

# **The social role of small enterprises in Senegal: the case of the PASPED Program**

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## **Acknowledgements**

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## **Executive summary**

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- *PASPED Component 1* consists in a **financial support in favor micro, small and medium enterprises** (MSME) in Senegal, **including the obligation for the firms receiving the grant to donate 20% of the total amount in solidarity activities**, mainly consisting in distribution of staple food and other basic products to people facing problems of malnutrition, exacerbated by the COVID19 crisis.
- The study is based on original empirical evidence collected in **two regions** among the 6 in which the PASPED program has been implemented, selected by AICS because representative of different realities: the region of **Dakar**, the capital, characterized by the highest rate of urbanization in the country and the region of **Diourbel**, mainly rural, with a higher level of poverty with respect to the Dakar region.
- The evidence was collected in two subsequent steps. In the first phase, 20 firms answered a semi-structured **questionnaire**. In the second phase, there were extended **meetings with 6 firms and several beneficiaries of the solidarity activities** to collect additional, complementary qualitative evidence.
- **Two different types of solidarity activities** were implemented in the PASPED project.
- The ***production solidaire*** is the obligation of donating firms' own products (i.e., staple food and other soap) or services (i.e., medical visits in the case of a medical office), for the equivalent of 20% of the grant received, to different categories of people in need. The donated products were valued at the market price and therefore the obligation consisted in a guaranteed purchase for the grant recipients, distributed to the local community. The ***action solidaire*** consists in the possibility to buy food or other basic products as donation.
- 63% of the grant recipients have implemented *productions solidaires*, 20% *actions solidaires* and 17% a mix of them, which happened when the firms did not have enough own production at the time of the donation. The possibility of **time misalignment between donations and the production cycles** needs to be accounted to maximize the opportunity of implementing *productions solidaires*.
- The ***production solidaire*** has a double consequence: a **solidarity effect** addressing problems of malnutrition and food shortage, which during the COVID crisis have particularly hit some vulnerable segments of the population; an **economic effect** because it guarantees a sale equal to

20% of the grant to the recipient firms and moreover can **open new markets and create new commercial links with potential customers.**

- All the firms are **strongly embedded in their local communities**, whose needs are mainly identified with the support of religious and traditional leaders.
- The **beneficiaries** of the donations are mainly people in financial need, disabled, koranic schools, primary schools, nurseries, and orphanages with personal pre-existing contacts with the owner and/or her collaborators.
- The donations undertaken within the PASPED are not isolated in initiatives. All the respondents to the questionnaire have confirmed to be involved and have been **involved in the past in solidarity activities in favor of their local communities**. Beyond food donations, there are solidarity activities consisting in financial aid in favor of employees, financial sustain of infrastructural works for instance in schools and provision of medical care.
- All the firms interviewed with the questionnaire have the intention to undertake more solidarity activities in the future. The most **common motivations** are a) to contribute to the social development of the local community and b) to increase their visibility and improve reputation.
- The activities indicated as the most likely to be implemented are a) donations of staple food or other basic products; b) financial support to local educational projects; c) financial support to local community projects mainly in favor of young people and women; d) social projects in favor of company's employees.
- All the firms have expressed their **general appreciation for the inclusion in the PASPED program of a social component**. For the totality of the respondents, this has been an opportunity to scale previous activities in favor of the local communities. Besides, for some of the respondents the participation in the PASPED has also represented an opportunity to increase awareness about their role as social actors introducing and sustaining positive changes in the local communities in which they are embedded. Some of the respondents have also expressed their hope for further involvement of the international donors in their social activities.
- To conclude we can stress three main facts. The first feature is the **introduction of a solidarity obligation** in a project aimed at supporting MSMEs facing several economic challenges during the recent pandemic crisis. The second feature is the **strong embeddedness of MSMEs in their local**

**communities.** The third feature is the **dominant role of the personal relationships of the owner and her/his collaborators.**

- The donors should be more aware about the social role played by MSMEs in their local community, they can leverage existing relationships between the private sector and the local stakeholders and play a role in scaling up and making more transparent and more organized what MSMEs regularly undertake to sustain the communities in which they are embedded. The private sector should also be more aware about the potential economic impact of solidarity activities. A better knowledge of the economic benefits, in addition to the social effects, will help to strengthen the social culture of the private actors, with more involvement and more coordination among different private actors and local stakeholders.

