

# **Documenting Social Enterprises: A Wider Look into Best Practices**

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Senior Capstone Project  
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## **Table of Contents**

ABSTRACT .....	1
INTRODUCTION .....	2
Inspiration .....	2
The Hunger Project .....	2
Context .....	3
Purpose .....	4
LITERATURE REVIEW.....	4
Social Enterprise .....	4
Africa’s Need for Social Enterprises.....	6
The Hunger Project’s Epicenter Strategy.....	7
Key Success Factors.....	8
Measuring Success .....	10
CATALOGING SOCIAL ENTERPRISES .....	11
Methods.....	11
Results .....	12
Analysis.....	12
GENERATING A SURVEY .....	12
Methods.....	12
Results .....	13
Analysis.....	13
CREATING A LANDSCAPE ASSESSMENT .....	14
Methods.....	14
Results .....	16
Analysis.....	19
CONCLUSIONS.....	20
Meta-Discussion/Analysis and Implications.....	20
Limitations .....	22
Future Research.....	24
Take-Away Message.....	25
APPENDICES .....	26
Appendix A .....	26
Appendix B .....	27
Appendix C .....	28
Appendix D.....	29
Appendix E .....	30
Appendix F.....	39
Appendix G.....	40
Appendix H.....	41
Appendix I.....	42

Appendix J .....	43
Appendix K .....	44
Appendix L .....	46
Appendix M .....	47
REFERENCES.....	51

## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

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### **ABSTRACT**

The Hunger Project is a global, non-profit, strategic organization committed to the sustainable end of world hunger. For my Senior Capstone Project, I applied to collaborate with The Hunger Project who then proposed a project to me. I have gained insight into the eight African countries' current social enterprises supported by The Hunger Project, evaluated their success, and assessed what could be done to make them more successful. My project included completing three specific tasks: first, cataloging the social enterprises, second, rating their profitability and social impact, and third, creating a leverage plan for those in need of improvement. These tasks have been completed from consistent contact with each country's Program Officers and Country Directors, the use of Survey Monkey to create a comprehensive survey incorporating questions to reflect enterprises' success, and SPSS software to analyze results to construct a landscape assessment of the social enterprises. At the end of analysis, I was able to highlight the best-performing social enterprises to leverage lessons for those social enterprises that could enhance their success.

*Keywords:* The Hunger Project, social enterprise, success

## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

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### **INTRODUCTION**

#### Inspiration

Since I can remember, I have always had a passion for giving back to my community and making a difference in the lives of people less fortunate than I. From volunteering at community soup kitchens, Special Olympic Games, and ACEing Autism programs, I have been able to be part of a community, learn new skills, and take on various challenges. With this passion, I dreamed of traveling to rural communities in Africa and helping aid in their development. Realizing I would be completing a year-long capstone to fulfill the last requirement of the Bryant Honor's Program, I knew I wanted to conduct a study involving my passion of helping people. This brought me to my first step in the process to research the possibilities available for me. After exploring a wide array of organizations that take students on the service trip I dreamt to be a part of, I came across one that also offered collegiate project collaborations; The Hunger Project.

#### The Hunger Project

The Hunger Project is a global, non-profit organization with a vision of a “world where every woman, man, and child leads a healthy, fulfilling life of self-reliance and dignity with the mission to end hunger and poverty by pioneering sustainable, grassroots, women-centered strategies and advocating for their widespread adoption in countries around the world” (The Hunger Project, 2014). To adhere to their vision and accomplish their mission, The Hunger Project has been working with over 24,000 communities in Africa, South Asia, and Latin

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

America since their inception in 1977. This capstone focuses on what the organization strives to do in Africa. In Africa, the organization implements the “Epicenter Strategy” in Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal, and Uganda. With this strategy, The Hunger Project unites 10,000 to 15,000 people in clusters of villages to create an “epicenter”. This epicenter serves as a dynamic center where the rural community members can come together to discuss their community based needs. This strategy was designed to target community needs and foster sustainable development through localized, self-reliant programming. The survival of these epicenters depends highly upon the existence of successful social enterprises, “businesses that tackle social and environmental challenges, creating jobs while prioritizing impact over profit” (Darko & Koranteng, 2015).

### Context

In 2015, a team of graduate students from New York University’s Robert F. Wagner School of Public Administration collaborated with The Hunger Project, creating a key success factor scorecard to provide a guide to evaluate the success of social enterprises. With the 14 factors, the team provided a template “scorecard”, that allows The Hunger Project to “score” each social enterprise on how well it fulfills the priority criteria (*Appendix A*). Unfortunately, The Hunger Project has not had the bandwidth to apply the scorecard to their existing social enterprises. In fact, they sadly do not even have a complete list of what each community’s social enterprise is, or will be. That being stated, after I was accepted to collaborate with the organization for my capstone project, The Hunger Project proposed a project to catalog the social enterprises in their rural community project sites in Africa, generate a survey to

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

measure the success in each social enterprise, and create a landscape assessment of the social enterprises.

#### **Purpose**

The benefit to The Hunger Project is that they will have gained a comprehensive database of information about the social enterprises being operated by their community partners. They are now also be able to highlight the best-performing social enterprises, leveraging lessons to increase the success among other social enterprises. From my end, this project has provided me the opportunity to collaborate directly with The Hunger Project staff based in the field where I have gathered qualitative and quantitative data collection with phone interviews and surveys, and explored the context of the rural income generation in Africa. With the cataloging of the social enterprises in the communities of the eight African countries in which The Hunger Project works directly with and the “scoring” of the communities using the previously created scorecard, I have supplied the organization with recommendations based on my findings and help to efficiently and effectively continue to build these communities with social enterprises.

#### **LITERATURE REVIEW**

##### **Social Enterprise**

In today’s social economy, a third sector among economies between the private and public sectors, economic activities are performed for social purposes. One of the main representatives of this activity is social enterprise development. The *United Nations Global*

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

*Impact* defines social enterprise development as “creating and nurturing micro-small- and medium-sized businesses that aim for positive social or environmental outcomes while generating financial returns, in the quest for innovative ways to engage the private sector to bolster global sustainability further” (2012). In order to distinguish social enterprises from philanthropies and other businesses, Graboksi et al. found three standards to do so, stating that social enterprises should be businesses that can generate financial returns, should have a positive social and/or environmental impact, and should be scalable and sustainable (2015). This research is necessary to obtain in order to provide a definition or determine certain indicators to qualify a social enterprise, as the understanding of social enterprise will shape and affect every aspect of this project, starting with the first step: cataloging the number of social enterprises in each of the eight African countries.

As the creation of social enterprises are responses to societal problems, they have the potential to provide community based solutions leading to the development of more sustainable communities around the world. Defined by Underhill Corporate Solutions, a healthy social enterprise contributes prominently to the economy by creating more employment opportunities, generating higher production volumes, increasing exports and introducing innovation and entrepreneurship skills (2011). According to “Finance and Development Research Programme”, social enterprises employ 22% of the adult population in developing countries (2000). Today, there are social enterprises existing across the world to tackle societal problems, ranging from healthcare delivery in sub-Saharan Africa, to agricultural transformation in East Asia and public-school funding in the United States (Murphy, 2013).



## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

---

### Africa's Need for Social Enterprises

The African continent has struggled with chronic poverty and under-development for more than fifty years. Modern economic models “lead to growing inequalities in the distribution of wealth” leaving millions of people “deprived of economic opportunities, lack of fair employment and wages, and lack access to basic services” (NESsT, 2014). According to NESsT, efforts to solve these problems often follow a short-term approach, lacking the potential and resources for high impact and sustainability and they fail to strengthen local capacities to support communities at risk of social and economic exclusion over the long term.

