could offer to NPOs. Interviewee #3 focuses on the potential and the value of the organization, which has long worked in the field of hydraulics for the needs of rural populations, with their physicochemical and bacteriological analysis laboratory. Faced with the organization's limited budget, the novelty was to constitute

itself as a service provider and to put forward their expertise in analysis. This is how this organization was able to respond to calls for tenders for State contracts through its Office of Rural Drilling, and was able to respond and offer a quality-price ratio which made it win the market over a number of years.

"When we win this contract, part of the money will go to the realization of the market, but another part will allow Caritas to pay for prescriptions, to meet its operating needs, and even to finance small projects to accompany young people or women who are in need (...) The profits received are intended not to enrich Caritas or to share these benefits, but to help the structure to respond more to its mission" (E. Ndong, personal communication, July 26, 2021).

The same Interviewee #3 suggests that for a better approach to this search for viable solutions, the social enterprise should be managed in parallel with the Caritas action to avoid any interference. He gives as an example that this small Caritas Service Company still needs to be part of a line of compliance with the legislation in terms of social enterprise, and in terms of respect for its qualified, motivated staff, and aware that the income will remain in the social and solidarity economy, and will therefore return to the NPO or NGO.

This approach is similar to the one named *External SEOs* as it is illustrated in the figure below.

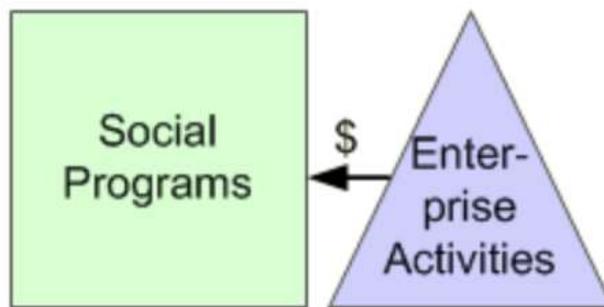


Figure 4: Illustration of the Separation between Business Activities and Social Programs.

In this scheme, the social programs are clearly distinct from the commercial or service activities that are carried out in parallel to the activities of the organization. However, it is also emphasized that these external service or business ventures that are created are done so only to finance the social services and/or operating costs of the programs conducted by the organization.

Of course, these external social enterprises are not primarily related to the mission of the organization, but in a survival situation, they are one of the best ways to counteract the lack of funding and aid from the States. As such, they play an important role in advancing the organization's mission by generating income for its social programs or overhead. In this sense, it can be said that social enterprises in Africa still have a long way to go, especially for diocesan Caritas, where small social enterprises are still hiding behind the Caritas name, which is exempt from taxes, to be able to provide all their benefits.

Another solution to explore, which is mentioned by all four experts, is that of innovation. Given that the private sector is already well established and occupies quite a lot of ground, it is appropriate for charities to offer original products in the Public Square, products that are of good quality and that make a mark. This would help them to move resolutely in the direction of development.

### **Compliance Challenges**

While Elamdassi argues that social entrepreneurs face many challenges including the legal environment, the interviewees claim the same issue of compliance. As things stand, there is a lack of clear clarification within our West African States of the status of NPOs and NGOs that consider developing this notion of social enterprises within their organizations. The experts all argue that social enterprise within NPOs and NGOs requires a positioning, an orientation to be clarified by the state authorities in order to ratify its status because so far, if we stick to the example of Senegal, the state has not yet defined and given a status to social enterprise within charitable organizations.

"Today, says the interviewee #4, we are an NGO, but formally we should not make money if we stick to our non-profit status, but we are allowed to do so on the basis of the oral advocacy we do, that what we earn here does not serve the director or any agent or for any specific bonuses, but rather reinvests in our development projects, in terms of counterparties as our financial partners ask us, in terms of taking over the operational teams who are in the projects and who are not paid for by these external funds, or in terms of emergency social action. It is important that we move in this direction so that we can strengthen our capacity to mobilize resources through our social enterprises, rather than make a little touch."

This problem leads organizations to adopt circumvention strategies. Thus, the technical teams performing services are not declared as social enterprises but as internal units within the organization that assist in the technical execution of the projects, and allow themselves to be open to the external environment to assert their expertise.

There is therefore a legal uncertainty to be solved or regulated. This means that the organization that serves as an example in this research (Caritas) is in a logic of social enterprise action but with economic activities that prove a little illicit, since social enterprise itself calls to have its own status. Even if the State tolerates that NGOs and NPOs (which are recognized as being of public utility) infiltrate the economic and commercial sector, it is important for them to face these challenges and to lead a strong plea to the State for this status to be further clarified.