## 1. Introduction

Small enterprises are recognized to contribute significantly to job creation and poverty alleviation in developing countries, given their labor-intensive production processes and significant employment growth rates (de Kok et al, 2013). They are considered as important backbones of economic growth, thanks to the generated employment, the nurturing of young entrepreneurial talent as well as the building up of productive capacities, fostering the competitiveness and innovativeness of the economic systems (Jamali et al., 2009; UNIDO, 2002). While the economic role played by small enterprises has been widely investigated in the literature, as stressed by Jamali et al (2017) their role and potential contribution in relation to social development is not yet sufficiently investigated. This understanding is even more important in developing countries, given that the enterprise structure and the characteristic features of small enterprises are likely to exhibit very specific orientations with respect to basic social functions (de Kok et al., 2013; Demuijnck & Ngnodjom, 2013).

There is a stream of literature focusing on small business social responsibility, defined as those activities of small enterprises that result in positive social changes, which mainly concentrates on developed countries. Soundararajan et al. (2018) provides a useful review provided of the main contributions.

With a focus on the developing world, in their editorial introduction of a Special Issue published in *Business & Society*, Jamali et al. (2017) point out some of the specificities of the social role of small enterprises, which is worth summarizing here. First, there is a key strong role of owners, who play a direct role in imprinting their personal ideology and views building relationships with certain actors that are in line with their personal philosophies, values, and aspirations (Jamali et al., 2009). Second, small enterprises are strongly rooted in their communities, and generally very close to their employees and the local community in which they are embedded (Demuijnck & Ngnodjom, 2013). Third, small enterprises exhibit important characteristics that are favorable to an active social role but are constrained in relation to external communication and reporting of what they do in the social domain. Rather than a formalization of the social activities, the evidence shows that small firms tend to accumulate social capital based on intangible assets such as reputation, trust, and legitimacy, across different spheres of society (Jamali et al., 2011).

In this report, based on novel empirical evidence, we aim at contributing to enhance the knowledge about the nature and the effects of the social activities of small enterprises in a Sub-Saharan

developing country, namely Senegal. The evidence has been collected with a semi-structured questionnaire and, open, qualitative interviews to a sample of firms, recipient of a supporting grant in the framework of a project, named PLASEPRI PASPED<sup>1</sup>, managed by the Italian Agency of Cooperation and Development (*Agenzia Italiana per la Cooperazione e lo Sviluppo*, hereafter AICS).

One of the components of PASPED consisted in grants to small enterprises in 6 regions of Senegal during the COVID crisis, including the obligation for the recipients to donate the equivalent of 20% of the financial support received to different social entities. These solidarity activities (named in French *actions solidaires*) have mainly consisted in distributing food staples or other basic products (e.g., soaps, sanitary masks), in some cases produced by the same companies (in this case *production solidaire*) to people in need, generally in the same localities where the firms are based.

In this report, we present the evidence collected with a firm level survey and during a field work in two of the regions, Dakar and Diourbel, during the month of November 2022. The report is organized as follows. In Section 2, we briefly provide some basic information about PASPED, and the solidarity activities undertaken by the recipients of the grants. Then in Section 3, we illustrate the methodology of the study. Section 4 presents the evidence collected with a focus on the solidarity activities undertaken within the PASPED, as well as similar activities in favor of the local communities, regularly undertaken by the firms involved in the project. The beneficiaries of the solidarity activities are also investigated. Section 6 concludes with final considerations and recommendations for future interventions in the field of social activities of small enterprises.

## **2. The PASPED program and its component of financial assistance to small enterprises**

The PASPED program is funded by the European Union in the framework of the *Fond fiduciaire d'urgence en faveur de la stabilité et de la lutte contre les causes profondes de la migration irrégulière et du phénomène des personnes déplacées en Afrique* and managed by AICS Sénégal. At the beginning of 2020 with the explosion of the COVID pandemic, AICS developed an action plan to

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<sup>1</sup> PLASEPRI is the acronym for Plateforme d'Appui au Secteur Privé et à la Valorisation de la Diaspora Sénégalaise. PASPED is the acronym for *Projet de contraste à la migration illégale à travers l'appui au secteur privé et à la création d'emplois au Sénégal*. Hereafter we will use PASPED to indicate the project.

address the economic crisis faced by micro, small and medium enterprises (MSME) in Senegal. The program is articulated in three components:

- *Component 1* consists in a financial support in favor of MSMEs including the obligation for the firms receiving the grant to donate 20% of the total amount in solidarity activities, mainly consisting in distributing food staples to people facing problems of malnutrition due to the health crisis.
- *Component 2* consists in providing technical assistance to the companies involved in the first and third components.
- *Component 3* consists in funding 1,200 internships of young people in more than 500 local firms.