Foreign aid has been used to help African countries, transferring resources from rich countries to poor ones for the purpose of development. According to Matthew Jallow, “research shows that over the period that foreign aid was being pumped into Africa, the per capita GDP declined by an average of 0.59 percent annually between 1975 and 2000” (2010). Foreign aid has proven to suppress economies of developing countries, “as the level of foreign aid into Africa soared through the 1980s and 1990s, African economies were doing worse than ever” (Swanson, 2015). Oxford economist, Paul Collier insists that “most countries in Africa, while existing in the twenty-first century, live in realities of the fourteenth century, where civil war, plague, ignorance and poor infrastructures are common characteristics” (2015). Creating this necessary economic change requires an accelerated pace characterized by determination, innovation, and creativity. Over the past 25 years, social enterprises have been established to do so. Africa's social enterprise movement can be exemplified by the statistic that social

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

enterprises represent 90% of private business and contributes to more than 50% of employment and of gross domestic product in most African countries (UNIDO, 1999).

Non-profits, for-profits, foundations and wealthy individuals that conduct business for the purpose of social impact have become a large part of the social enterprise movement in Africa and other parts of the world. “The Hunger Project” is a global non-profit organization with aims to effect change in both social and economic aspects of development, enacting the social enterprise movement in Africa as one of their programs.

#### The Hunger Project’s Epicenter Strategy

Founded in 1977, The Hunger Project works with over 24,000 communities in Africa, South Asia, and Latin America to develop innovative means of poverty and hunger reduction. In eight countries in Africa, the organization enlists the use of their “Epicenter Strategy” designed to target community needs and foster sustainable development through localized, self-reliant programming; social enterprises (The Hunger Project, 2004). This strategy allows for The Hunger Project to offer programs in health, education, adult literacy, nutrition, improved farming and food security, microfinance, water and sanitation, and building community in order for the African citizens gain confidence and take initiative in creating a social enterprise to benefit the community. In their 2015 Annual Report, The Epicenter Strategy has proved to be integrative and holistic, economically sustainable, and environmentally sustainable with a variety of success stories from the countries using this strategy, with a total 91,895 participants trained in nutrition, 102,337 trained in the Women’s

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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Empowerment Program, 31,807 participants in Water, Sanitation and Hygiene education trainings, and 4,045 enrolled in early education at the epicenters (The Hunger Project, 2015).

In the book, “*Dream of a Nation*”, it is reported that “through the Epicenter Strategy, communities that were once impoverished become self-reliant in approximately five to eight years” (Miller and Spitzner, 2011). With 50 of the 123 epicenters in Africa reaching the stage to become self-reliant, formulating effective strategies for long-term enterprise success is of the utmost importance. In order to determine the potential for prospective social enterprises, a list of key success factors is necessary to have for valuation purposes to assess success (Graboski et al., 2015).

#### Key Success Factors

Key success factors are the characteristics, conditions, and variables responsible for an organization’s success (Leidecker and Bruno, 1984, pp. 27-29). It is important to establish a clear definition of what key success factors are as the social enterprise field is new and there is undergoing research to establish which factors are most significantly related to success.

“The Relevance Systems Thinking in the Quest for Multifinal Social Enterprises” uses eight tenets (success factors) of Systems Thinking as an accessible and usable toolkit for the development and operation of sustainable and scalable social enterprises (Dzombak et al., 2013). Interdependence: the dependence of two or more people or things on each other, holism: the theory that parts of a whole are in intimate interconnection, multifinality: having similar histories yet their developmental outcomes can vary widely, equifinality: the principle

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### *Senior Capstone Project for Jacqueline Calamari*

---

that in open systems a given end state can be reached by many potential means, differentiation: tailoring instruction to meet individual needs, regulation: rules made and maintained by an authority, abstraction: quality of dealing with ideas rather than events, and leverage points: small shifts in one thing producing a big change in everything are said to be the most relevant success factors for a social enterprise's impact (Ackoff and Carey, 2010). From research done, these factors seem to be too unwieldy and hard to measure.

A case study completed on the health and agriculture social enterprises in Kenya identifies partnerships, social capital, trust, accessibility of financial support, access to appropriate finance and accessing and retaining talent as the factors influencing a social enterprise's success (Griffin et al., 2014). These factors are more parallel with the study I have conducted. Similarly, I used partnerships, capital, accessibility of financial support, and access to appropriate finance as factors that influence a social enterprise's success.

A New York University Capstone Team found key factors for social enterprises to be successful in rural Africa from Skype interviews and in-person epicenter focus groups, interviews, and observations with The Hunger Project field staff members. This group found 14 key success factors including market demand and accessibility, social demand, local resources and suppliers, investment accessibility and funding, risk management, diversified income, partnership development, partnership management, skill training, leadership building, communication, economic sustainability, social sustainability, and environmental sustainability (Graboski et al., 2015). With these factors, a social enterprise scorecard was created by the students which will constitute as the tool to rate social enterprises I collect

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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information about in the survey. These factors differed from the Systems Thinking eight measures of success but aligned with many of the factors focused on in the case study of Kenyan health and agriculture social enterprises. Emerging from field research, the 14 key success factors founded by the NYU students were more comprehensive for my study.

#### Measuring Success

The need for social impact measurement is growing increasingly critical because social organizations are feeling more pressure to evidence their social value, as the funding and commissioning landscape evolves and grows more competitive (Clifford et al., 2013).

Professor Merten points out that social enterprise's impact should be measured for internal reasons to improve management control and for external reasons to help their dependence on external funding and to increase their legitimacy (2014).

It is vital to “develop evaluation methods that are suitable to social enterprises to accompany and steer the changes happening in our society” (Merten, 2014). This project used SPSS to evaluate the social enterprises' success in rural Africa by creating a landscape of the most successful, according to the survey sent to Program Directors of The Hunger Project Africa sites.

## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

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### **CATALOGING SOCIAL ENTERPRISES**

#### Methods

In order to complete the first task of this project to catalog the existing social enterprises using The Hunger Project's Epicenter Strategy, I formed key relationships with the organization's staff members. After accepting the collaboration with the organization, I contacted Victoria Watts, the Global Program Director and Carlota Ferrari, the Program Associate. In July, I met with my contacts at The Hunger Project's headquarters in New York City to sign a Terms of Reference form and Confidentiality Agreement. It was important to sign these documents in order to gain Victoria and Carlota's trust to send me the contact information for The Hunger Project residing in Africa whom I would be communicating with for all of the aspects of the project.

I was given the contact information for The Hunger Project's Africa staff in Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal and Uganda (*Appendix B*). After receiving this comprehensive document, I was able to begin cataloging the social enterprises in each country. My first step was to email each country's Program Officer and Country Director. This email was sent in mid-October and consisted of an introduction about myself, the project I am working with The Hunger Project to complete, and what I would need from the staff members (*Appendix C*). In order to complete task one, I needed to obtain data on the number of social enterprises existing in each country. With knowledge of the amount of social enterprises residing in each of the eight countries using the Epicenter Strategy, I was able to tell the staff how many surveys to complete in the next task of my project.

## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

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### Results

In October, I sent an email asking each country's Program Officer and Country Director for the number of social enterprises in their country. By mid-November, I successfully received the number of social enterprises existing in the eight countries. The number of social enterprises in Benin, Burkina Faso, Ethiopia, Ghana, Malawi, Mozambique, Senegal, and Uganda is organized in a table (*Appendix D*). After adding the number of social enterprises in each country, I found that there are currently 50 social enterprises existing in the eight African countries using The Hunger Project's Epicenter Strategy.

### Analysis

Having the total number of social enterprises existing in each country as well as the total count in existence allowed me to continue to the second task proposed by The Hunger Project: generate a survey, measuring the success of each social enterprise.

## **GENERATING A SURVEY**

### Methods

In order to complete the second task of this project to generate a survey measuring social enterprise success to send out using Survey Monkey to The Hunger Project Africa staff, it was vital to look at the key success factors mentioned on the NYU students' social enterprise scorecard (*Appendix A*). Depending on the elaboration I believe was needed for each key success factor, I titled each page on the survey by question categorization.