The consequence of this, as interviewees #3 and #4 point out, is that the leaders of organizations do not dare to communicate too much about their social enterprise services or make them visible. And yet, for an enterprise to be successful, for it to make gains and penetrate the markets, it needs this visibility, this communication, this marketing; it needs to present its services and its offers of services. "For us today, says interviewee #4, legal vagueness, penetration, communication, marketing, visibility, are somewhat blocking the performance of what we are doing in the enterprise field."

### **Future of Hybridity**

All interviewees expressed the same belief that this hybridity has a bright future for NPOs. For interviewee #2, the future can be divided into several paths. One of the first paths is the NPO and private sector partnership. For him, it would even be a question of survival. If NPOs do not take this route, there is a good chance that they will not survive this glaring lack of funds and donors. He also adds that if the humanitarian sector does not join forces with the public and the private, it will disappear and die of its beautiful death, because, he points out, more and more the private and public (State) are invading the humanitarian sector. He gives as an example Afghanistan or Iraq where it is the American military that does humanitarian work.

The future for NPOs working in Africa is to regenerate themselves, to remain faithful to their mission, not to let their actions be dictated by partners who often tend to come with their own agendas that are at times at the door-wrong with the values of organizations and beneficiaries.

The future for interviewee #2 is to professionalize, meaning to manage in a professional way, with professional relationships.

As for interviewee #1, the future of hybridity can be radiant if NPOs opt for empowerment. When we look at the Covid context, he points out, the consequences are likely to be experienced over a very long period of time. Because the financial impact or lack of financial resources may remain long enough in time. And so, the alternative is to encourage processes of empowerment of NPOs structures. It is then necessary to continue (or start for some) to look in this direction.

As for interviewee #4, the alliance between economy and social still has some way to go to tie up well. It may have a bright future, but first it would be necessary to solve its problem of status and to know how to set up a mechanism of control of the social action, that is, to ensure the effectiveness of the activity declared social. To be successful, it is also a question of promoting a social enterprise model that departs from the current practices of the 'parent-organization' and moves towards an efficient and autonomous management mode.

The following figure is the summary of the findings exposed through a comparative analysis that highlights the common aspects developed by both experts and the literature review, and the different points that were underlined separately.



Figure 5: Results from a comparative analysis

## Section 5: Implications and Recommendations

### Implications

It is Light (2018) who argues that the field of social entrepreneurship has not come to complete closure on the basic definition of social entrepreneurship. It is continuing to mix and match a range of terms to describe social entrepreneurship, including *nonprofit ventures, social enterprise, social-purpose endeavor, corporate social responsibility, and social innovation*. In the context of the first research question which was to seek factors that show that implementing a social enterprise in the nonprofit organization is a key response, both the interviews and the literature review highlighted obvious factors that attest to the adequacy of this implementation. From this analysis, it even emerges that this implementation is the only salutary path open to African NPOs which are experiencing steadily financial difficulties due to the shortage of Western donors and government subsidies. Most of the interrogated experts then expressed that their organizations are incrementally constrained to find ways and means to survive and continue their mission. And to do so, they are on the path to make their organizations move away from a long dependence on donations or public subsidies and adopt an approach similar to classical entrepreneurship.

At this stage of the research, it is clear that social entrepreneurship will continue to arouse growing interest, both from socio-economic actors, from people met virtually, and from the academic world. It must be said that even beyond organizations, among women and men in developing countries especially among young people, there is a growing trend and attraction to the creation of social enterprises whose primary goal is to offer an answer to unemployment, to the primary social needs of their communities, and to the improvement of living conditions.

For these reasons, beyond this diversity of status, structures and definitions presented in the literature review and by the experts interviewed, social entrepreneurship is considered by the OECD (1998) to be any private activity of general interest organized on the basis of an entrepreneurial approach and having as its main reason the satisfaction of certain economic and social objectives, as well as the capacity to implement, through the production of goods and services, innovative solutions to the problems of exclusion and unemployment. It is thus understandable to claim, as it was highlighted in the literature review, that social entrepreneurs adopt entrepreneurial approaches to respond to unresolved social and environmental problems.

There is therefore another way of undertaking and thinking that puts forward the values mobilized by the field of social entrepreneurship: economic, social, environmental and ethical values.