In this study we focus on the first component and within it on the solidarity activities. In what follows we provide further details about *Component 1*.

### **2.1. The PASPED Component 1**

The total amount of the *Component 1* of PASPED is more than 3 million € distributed as grants to MSMEs in two subsequent periods: in 2020 2 million € in support of 135 firms in 6 regions of Senegal and in 2021 1,2 million € to sustain 60 firms in 5 regions (AICS, 2021). Due to the exceptionality of the pandemic crisis, one of the peculiarities of the program was to rapidly identify the potential beneficiaries of the grants because there was not enough time to select them through an open call. Therefore, a committee involving 11 members from different institutions such as NGOs, other international donors and the EU selected the beneficiaries within a list of enterprises already supported and involved in previous projects, funded by several donors.

An important feature of the PASPED project is the effort to offer a financial sustain to a variety of firms widely distributed from a territorial point of view. The adopted approach in the selection of firms and the follow up of the activities undertaken with the grants have been facilitated by the collaboration with CAPERSAS (*Centre d'appui à la promotion de l'entrepreneuriat rural*), a social enterprise based in Senegal, specialized in providing services to micro and small firms with a wide, strongly locally embedded network of consultants, which has supported AICS in the implementation of PASPED, maintaining regular, direct contacts with the beneficiaries of the grants.

As shown in Table 2.1, the region with the largest share of enterprises receiving grants is Saint-Louis in the northern part of the country (27% of the total number of firms supported by PASPED

*Component 1*), followed by the region of Dakar, the capital (22%). In the region of Thiès there are 16% of the beneficiaries, 15% are in the region of Kaolack, 13% in Louga region and finally only 7% in the region of Diourbel, which was excluded in the second period.<sup>2</sup> Considering the industries of specialization, in the first phase of the project the grants were reserved to MSMEs in the agricultural, agro-industry and health sectors. Table 2.1 shows that 40% of the beneficiaries are indeed specialized in agriculture, 32% in agro-industry and 19% in breeding.

**Table 2.1 Firms receiving the PASEP grants by industry and regions: # and (%)**

Sector of activity	Dakar	Diourbel	Kaolack	Louga	Saint-Louis	Thiès	Total
Agriculture	7	10	12	12	29	9	79 (40)
Breeding	5	2	6	10	5	9	37 (19)
Agro-industry	20	1	12	4	16	11	64 (32)
Seafood products	2	-	-	-	3	-	5 (3)
Education	3	-	-	-	-	2	5 (3)
Healthcare	5	-	-	-	-	-	5 (3)
<b>Total</b>	<b>42 (22)</b>	<b>13 (7)</b>	<b>30 (15)</b>	<b>26 (13)</b>	<b>53 (27)</b>	<b>31 (15)</b>	<b>195 (100)</b>

Source: PLASEPRI PASEP (2022)

Table 2.2 shows the distribution of the total amount of Euros distribute by *Component 1* of PASEP among the 6 regions of intervention, confirming that the two regions receiving the largest amount of grants are Saint-Louis and Dakar.