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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#### Results

To make the survey comprehensible for viewers, I used multiple choice, comment boxes, and drop-down menus. The survey resulted in a total of 22 questions and 14 variables to analyze: Inception of the Social Enterprise, The Hunger Project Capacity Building Techniques, SEED Capital Methods, Giver of the SEED Capital, Number of Workers, Governance Structure, Established Roles, Existing Partners, Business Sector, Social Sector, Annual Profit, Risk Management Methods, Contact with Stakeholders, and Contact with The Hunger Project (*Appendix D*).

Having received the number of social enterprises in each country, I was ready to send the next email with survey instructions to each country's Program Officer and Country Director (*Appendix F*). This email explained how to access the survey, how many to fill out, and the mid-December deadline for completion. Realizing the difficulty in gathering data through the mode of emailing and surveys, I was happy to receive all survey responses by mid-January.

#### Analysis

After reading through the responses on each survey, I engaged in follow up practices through a qualitative data collection method. If the survey responses were not clear, I conducted Skype interviews with the field staff in Africa to elaborate more on the responses they had given me in order to increase the usefulness of my data collection. Understanding that the social enterprises I was working with were small, I predicted that there be less than ten years since inception, less than 15 workers, and profits no greater than \$1,500. I engaged in follow-



## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

up with Ghana's Program Officer, John. S. Amoakohene with questions of the social enterprise's profitability survey responses. The profitability numbers were cataloged with a U.S. dollar symbol and seemed too high for a rural community social enterprise so I asked Mr. Amoakohene what currency is meant to use when cataloging these numbers. Through the Skype call, I discovered that he put annual profit numbers in Ghana's currency, the cedi. With this being stated, once I converted these numbers to U.S. dollars, the data looked much more even with other rural community social enterprise profit amounts. Two other Skype calls were issued with similar issues regarding the amount of workers in Ethiopia's social enterprises and the years since social enterprise inception in Benin. Using quantitative and qualitative data collection methods to generate optimal survey responses allowed me to move on to my last task of the project, creating a landscape assessment of the most successful social enterprises.

## **CREATING A LANDSCAPE ASSESSMENT**

### **Methods**

In order to complete my final task of creating a landscape assessment of each country's social enterprises, I needed to use spreadsheet and data analysis software. The first software I used was Microsoft Excel. Within Excel, I created eight sheets, one for each country, and then proceeded to use the columns to title the documented information and the rows to count the number of social enterprises for that given country (*Appendix G*). Textual data was re-coded

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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into numeric values for purposes of data and statistical analysis. To do this, I used a count method for each variable.

With this count method, I counted the years since “Inception” of the social enterprise, the amount of “THP Capacity Building Techniques” enacted, the amount of “SEED Capital Methods”, the amount of “Givers of the SEED Capital”, the amount of “Workers” at the social enterprise, the amount of “Established Roles”, the amount of “Existing Partners”, the amount of “Business Sector” revenue generation methods, the amount of “Social Sector” public benefit methods, the amount of “Annual Profit”, and the amount of “Risk Management” methods used (*Appendix G*). “Governance Structure”, “Contact with Stakeholders”, and “Contact with THP” were left with their word-based responses as these were unable to be scaled like the rest of the data responses.

After creating this count method excel sheet comprised of all eight country’s coded data, I exported the excel file into the data analysis software, SPSS. In SPSS, I was able to code the three uncounted variables, “Governance Structure”, “Contact with Stakeholders”, and “Contact with THP” through the generation of their frequency tables” (*Appendix I*). After looking at the frequency tables, I was able to assign the three variables a number depending on their response. Having each variable with numeric codes, I could now conduct a correlation matrix and discover what variables correlate most with social enterprise success.

In order to create a correlation matrix, I needed define standard measures of success.

Following Ginige’s definition of the Theory of Social Enterprise, “sustainability of any organization depends on its ability to generate social-environmental impact and profit”, I

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

defined my dependent variables measuring success as “Annual Profit” and “Social Impact” (2015). This left the other 12 variables as my independent, explanatory variables, including Inception, THP Capacity Building Techniques, SEED Capital Methods, Giver, Social Enterprise Workers, Governance Structure, Established Roles, Existing Partners, Business Sector, Risk Management Techniques, Contact with Stakeholders, and Contact with THP. To generate results of what independent variables correlated most highly with the standard measures of social enterprise success, Annual Profit and Social Impact, I ran a bivariate correlation matrix (*Appendix J*).

### Results

In running a correlation matrix, my goal was to analyze correlations with annual profit, correlations with social impact, and correlations between annual profit and social impact.

First, I analyzed the correlations with dependent variable number one, Annual Profit. The correlation matrix showed no statistically significant variables with annual profit, leaving statistically insignificant positive and negative correlations. The positive correlations existing with Annual Profit are Inception, SEED Capital Methods, Social Enterprise Workers, Giver of the Capital, Governance Structure, Business Sector, Risk Management, Contact with Stakeholders, and Contact with THP. The negative correlations existing with Annual Profit are THP Capacity Building Techniques, Established Roles, and Existing Partners. Believing all of the variables would have a positive correlation with Annual Profit, I wanted to interpret the possible reasoning for the negative correlations, starting with THP Capacity Building Techniques. As the number of capacity building techniques The Hunger Project staff

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### *Senior Capstone Project for Jacqueline Calamari*

---

educates the rural African citizens on increases, the lower the annual profit of the social enterprise. To understand this correlation, I am proposing that the rural community members creating a social enterprise do not have a bandwidth of knowledge to be able to become very profitable in one sector of business as they are educated on many different sectors, rather than educated for a lengthy period of time in just one to become proficient. Next, I looked into how the increase in number of established roles in the social enterprise could contribute to the lack of annual profit. Perhaps multiple established roles create too many people in power, therefore disagreeing on the plans and purpose of the social enterprise. Finally, I examined the relationship between the increasing number of existing partners and the decreasing annual profit of the social enterprise. I propose that the existing partners of the social enterprises I was able to collect data on may be in an area of enterprise that are simply non profit-making. These should be examined more closely with The Hunger Project field staff to fully investigate these in greater detail.

After analyzing the correlations between the independent variables with annual profit, my next step was to analyze the correlations between the independent variables and the second dependent variable, Social Impact. The correlation matrix showed three variables to have statistically significant correlations with Social Impact, including, Giver, Business Sector, and Contact with THP. The matrix showed positive correlations with Inception, THP Capacity Building, Workers, Contact with Stakeholders and negative correlations with SEED Capital Methods, Governance Structure, Established Roles, Existing Partners, and Risk Management Methods. Having statistically significant correlations, unlike results with annual profit, I

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### *Senior Capstone Project for Jacqueline Calamari*

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wanted to interpret the possibilities for these findings. The matrix displayed a significant negative correlation with the giver of the SEED capital and social impact, saying that as the number of givers of the grant, loan, or donation for the social enterprise increases, the amount of social impact decreases. To understand this interpretation, it can be said that those giving the SEED capital may focus on the social enterprise as a business with the sole purpose of generating revenue, not thinking of the social enterprise as an opportunity for positive community development. The next statistically significant correlation this matrix displayed was a positive. The more Business Sector/ Revenue Generation methods the social enterprise had, the higher the social impact. I believe this correlation exists because as there are more methods of revenue generation existing, there is more potential for social impact across a variety of industries that align with the revenue generation. The final statistically significant correlation was negative between contact with THP and Social Impact. As the frequency of contact between The Hunger Project and the social enterprise increases, the social impact of the enterprise decreases. This correlation could exist because The Hunger Project realizes the social enterprises need more support.

The final correlation I wished to analyze was the correlation between this study's two dependent variables, Annual Profit and Social Impact. The correlation matrix presented a negative correlation between the two. I propose this relationship exists because it must be difficult for a social enterprise to have an extremely high profit along with a high social impact, as these variables may sacrifice one another to be successful. Social enterprises have

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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the opportunity to do both as they learn to effectively scale up so they can expand their businesses while maintaining high social impact and low overhead.