To the second research question on the specific changes the double bottom line approach brings to organizations in their researches for funding and sustainability, it has been highlighted in the literature review and by the experts that the DBL approach enables the leaders to bring something on the table of the negotiations with the partners. Implementing the Social enterprises allows leaders to show their willingness to not only stretch their hands and wait for funders to fully finance their noble mission, but to be fully part of the process of funding. It gives a good testimony of their willingness to accelerate the impact and change in the grassroots' communities and to do it by themselves. The DBL is certainly challenging but is salutary if all measures are taken in the sense of the performance and autonomy of the social enterprise. It is also salutary in the sense that people who are engaged in are from the community and thus is a source of employment and growth of the local field where the mission is being implemented.

### **Recommendations**

- The recommendation that would firstly come is to dare to undertake, dare to do, and dare to change. Entrepreneurship within charitable organizations should not be seen as a dream. It must be launched, because it is a matter of staying present and acting for the many beneficiaries who expect a lot from NPOs to come out to change their social situation for the better. And it requires more than motivation, it demands boldness.
- If it is known that the resource dimension is very important for NPOs to aspire to last in the social demand chessboard. Their sustainability will mainly depend on their capacity to mobilize resources. As such, it is strongly recommended that in the approaches undertaken by leaders, the diversification of partners should be the first priority. In the case of Caritas, for example, it would be high time to break out of its logic of Church partners. They need to get out of this church cocoon and think about opening up to other structures that are in the field of development and for which its leaders should be able to obtain funding. In addition, organizations that manage to prioritize their social enterprise experience a rewarding image with donors and other organizations. This image generates trust among targets and is an important step towards sustainability.

- It is suggested that in order to succeed in setting up a reliable social enterprise that supports well the organization for which it was created, the enterprise should be given well-defined objectives in terms of results. In West Africa, NPOs are very weak in this domain. The objective of results must engage leaders to present serious and transparent balance sheets that are sufficiently bearable and that provide legibility and visibility of the economic actions undertaken.
- It is strongly recommended that the NPOs lead a common battle, a plea carried by all, to succeed in dispelling the legal vagueness that some sub-Saharan States maintain. It is about the clarity and transparency of the actions of the organization or the enterprise itself.
- It is proposed that this work on the legality of the implementation of social enterprises goes hand in hand with another work which structurally related to quality of human resources and products. To achieve this, it is recommended to separate the management of the two entities so that, having the right people in the right place, performance is achieved.

## **Section 6: Conclusion**

More than in the past, traditional NPOs are nowadays affected by the reduction of private donations and government funding, and that situation inspires to take good actions. So, at the end of this study, it is legitimate to underline once again the growing and ineluctable role of social entrepreneurship in the search for solutions to financial breakdowns, especially in the aftermath of the Covid-19 pandemic which has not yet finished kneeling many NPOs in Africa. Social entrepreneurship must be seen at its true value, that is, as a fair response to the financial difficulties faced by NPOs. It can be added that today its relevance makes it possible to rethink economic models and society as a whole.

Indeed, because it continues to open up innovative perspectives in terms of jobs, products and services, social entrepreneurship is to be encouraged and promoted by the States of the South because it allows them to respond to their societal problems. In fact, it actually brings a value of general interest. In this sense, the NPOs, in particular those of the Church, must elaborate and deploy a true pastoral of development where actions of charity and capacity to generate by themselves the necessary resources are combined to meet the needs of the little ones, the poor and the vulnerable.

The limits of this research are twofold: first, the narrowness of view on the case of figure that is Caritas. The author deliberately set out to know more since Caritas will be his future framework. He therefore had a very subjective orientation. This work would therefore benefit from being pursued in a more general sense and certainly more in-depth at the level of social enterprise models that may be offered to NPOS. This would certainly complement this work and could further benefit NPOs leaders in West Africa.

The second limitation was the very limited number of experts interviewed. This is due to the unavailability of people contacted for interviews. This has caused some delay in the progress of this study. Add to that the shortened time for this research.

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## **Author's Bio**

Joseph Marie Pierre Diaw is a priest and servant leader with 26 years of experience in religious association in Dakar - Senegal, and in Nouakchott-Mauritania. So far, his job experiences brought him to work as a Parochial Vicar first, then as a Mathematics teacher, and finally as a Pastor. He decided after all these experiences to journey in this Nonprofit Master's Program at USF (University of San Francisco). From this beautiful adventure, he has acquired diverse and profound knowledge that he will be happy to give back in terms of availability, disposition, zeal, motivation and service for the people of God that he will be called to assist through the Caritas of his diocese.