**Table 2.2 Total amount of € distributed by PASEP Component 1 by region**

Region	Grants (#)	Total amount (EUR)	Total amount %
Dakar	42	854.060	26.0
Diourbel	13	147.906	4.0
Kaolack	30	383.515	12.0
Louga	26	328.701	10.0
Saint-Louis	53	1.070.220	33.0
Thiès	31	482.242	15.0
<b>Total</b>	<b>195</b>	<b>3.266.644</b>	<b>100.0</b>

Source: AICS (2021)

To receive the grants, the firms had to present a project explaining in detail how the money received would have been used. The project committee approved each project and CAPERSAS supervised the implementation in each of the firms receiving the grant. Due to the pandemic crisis and its negative economic impact on the country, in many cases the grant was invested in working capital to continue production, to maintain or limit the reduction of employment and to pay suppliers in a moment in

<sup>2</sup> A map with the regions of Senegal is included in the Appendix (Fig. A.1).



which for several different reasons there was a strong contraction in the market. This is for instance the case of an enterprise based in Dakar and specialized in the production of smoked fish, mainly sold to restaurants and hotels. During the COVID crisis, the touristic industry completely stopped and therefore this firm saw a severe reduction of sales but thanks to the financial sustain received by the PASPED, it was able to maintain open its production plant and survive until the end of the most severe restrictions to tourists' circulation. In some cases, the grant was also invested in new projects, as in the case of another firm based in Dakar producing infant flour, which has utilized part of the grant to buy a piece of land in the rural area close to the capital, where there is a plan to build a new production plant for expanding the firm's activity.

In the next section, we concentrate on the solidarity activities undertaken by the firms receiving the PASPED grants.

## **2.2. The solidarity activities in PASPED Component 1**

The financial sustain distributed in *PASPED Component 1* is divided in three parts: 1) 60% of the grant to fund working capital or any other expenditures in capital investments based, on the projects presented by the beneficiaries and approved by the project committee; 2) 20% for funding solidarity activities and 3) 20% as a final bonus when parts 1 and 2 have been successfully completed, based on the monitoring undertaken by CAPERSAS.

Therefore, the commitment to spend 20% of the grant in solidarity activities is an obligation for all the beneficiaries. There are two different types of solidarity activities: 1) the *production solidaire* and 2) the *action solidaire*.

In the first phase of the project when all the beneficiaries were firms in the agricultural or agro-industry the solidarity contribution was planned as *production solidaire*. This consists in the obligation of donating firms' own products or services (i.e., medical visits in the case of a medical office), for the equivalent of 20% of the grant received, to different categories of people in need. The donated products were valued at the market price and therefore the obligation consisted in a guaranteed purchase for the grant recipients, distributed to the local community (more details about the beneficiaries are discussed in Section 4.1). Therefore, the *production solidaire* has a double consequence:

- a **solidarity effect** addressing problems of malnutrition and food shortage, which during the COVID crisis have particularly hit some vulnerable segments of the population;

- an **economic effect** because it guarantees a sale equal to 20% of the grant to the recipient firms.

In the second phase of the project, the possibility to buy food or other basic products with the broader definition of *action solidaire*. Therefore, in this case there is clearly the solidarity effect, but this does not involve a further financial sustain to the firms receiving the grant. Although, also in case of the *action solidaire*, as it will be explained in Section 4.1, there are sometimes positive spillover emerging in terms for instance, of new buyers reached, thanks to relations built with the actors involved in the solidarity activities.

Table 2.3 presents the information about the solidarity activities undertaken within the PASPED: 63% of the grant recipients have implemented *productions solidaires*, 20% *actions solidaires* and 17% a mix of them, which happened when the firms did not have enough own production at the time of the donation.

In the rest of this report, we will investigate the solidarity activities undertaken within the PASPED in some details based on the evidence specifically collected on a sample of firms in two regions: Dakar and Diourbel. After presenting the methodology followed in the empirical analysis, the main findings are discussed.

**Table 2.3 Production & Action Solidaire: # and (%) \***

	Firms	Production Solidaire	Action Solidaire	Production & Action Solidaire
Dakar	38 (100)	22 (58)	16 (42)	0 (0)
Diourbel	13 (100)	5 (38)	5 (38)	3 (23)
Kaolack	30 (100)	21 (70)	2 (7)	7 (23)
Saint-Louis	49(100)	37 (76)	5 (10)	7 (14)
Thiès & Louga	54 (100)	31 (57)	8 (15)	15 (28)
<b>Total</b>	<b>184 (100)</b>	<b>116 (63)</b>	<b>36 (20)</b>	<b>32 (17)</b>

\*Information is available on 184 firms over a total of 195 receiving grants from PASPED

### 3. The methodology of the empirical analysis

The aim of the empirical analysis is to investigate how the solidarity actions were undertaken within the framework of PASPED, how the beneficiaries were identified and whether the recipients of the PASPED grants were previously engaged in similar solidarity activities and more in general, what is their social role within the local communities.