#### Analysis

After discovering the correlations existing with Annual Profit, Social Impact, and each other, it was time to complete the last task of the project to create a landscape assessment of the social enterprises. In order to complete this landscape assessment, I needed to create levels for each of the standard measures of success as I will be conjoining them for each social enterprise to distinguish the levels of successfulness. To determine fair and effective levels of annual profit and social impact, I used frequency tables to help me gain insight into the median amount of profit and median amount of methods used for social impact in order to create fair ranges in the levels to be used (*Appendix K*).

When looking at the frequency table for Annual Profit, I was focused on the number of cases I had this data for and the median Annual Profit amount among the social enterprises. I found that I had 42 cases to work with and a median Annual Profit amount of \$308.14. With the goal to use three ranges for Annual Profit levels, \$308.14 would lie in between my first and second level. As I had eight cases missing, I created a “Level 0”, signifying the social enterprises that did not supply expenditure or revenue information in order for me to determine profit. I supplied social enterprises a “Level 1” if they presented a profit of \$0-\$300, a “Level 2” if they presented a profit of \$301-\$600, or a “Level 3” if they presented a profit of \$600+.

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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My next step was to look at the frequency table for Social Impact, again, focusing on the amount of cases I had viable impact information for as well as median amount of socially responsible methods enacted in the social enterprise. From the frequency table, I found there to be 39 cases with Social Impact information and a median number of two methods to produce public benefit used among the social enterprises (*Appendix K*). Having 11 cases missing, I created a “Level 0” to signify the missing cases. I supplied social enterprises a “Level 1” if they presented the use of 1-2 methods for public benefit, a “Level 2” if they presented the use of 3-4 methods for public benefit, or a “Level 3” if they presented the use of 5-6 methods of public benefit in their social enterprise.

After determining efficient levels for Annual Profit and Social Impact, it was time to conjoin the levels each social enterprise displayed on both to produce a landscape assessment that will allow me to characterize the social enterprises with one another and assess the most successful. Social enterprise levels existed from the lowest possible at a “Level 0” to the highest at a “Level 6”, with many lying at a “Level 3” (*Appendix L*). Calculating joint levels for all 50 social enterprises, I was able to create a comprehensive table displaying how many social enterprises were at which level in their respective country (*Appendix M*).

## **CONCLUSIONS**

### **Meta-Discussion/Analysis and Implications**

Using the data to identify profiles of the social enterprises, I was able to classify the least and most successful. I created simple classifications as I predicted they would be comprehensible

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### *Senior Capstone Project for Jacqueline Calamari*

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for The Hunger Project and any reader to understand distinctions among the social enterprises. This analysis included the least successful social enterprises that were ranked at a level one, comparing them with the most successful social enterprises, at a level five or level six. Within my level ones, I found five social enterprises, three in Benin: Vidack Center, Nature Services, Back to Land, one in Mozambique: Renting of Epicenter Halls, and one in Uganda: Piggery Project. The next step was to look at each of these social enterprise's survey response information where I carefully scanned the data for common characteristics and themes among the five, finding three distinct commonalities. The first commonality among the social enterprises that were least successful was the recent inception of these social enterprises. Having been around for only two to three years, these social enterprises have not had much time to generate much profit or contribute a substantial impact to their respective communities. The next commonality found was the abundance of The Hunger Project capacity building techniques. As previously mentioned, it is possible that educating the community members on too many different areas of work does not allow them to develop confidence and proficient knowledge in one area of work in which they could operate a successful social enterprise in. This lack of proficiency could allow for a less successful social enterprise. The final commonality found was the business sectors these low success social enterprises shared: manufacturing and retail services. These capacities of revenue generation are possibly not successful areas of business in regards to the location of these countries in Africa.



## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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After analyzing the least successful social enterprises, the next step was to analyze those earning a level five or six in the measures. Within these two levels, I found three social enterprises, one in Benin: Miatinouko for Progress, one in Uganda: Food Revolving Fund, and one in Mozambique: Water Supply. From these social enterprises, three common themes and characteristics were found. The first commonality found was the early inception of these social enterprises, each existing for at least seven years each. Having been established for a longer period of time than most other social enterprises, I suggest that their profitability has made them last longer. The next commonality found was the high frequency of contact with the social enterprise's stakeholders, the person, group or organization that has interest or concern in the social enterprise. Daily or weekly contact being made with the enterprise's stakeholders could have created more opportunities for mobilizing resources and extending the social/ environmental impact through aspirations defined by the two parties. The last commonality found was the business sectors that these three social enterprises each worked in, agriculture and microfinance. These revenue generating techniques are ones that may have the potential to become the most successful within the rural communities of these eight African countries as they adhere to the needs

#### Limitations

As I conducted this year-long study, I came across limitations. The first and largest limitation I faced were the communication barriers with The Hunger Project staff members. In order to communicate with The Hunger Project staff headquartered in New York City while away for school in Rhode Island, I needed to use emailing, phone calls, and Skyping as methods of

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

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communication. These modes of communication were effective but not as efficient as if I were able to be in the office with the staff when discussing the progression of the project. I also faced communication barriers with The Hunger Project Africa staff. Working with eight countries, I dealt with many different time zones, creating a small time frame for both parties to be able to reach each other when sending information through email and follow-up calls using Skype. I also experienced language barriers when communicating with the staff as some spoke only Portuguese or French, which I am not proficient in. In order to communicate with these staff members, I had to translate emails into their respective languages and translated all of their responses to emails and surveys in English.

Another limitation I faced was the lack of detailed information given within the survey responses. Having a priority to make the survey concise, quick, and easy to complete in order to investigate relationships among the key success factors being studied, I gave up the opportunity to gain detailed and descriptive information about each of my 14 variables affecting each social enterprise. With more detailed and comprehensive information, I could have perhaps explored the challenges faced by these enterprises or investigated external factors that could have affected profitability and social impact.

The last limitation I faced was the time constraint of having just one year for the study. Having more than one year would have allowed me to solve communication problems that arose, dealing with time zone and language barriers, and would have allowed me to have time to collect sufficient amounts of data for each cataloged social enterprise, in order to provide The Hunger Project with more useful information and conclusions.

## **Documenting Social Enterprises: A Wider Look into Best Practices**

*Senior Capstone Project for Jacqueline Calamari*

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### Future Research

There are two ways that I hope The Hunger Project uses the information I have gathered in their future work. First, I hope that the organization studies the correlations I have found between Annual Profit and Social Impact and uses them to improve incremental parts of the existing social enterprises and the ones to be created. For example, the data could be used to explore if the more frequent contact between social enterprises and their stakeholders could lead to faster social enterprise success. I also hope that The Hunger Project uses the Landscape Assessments I have created for each country, using them as a benchmark for their social enterprise's current progress. Using the levels I created for Annual Profit and Social Impact measurement, they will be able to see the development or lack thereof in the existing social enterprises. It would be interesting as well to see if this can be replicated in other The Hunger Project sites.

There are also two ways in which I would like to use this study's findings to pursue further research. First, I would like to research the negative relationship existing between Annual Profit and Social Impact as this result was unexpected when conducting the study. I think being able to discover why this relationship may exist has the potential to help the development of the social enterprise industry further. A final way in which I wish to use my research and findings is to take a service trip to one of The Hunger Project Africa locations. With this visit, I would be able to gain first hands-on experience within the Epicenters and the social enterprises that are developing there. The social enterprise field must continue to be heavily researched as these enterprises have the capacity to provide income generation for

## **Documenting Social Enterprises: A Wider Look into Best Practices**

### ***Senior Capstone Project for Jacqueline Calamari***

---

rural communities suffering in poverty. They are proven to be sustainable as their earnings are reinvested into their mission, able to last long-term and they are scalable as their method of creation can be expanded, replicated and moved to new communities and to generate even more of an impact. My dream would be fulfilled to further my research and help develop rural communities in Africa.

#### Take-Away Message

Having the opportunity to collaborate with The Hunger Project this past year has been inspirational and eye opening. Working with their New York City and Africa staff members has allowed me to develop my communication skills, accommodating to the different time zones and languages that would persist throughout the project. I also was able to learn an immense amount of information about data collecting techniques, analyzing data using statistical methods and interpreting the data to draw tentative conclusions based on the survey results. I am very thankful to have completed this project and to have been given the opportunity to work with such a passion filled and determined non-profit organization with the mission to make a positive change to this world.

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

### APPENDICES

#### Appendix A

**SOCIAL ENTERPRISE SCORECARD**

		Performance			Urgency to Change		
		Low	Medium	High	Low	Medium	High
<b>BUSINESS PLANNING &amp; DEVELOPMENT</b>	Market Demand & Accessibility						
	Social Demand						
	Local Resources & Suppliers						
	Investment Accessibility & Funding						
	Risk Management						
	Diversified Income						
<b>PARTNERSHIP</b>	Partnership Development						
	Partnership Management						
<b>CAPACITY BUILDING</b>	Skill Training						
	Leadership Building						
	Communication						
<b>SUSTAINABILITY</b>	Economic Sustainability						
	Social Sustainability						
	Environmental Sustainability						

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### Appendix B

#### THP-Africa Offices (Updated 05.2016)



##### Benin

CD: [Mr. Pascal Djohossou](#)  
Program Officer: Nestor Alokpai  
Finance Officer: [Salimath Yessoufou](#)  
M&E Officer: Salimou Idrissou  
MFP Officer: Dorcas Wama Mara  
Office Mgr: [Nadjidath Adome](#)  
PBRMO: Leslie Ruth G. Gbedji

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**Fax (office):** [229] 21-30-72-12

**Address:** Quartier Fidjrossé, Carré  
1797, Lot C  
07 P.O. Box 1152  
[Cotonou](#),  
Republic of Benin

##### Burkina Faso

CD: [Mr. Evariste Yaogho](#)  
Program Officer: Gilbert Souwema  
Finance Officer: Marie Josée  
[Quedraogo](#)  
M&E Officer: Aïssa Barry  
MFP Officer: [Jokébède Kaboré](#)  
PBRMO: Patrice [Syan](#)  
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1017 [Kwame N'Krumah](#)  
(en face de l'hôtel Palm Beach)  
Ouagadougou 01, Burkina Faso

##### Ethiopia

CD: [Ms. Neguest Mekonnen](#)  
Program Officer: [Teshome Shibru](#)  
Finance Officer: [Minassie Dessalegne](#)  
M&E Officer: [Weldebrhan \('Welde'\)  
Werede](#)  
MFP Officer: [Muna Biru](#)  
PBRMO: [Mirbet Teclamarjam](#)  
Office Mgr: [Mulu Negash](#)

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**Fax (office):** [251] 116 180823  
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Addis Ababa, Ethiopia

##### Ghana

CD: [Mr. Samuel Afrane](#)  
Program Officer: John S. Amoakohene  
Finance Officer: Felix Akpalu  
M&E Officers: Emmanuel Awevor &  
Francis Oseh-Mensah  
MFP Officer I: Janet Asabre  
MFP Officer II: Kofi Essien  
PBRMO: Isaac Olesu-Adjei  
Office Mgr: Edna Boahen

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Cantonments, Accra  
Republic of Ghana  
or: No C7/ 26A East Legon

##### Malawi

CD: [Mr. Rowlands Kaotcha](#)  
Program Officer: Mackenzie Nkalapa  
Finance Officer: Salome Chayula  
M&E Officer: Henry Chungu  
MFP Officer: Edina Chikulo  
HIV & Gender Program Officer: Grace  
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Malawi

##### Mozambique

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Program Officer: Cadir Chaichai  
Finance Officer: Marciano Manuel  
[Tchamuel](#)  
M&E Officer: Ismael Arouca  
MFP Officer: [Amelia Chabana](#)  
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Maputo, Mozambique

##### Senegal

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Finance Officer: [Amadou Yoro Cissokho](#)  
M&E Officer: [Libasse Sow](#)  
MFP Officer: VACANT  
PBRMO: VACANT  
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Kampala, Uganda

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

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### Appendix C

The Hunger Project- Capstone Help

Inbox x



F



Jacqueline Calamari <jcalamari@bryant.edu>  
to madeleine.cisse, Alassane, Tory, Carlota

Oct 27



My name is Jackie Calamari and I am a senior at Bryant University. I am currently doing my capstone project with the Global programs team working with Tory and Carlota. The capstone project consists on cataloging social enterprises in the African countries and conducting surveys and data analysis on them to assess their success.

To start with my research I will need to know how many social enterprises do you have in total. If you could please send me that number by November 5<sup>th</sup> I can then send you the appropriate number of surveys. With this number, I will know how many surveys to send to you regarding collecting information for The Hunger Project.

This research will provide a platform for a learning opportunity between all the African program countries. Your collaboration will be greatly appreciated.

Mon nom est Jackie Calamari et je suis une étudiante à Bryant Université. Je fais actuellement mon projet final avec l'équipe des Global Programs et je travaille avec Tory et Carlota. Le projet consiste en faire une recherche sur les entreprises sociales qui existe dans les épicentres dans les pays Africain et de les catalogues et l'analyse des données sur eux pour évaluer leur succès.

Pour commencer mes recherches, je vais savoir combien d'entreprises sociales avez-vous dans en totalité dans votre pays. Si vous pouviez m'envoyer ce nombre d'ici aux 5 Novembre, alors je peux vous envoyer le nombre d'enquêtes appropriées.

Cette recherche fournira une opportunité d'apprentissage entre tous les pays africains. Votre collaboration sera grandement appréciée.

Best,  
Jackie Calamari

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## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Appendix D

Countries	Amount of Social Enterprises
Benin	8
Burkina Faso	3
Ethiopia	11
Ghana	7
Malawi	1
Mozambique	5
Senegal	4
Uganda	11
<b>Total</b>	<b>50</b>



# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### Appendix E

Title of Social Enterprise

1. Which program country are you located in?

Benin

Burkina Faso

Ethiopia

Ghana

Malawi

Mozambique

Senegal

Uganda

2. What is the name of the Social Enterprise (SE)?

Next

Location of Social Enterprise

3. Is the SE located in an Epicenter?

Yes

No

Prev Next

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Location of Social Enterprise

4. If yes, what is the name of the Epicenter and where is it located?

5. If no, where is the SE located?

Prev

Next

## Documenting Social Enterprises: A Wider Look into Best Practices

### Senior Capstone Project for Jacqueline Calamari

#### 8. What seed capital was used to launch the SE? Please check all that apply.

- THP seed capital
- Local Donations
- Money from SE members
- Loans
- Microfinance Equity
- Grants

Other (please specify)

Prev

Next

#### SE Inception

#### 6. When did the SE begin?

#### 7. What type of capacity-building did THP provide for the creation of this SE? Please check all that apply.

- |   |   |
|---|---|
| <input type="checkbox"/> Microfinance and Livelihoods | <input type="checkbox"/> Water, Environment, and Sanitation |
| <input type="checkbox"/> Community Mobilization       | <input type="checkbox"/> Good Governance                    |
| <input type="checkbox"/> Gender Equality              | <input type="checkbox"/> Advocacy and Alliances             |
| <input type="checkbox"/> Food Security                | <input type="checkbox"/> Linking to institutions/partners   |
| <input type="checkbox"/> Literacy and Education       | <input type="checkbox"/> Business training                  |
| <input type="checkbox"/> Health and Nutrition         | <input type="checkbox"/> None                               |

Other (please specify)

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### SE's Seed Capital

#### 9. Who is the grant, loan or donation coming from?

- Foundation
- Government
- Commercial Bank
- Individual
- Corporation

Other (please specify)

Prev

Next

### SE Business Structure

#### 10. How many people are working within the SE?

- 1-2
- 3-4
- 5-9
- 10+

Other (please specify)

#### 11. What is the governance structure of the SE?

- Committee
- Individual

Other (please specify)

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

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12. Are there established leadership roles among the SE?

Yes

No

Prev

Next

### SE Leadership Roles

13. If yes, what are the leadership roles?

Prev

Next

### SE Business Structure

14. Does the SE have any existing partners?

Yes

No

Prev

Next

## Documenting Social Enterprises: A Wider Look into Best Practices

### Senior Capstone Project for Jacqueline Calamari

#### SE Business Structure

15. If yes, please name the partners.

Prev

Next

#### Business and Social Sectors of SE

16. What business and social sectors is the SE working in? Please check all that apply.

	Business Sector (Revenue Generation)	Social Sector (Public Benefit)
Food and Beverage	<input type="radio"/>	<input type="radio"/>
Retail Services	<input type="radio"/>	<input type="radio"/>
Manufacturing	<input type="radio"/>	<input type="radio"/>
Petty Trade	<input type="radio"/>	<input type="radio"/>
Agriculture	<input type="radio"/>	<input type="radio"/>
Adult Skill-Building	<input type="radio"/>	<input type="radio"/>
Healthcare	<input type="radio"/>	<input type="radio"/>
Water Sanitation	<input type="radio"/>	<input type="radio"/>
Education	<input type="radio"/>	<input type="radio"/>
Nutrition	<input type="radio"/>	<input type="radio"/>

Other (please specify)

Prev

Next

## Documenting Social Enterprises: A Wider Look into Best Practices

### Senior Capstone Project for Jacqueline Calamari

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#### SE's Balance Sheet

#### 17. What is the SE's annual expenditures?

- \$0-\$49
- \$50-\$99
- \$100-\$199
- \$200-\$500
- \$500+

Other (please specify)

#### 18. What is the SE's annual revenue?

- \$0-\$49
- \$50-\$99
- \$100-\$149
- \$150-\$199
- \$200-\$500
- \$500+

Other (please specify)

Prev

Next

## Documenting Social Enterprises: A Wider Look into Best Practices

### Senior Capstone Project for Jacqueline Calamari

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#### SE Risk Management

19. Have you ever had to engage in any risk management methods for the SE?

- Yes  
 No

Prev

Next

#### SE Risk Management

20. If yes, what method(s) have been used to manage risk?

Prev

Next

#### SE Networks

21. How often is there contact between the SE and the stakeholder communities?

- Daily  
 Weekly  
 Monthly  
 Twice yearly  
 Yearly  
 Depends on external opportunities

Other (please specify)



## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### 22. How often is there contact between the SE and THP?

- 1x/week
- 1x/month
- 1x/6 months
- 1x/year

Other (please specify)

Prev

Done

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

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### Appendix F

Hello Alassane and Madeleine,

I thank you for getting back to me with the number of social enterprises. Below are the instructions on how to access the social enterprise survey. Please fill one survey out for each of the four social enterprises in Senegal.

Steps:

1) Click on the following link to find the survey:

<https://www.surveymonkey.com/r/thpsocialenterprisesurvey>

2) Open this link and complete one survey for each enterprise you have mentioned. This will be a total of four surveys completed.

I would love to receive the survey data back by November 25<sup>th</sup> in order to start working on the next stage of this project.

Please let me know if you have any questions. I greatly appreciate you taking the time to help me complete my Capstone Project.

Bonjour Alassane et Madeleine,

Nous vous remercions de revenir à moi avec le nombre d'entreprises sociales. Voici les instructions sur la façon d'accéder à l'enquête de l'entreprise sociale. S'il vous plaît remplir un sondage pour chacune des quatre entreprises sociales au Sénégal.

Des pas:

1) Cliquez sur le lien suivant pour trouver l'enquête:

<https://www.surveymonkey.com/r/thpsocialenterprisesurvey>

2) Ouvrir ce lien et remplir un sondage pour chaque entreprise que vous avez mentionné. Ce sera un total de quatre sondages complétés.

J'aimerais recevoir les données de l'enquête de retour avant le 25 Novembre, afin de commencer à travailler sur la prochaine étape de ce projet.

S'il vous plaît laissez-moi savoir si vous avez des questions. J'apprécie grandement que vous preniez le temps de me aider à remplir mon projet Capstone.

Best,

Jackie Calamari

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### Appendix G

Capstone Data (version 2).xlsx [Autosaved] - Excel

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW BLUEBEAM ACROBAT

A1 SE #

1	SE #	Name of SE	SE Location	Inception of SE	THP Capacity Building	SEED Capital Used	SEED Capital Used	SEED Capital Used	People Working with SE	Governance	Established Roles	Existing Partners	Business Sector	Social Sector	Annual Expenditure	Annual Revenue	Risk Management	Contact with Stakeholders	Contact with THP
2		Agro-Chemical Shop and Hiring Services	Odumase-Wawase (EC) Kwahu West Municipality of the Eastern Region of Ghana	2016	Microfinance and Livelihoods, Community Mobilization, Gender Equality, Food Security, Literacy and Education, Health and Nutrition, Water/Environment/Sanitation, Good Governance, Advocacy and Alliances, Linking to Institutions/Partners.	THP Seed Capital			6	THP-Ghana's Budget Committee	Chairperson, Secretary, Financial Secretary, Treasurer and Auditor who perform signatory, planning and decision-making, procurement, sales supervisory and auditing roles	The District Assembly, Department of Agriculture, Environmental Protection Agency and Community partners	Food and Beverage	Petty Trade	\$50-\$99	\$500+	Operational Risk management, eg checking on expiry dates of product, stocking the shop as when goods are needed, checking for chemical leakages of sealed cans or containers, proper financial accounting procedure Health and Safety Risk Assessment; eg ensuring adequate ventilation, clearing of spilled chemicals on the floor, use of respirators and hand gloves by operators of the shop etc Compliance- acquisition of business operating permit, conformity to the design and appropriateness of facility or infrastructure Security Risk Assessment-ensuring that the shop is well secured to prevent theft	Daily	Weekly
3		Z Agro-Uhemu Hegon	Atuabikrom (EC) in the Kwahu South District of Eastern Region	2017	Microfinance and Livelihoods, Community Mobilization, Gender Equality, Food Security, Literacy and Education, Health and Nutrition, Water/Environment/Sanitation, Good Governance, Advocacy and Alliances, Linking to Institutions/Partners.	THP Seed Capital			3	THP-Ghana's Budget Committee	Chairperson, Secretary/Auditor, Storekeeper playing the leadership roles of decision-making, procurement and auditing roles	The District Assembly, Department of Agriculture, Environmental Protection Agency and Community partners	Hotel Services	Agriculture	\$50-\$99	\$200-\$500	Operational Risk Assessment; including checking of expiration date of products, stocking the shop as and when goods are needed, checking for chemical leakages of sealed containers, proper financial and accounting procedures health and Safety Risk Assessment- such as ensuring adequate ventilation, clearing of spilled chemicals on the floor, use of gloves etc Compliance- acquisition of business operating permit, conformity to the design and appropriateness of facility Security Risk Assessment- ensuring that the shop is well secured to prevent theft Operational Risk Assessment by	Daily	Weekly

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### Appendix H

Country	Location	Inception	THP Capacity Building	SEED Capital Methods	Giver	SE Workers	Governance Structure	Established Roles	Existing Partners	Business Sector	Social Sector	Annual Profit	Risk Mgt	Contact with Stakeholders	Contact with THP
Benin 1	EC	7	5	1	1	2	Ind	0	2	2	0	\$393.28	2	Weekly	Depends
Benin 2	EC	2	2	2	2	1	Ind	2	0	0	0	\$101.43	4	Daily	Depends
Benin 3	EC	6	8	3	2	5	Ind	0	1	1	2		1	Monthly	Monthly
Benin 4	EC	5	6	2	0	7	Comm	2	0	4	6	\$338.10	3		Depends
Benin 5	EC	5	8	3	1	9	Comm	3	1	1	1		2	Monthly	Monthly
Benin 6	EC	1	4	1		9	Comm	3	0	1	1	\$1,345.96	0	Bi-Yearly	Monthly
Benin 7	EC	3	9	1	1		Comm	8	1	1	0		2	Weekly	
Benin 8	EC	6	9	3	4	8	Comm	3	3	3	0	\$1,642.19	2	Monthly	Weekly
Burkina Fuso 1	EC	5	2	1	1	12	Comm	3	1	2	0	\$1,610	0	Bi-Yearly	Bi-Yearly
Burkina Fuso 2	EC	4	2	1	1	4	Comm	3	0	1	0	\$1,658.29	0	Monthly	Bi-Yearly
Burkina Fuso 3	EC	1	2	1	1	3	Comm	3	0	1	0		0		
Ethiopia 1	EC	1	5	1		10	IndComm	3	3	1	3	\$175	0	Monthly	Daily
Ethiopia 2	EC	1	5	1		10	IndComm	3	3	1	3	\$175	0	Monthly	Daily
Ethiopia 3	EC	1	5	1		10	IndComm	3	3	1	3	\$175	0	Monthly	Daily
Ethiopia 4	EC	1	5	1		10	IndComm	3	3	1	3	\$175	0	Monthly	Daily
Ethiopia 5	EC	1	5	1		10	IndComm	3	3	1	3	\$175	0	Monthly	Daily
Ethiopia 6	EC	1	5	1		10	IndComm	3	3	2	3	\$175	0	Monthly	Daily
Ethiopia 7	EC	1	5	1		10	IndComm	3	3	2	3	\$175	0	Monthly	Daily
Ethiopia 8	EC	1	5	1		10	IndComm	3	3	2	3	\$175	0	Monthly	Daily
Ethiopia 9	EC	1	5	1		10	IndComm	3	3	2	3	\$175	0	Monthly	Daily
Ethiopia 10	EC	1	5	1		10	IndComm	3	3	2	2	\$1,000	0	Monthly	Daily
Ethiopia 11	EC	1	5	1		10	IndComm	3	3	2	2	\$2,000	0	Monthly	Daily
Ghana 1	EC	2	11	1	1	6	Comm	5	3	1	1	\$600	4	Daily	Weekly
Ghana 2	EC	2	11	1	1	3	Comm	3	3	1	1	\$350.00	4	Daily	Weekly
Ghana 3	EC	1	8	1	1	3	Comm	4	3	1	1	\$500	4	Daily	Weekly
Ghana 4	EC	2	2	1	1	7	Comm	4	2	1	1	\$250.00	4	Daily	Monthly
Ghana 5	EC	2	11	1	1	7	Comm	5	2	1	2	\$200.00	4	Daily	Weekly
Ghana 6	EC	2	11	1	1	7	Comm	5	2	1	1	\$250.00	4	Daily	Monthly
Ghana 7	EC	2	9	1	1	5	Comm	4	4	1	1	\$1,562.23	3	Monthly	Weekly
Malawi 1	EC	3	1	1	1	14	Comm	1	0	1	1		0	Daily	Weekly
Mozambique 1	EC	7	6	1	1		Comm	3	0	2	5	\$1,000.00	0	Daily	Daily
Mozambique 2	EC	10	7	1	1		Comm	6	0	2	4		3	Daily	Daily
Mozambique 3	EC	7	6	1	1		Comm	0	0	0	3		0	Weekly	Weekly
Mozambique 4	EC	10	2	1	1		Comm	0	0	0	2		1	Depends	Daily
Mozambique 5	EC	8	4	1	1		Comm	2	0	0	3	\$25	0	Weekly	Weekly
Senegal 1	EC	1	3	1	1	10	Comm	3	1	3	2	\$ 2,203.75	3	Weekly	Monthly
Senegal 2	EC	2	2	1	1	14	Comm	3	0	3	3	\$241.50	0	Monthly	Monthly
Senegal 3	EC	1	1	2	1	5	Comm	2	3	1	1	\$ 384.66	0	Bi-Yearly	Bi-Yearly
Senegal 4	EC	8	4	2	1	7	Comm	2	0	3	3	\$ 130.95	1	Bi-Yearly	Bi-Yearly
Uganda 1	EC	2	2	1		Community Volunteers	Comm	3	1	0	1	\$400	0	Daily	Weekly
Uganda 2	EC	2	1	2	2		Comm	2	0	0	1	\$1,180	0	Weekly	Weekly
Uganda 3	EC	7	1	1	1		Comm	3	0	1	0	\$1,200	0	Monthly	Weekly
Uganda 4	EC	1	1	1	1		Comm	3	0	2	0	\$0	0	Daily	Weekly
Uganda 5	EC	1	2	2	2	9	Comm	4	0	3	1	\$176	0	Often	Often
Uganda 6	EC	11	3	1	1	7	Comm	4	0	0	1	\$123	0	Monthly	Weekly
Uganda 7	EC	8	4	1	1	3	Comm	5	2	1	0	\$556.34	0	Monthly	Monthly
Uganda 8	EC	6	3	1	1	5	Comm	3	1	0	1	\$278.17	0	Daily	Monthly
Uganda 9	EC	2	3	1	1	5	Comm	4	0	1	0	\$360.09	0	Daily	Monthly
Uganda 10	EC	7	4	1	0	5	Comm	4	0	3	3	\$874.89	0	Daily	Monthly
Uganda 11	EC	4	3	1	1	5	Comm	3	0	1	1	\$250.05	0	Daily	Monthly

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

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### Appendix I

#### Frequencies

[DataSet2] C:\Users\jcalamari\Documents\Jackie-SFSS-File-Ver-1.sav

##### Statistics

Governance Structure

N	Valid	50
	Missing	0

Governance Structure					
		Frequency	Percent	Valid Percent	Cumulative Percent
▶	Valid				
	Comm	36	72.0	72.0	72.0
	Ind	3	6.0	6.0	78.0
	Ind/Comm	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

#### ▶ Frequencies

##### Statistics

Contact with Stakeholders

N	Valid	50
	Missing	0

Contact with Stakeholders						
		Frequency	Percent	Valid Percent	Cumulative Percent	
▶	Valid					
	Bi-Yearly	2	4.0	4.0	4.0	
	Daily	4	8.0	8.0	12.0	
	Depends	16	32.0	32.0	44.0	
	Monthly	1	2.0	2.0	46.0	
	Often	20	40.0	40.0	86.0	
	Weekly	1	2.0	2.0	88.0	
		Weekly	6	12.0	12.0	100.0
		Total	50	100.0	100.0	

# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### → Frequencies

#### Statistics

Contact with THP

N	Valid	50
	Missing	0

#### Contact with THP

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2	4.0	4.0	4.0
Bi-Yearly	4	8.0	8.0	12.0
Daily	14	28.0	28.0	40.0
Depends	3	6.0	6.0	46.0
Monthly	12	24.0	24.0	70.0
Often	1	2.0	2.0	72.0
Weekly	14	28.0	28.0	100.0
Total	50	100.0	100.0	

## Appendix J

\*Output1 [Document2] - IBM SPSS Statistics Viewer

File Edit View Data Transform Insert Format Analyze Graphs Utilities Add-ons Window Help

	Inception	THP Capacity Building	SEED Capital Methods	Giver	SE Workers	GovStructure2	Established Roles	Existing Partners	Business Sector	Risk Mgt	ContactStakeH2	ContactTHP2	Annual Profit	Social Sector
Inception	Pearson Correlation Sig. (2-tailed) N	1 .032 50	.131 .364 50	-.069 .680 50	-.308 .053 40	.359 .010 50	-.158 .274 50	-.492 <sup>*</sup> .000 50	-.077 .595 50	-.037 .800 50	-.048 .749 47	.156 .306 45	.038 .809 42	.220 .179 39
THP Capacity Building	Pearson Correlation Sig. (2-tailed) N	-.032 .823 50	1 .435 50	.113 .615 50	-.163 .315 38	-.052 .718 50	.349 <sup>*</sup> .013 50	.483 <sup>*</sup> .000 50	.061 .674 50	.604 <sup>*</sup> .000 50	-.173 .245 47	-.226 .136 45	-.012 .940 42	.041 .804 39
SEED Capital Methods	Pearson Correlation Sig. (2-tailed) N	.131 .364 50	.113 .435 50	1 .680 50	-.069 .000 38	-.116 .476 40	.029 .841 50	-.277 .052 50	-.096 .509 50	.178 .215 50	.133 .357 50	.261 .077 47	.310 .038 45	.079 .620 42
Giver	Pearson Correlation Sig. (2-tailed) N	-.069 .680 38	.084 .615 38	.590 <sup>**</sup> .000 38	1 .899 28	-.265 .122 38	-.117 .483 38	.189 .255 38	-.024 .888 38	.031 .853 35	.225 .193 33	-.095 .597 33	.226 .231 30	-.447 <sup>*</sup> .020 27
SE Workers	Pearson Correlation Sig. (2-tailed) N	-.308 .053 40	-.163 .315 40	-.116 .476 40	.025 .899 28	1 .148 40	-.232 .771 40	-.048 .480 40	.120 .339 40	-.421 <sup>*</sup> .007 40	.409 .011 38	-.377 <sup>*</sup> .024 36	.089 .832 36	.340 .057 32
GovStructure2	Pearson Correlation Sig. (2-tailed) N	.359 .010 50	-.052 .718 50	.029 .841 50	-.255 .122 40	-.233 .148 40	1 .078 50	.251 .000 50	-.548 <sup>**</sup> .757 50	-.045 .119 50	.223 .027 47	-.323 <sup>*</sup> .000 45	.618 <sup>**</sup> .150 42	-.313 .053 39
Established Roles	Pearson Correlation Sig. (2-tailed) N	-.158 .274 50	.349 .013 50	-.277 .052 40	-.117 .483 38	-.048 .771 40	.251 .078 50	1 .304 50	.148 .576 50	.081 .046 50	.284 .045 47	-.225 .129 45	.026 .866 45	-.132 .425 39
Existing Partners	Pearson Correlation Sig. (2-tailed) N	-.492 <sup>*</sup> .000 50	.483 <sup>*</sup> .000 50	-.096 .680 50	.189 .000 38	.120 .480 40	-.548 <sup>**</sup> .000 50	1 .304 50	.033 .818 50	.178 .215 50	.245 .098 47	-.423 <sup>*</sup> .004 45	-.021 .896 42	-.102 .535 39
Business Sector	Pearson Correlation Sig. (2-tailed) N	-.077 .595 50	.061 .674 50	.031 .215 38	.225 .888 40	-.045 .339 40	-.045 .480 50	.081 .339 50	1 .818 50	.032 .827 50	.249 .092 47	.094 .537 45	.204 .195 42	.516 <sup>**</sup> .001 38
Risk Mgt	Pearson Correlation Sig. (2-tailed) N	-.037 .800 50	.604 <sup>*</sup> .000 50	.133 .357 50	.031 .853 38	-.421 <sup>**</sup> .007 40	.223 .119 50	-.204 <sup>*</sup> .046 50	.178 .215 50	1 .827 50	.481 <sup>**</sup> .001 47	.104 .499 45	.011 .944 42	-.197 .230 39
ContactStakeH2	Pearson Correlation Sig. (2-tailed) N	-.048 .749 47	-.173 .245 47	.261 .077 47	.225 .193 35	.409 <sup>*</sup> .011 38	-.323 <sup>*</sup> .027 47	-.225 .129 47	.245 .098 47	1 .818 47	.481 <sup>**</sup> .001 47	.078 .612 44	.216 .175 41	.161 .372 37
ContactTHP2	Pearson Correlation Sig. (2-tailed) N	.156 .306 45	-.226 .136 45	.210 .038 45	-.095 .597 33	-.377 <sup>*</sup> .024 36	.618 <sup>**</sup> .000 45	-.423 <sup>*</sup> .866 45	.094 .537 45	.104 .499 45	.079 .612 44	1 .238 45	.193 .339 45	-.508 <sup>**</sup> .001 38
Annual Profit	Pearson Correlation Sig. (2-tailed) N	.039 .809 42	-.012 .940 42	.079 .620 42	.226 .231 38	.083 .632 42	.226 .150 42	-.008 .962 42	-.021 .896 42	.204 .195 42	.011 .944 42	.216 .175 41	.193 .238 39	-.150 .381 33
Social Sector	Pearson Correlation Sig. (2-tailed) N	.220 .179 39	.041 .694 39	.064 .447 <sup>*</sup> 39	.020 .057 27	.340 .057 32	-.313 .425 39	-.132 .535 39	-.102 .535 39	.516 <sup>**</sup> .001 39	-.197 .230 37	.161 .372 37	-.508 <sup>**</sup> .001 38	1 .381 39

\*. Correlation is significant at the 0.05 level (2-tailed).

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# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

### Appendix K

#### Frequencies

#### Statistics

Annual Profit

N	Valid	42
	Missing	8
Mean		589.89
Median		308.14
Std. Deviation		597.237
Range		2210
Minimum		0
Maximum		2210

Annual Profit

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	2.0	2.4	2.4
	25	1	2.0	4.8
	101	1	2.0	7.1
	123	1	2.0	9.5
	131	1	2.0	11.9
	175	9	18.0	33.3
	176	1	2.0	35.7
	200	1	2.0	38.1
	242	1	2.0	40.5
	250	3	6.0	47.6
	278	1	2.0	50.0
	338	1	2.0	52.4
	350	1	2.0	54.8
	360	1	2.0	57.1
	385	1	2.0	59.5
	399	1	2.0	61.9
	400	1	2.0	64.3
	500	1	2.0	66.7
	556	1	2.0	69.0
	600	1	2.0	71.4
	875	1	2.0	73.8
	1000	2	4.0	78.6
	1180	1	2.0	81.0
	1200	1	2.0	83.3
	1346	1	2.0	85.7
	1562	1	2.0	88.1
	1610	1	2.0	90.5
	1642	1	2.0	92.9
	1658	1	2.0	95.2
	2000	1	2.0	97.6
	2210	1	2.0	100.0
Total	42	84.0	100.0	
Missing	System	8	16.0	
Total		50	100.0	

# Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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## Frequencies

### Statistics

Social Sector		
N	Valid	39
	Missing	11
Mean		2.18
Median		2.00
Std. Deviation		1.233
Range		5
Minimum		1
Maximum		6

### Social Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	16	32.0	41.0	41.0
	2	6	12.0	15.4	56.4
	3	14	28.0	35.9	92.3
	4	1	2.0	2.6	94.9
	5	1	2.0	2.6	97.4
	6	1	2.0	2.6	100.0
Total		39	78.0	100.0	
Missing	System	11	22.0		
Total		50	100.0		





# Documenting Social Enterprises: A Wider Look into Best Practices

## Senior Capstone Project for Jacqueline Calamari

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### Appendix L

#### Statistics

JoinedLevel

N	Valid	50
	Missing	1
Mode		3.00
Range		6.00
Minimum		.00
Maximum		6.00

#### JoinedLevel

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	.00	2	3.9	4.0	4.0
	1.00	6	11.8	12.0	16.0
	2.00	10	19.6	20.0	36.0
	3.00	23	45.1	46.0	82.0
	4.00	6	11.8	12.0	94.0
	5.00	2	3.9	4.0	98.0
	6.00	1	2.0	2.0	100.0
Total		50	98.0	100.0	
Missing	System	1	2.0		
Total		51	100.0		

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Appendix M

#### **Benin**

<b>Level</b>	<b>Count</b>
0	1
1	3
2	1
3	1
4	1
5	1

#### **Burkina Faso**

<b>Level</b>	<b>Count</b>
0	1
3	2

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Ethiopia

Level	Count
3	9
4	2

### Ghana

Level	Count
2	3
3	3
4	1

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Malawi

Level	Count
1	1

### Mozambique

Level	Count
1	1
2	1
3	2
6	1

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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### Senegal

Level	Count
3	3
4	1

### Uganda

Level	Count
1	1
2	5
3	3
4	1
5	1

## Documenting Social Enterprises: A Wider Look into Best Practices

*Senior Capstone Project for Jacqueline Calamari*

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