The collection of the original empirical evidence focuses on two regions among the 6 in which the PASPED program has been implemented, selected by AICS because representative of different realities:

- the region of Dakar, the capital, characterized by the highest rate of urbanization in the country;
- the region of Diourbel, mainly rural, with a higher level of poverty with respect to the Dakar region (ANSD, 2016).

The evidence has been collected in two subsequent steps. In the first phase, AICS in collaboration with CAPERSAS identified 20 firms which received the PASPED grant: 10 in the Dakar region and 10 in the Diourbel one. The 20 identified firms were contacted and visited by CAPERSAS' staff to answer a **semi structured questionnaire** (included in the Appendix). In the questionnaire there are questions concerning a) the solidarity activities undertaken within the PASPED, b) other solidarity activities outside the PASPED; c) the connections with local actors; d) the perception of the social role of the firms within the local community; e) some open considerations about the motivations for undertaking solidarity activities as well as plans in this domain. Table 3.1 presents the list of the respondents to the questionnaire in the two regions and their industry of specialization.

**Table 3.1 Respondents to the questionnaire\***

DIOUR1	Agro-industry
DIOUR2	Agriculture
DIOUR3	Agri-food
DIOUR4	Agriculture and Agro-industry
DIOUR5	Agriculture
DIOUR6	Agriculture
DIOUR7	Agriculture
DIOUR8	Agriculture
DIOUR9	Agriculture
DIOUR10	Agriculture
DKR1	Agro-industry
DKR2	Agriculture/Breeding/Agro-industry
DKR3	Agro-industry
DKR4	Agriculture/Agro-industry
DKR5	Healthcare
DKR6	Seafood products
DKR7	Agro-industry
DKR8	Agro-industry
DKR9	Agriculture
DKR10	Architecture and interior design

\*The names of the respondents are anonymized for privacy protection. The respondents interviewed during the field work are in dark blues (also in the subsequent tables).

The analysis of the answers to the questionnaire, which was administered during the first half November 2022, has allowed the identification of a series of open questions addressed during the field work in the second half of November. In the field work, there were **extended meetings** with 6 firms (3 in the Dakar region and 3 in Diourbel), selected by AICS in collaboration with CAPERSAS, among the 20 respondents to the questionnaire. In addition to the grant recipients several beneficiaries of the solidarity activities were also interviewed to collect their opinion with respect to these activities in the PASPED framework and beyond it as well as their more general view about the social role played by small enterprises in the local context.<sup>3</sup>

When possible, the interviews were in French or alternatively in Wolof with the French translation provided by CAPERSAS' staff. They took place at the premises of the enterprises and last 90' or more. The recipients of the solidarity activities were interviewed at the same premises or in some cases, their own offices were visited.

In what follows, we discuss the original evidence collected, complementing the results of the questionnaire with the rich qualitative information emerged during the field work.

## 4. The social role of small enterprises: the PASPED experience

This section presents the main findings of the survey undertaken on a sample of 20 firms, recipients of the PASPED grant, in two regions among the 6 in which the project was implemented. This information is complemented by qualitative evidence collected during the field work. The section is organized as follows. First, we investigate the solidarity activities undertaken within the PASPED, also considering the different beneficiaries. Second, we provide evidence about other activities undertaken by the interviewed firms within the social domain to investigate their social embeddedness in the local community. Third, we discuss the motivations for undertaking social activities and firms' plans in the social domain.

### 4.1. *The solidarity activities within the PASPED*

#### **Solidarity activities**

The **provision of staple food** is dominant among the firms interviewed with the questionnaire. Cereals such as rice and millet, sugar, oil, peanuts, beans, chickens are among the most common

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<sup>3</sup> A list of the local actors met during the field work is included in the Appendix.

foods in the local diet, chosen as donation by most of the respondents. Among the given products, there are also soaps, disinfectants, face masks and other health products, in needs during the pandemic crisis. Table 4.1 provides information about the different donations offered by the respondents to the questionnaire, and it differentiates between *production* and *action solidaire*. Chart 4.1 presents information about how the decision of what to donate was taken and shows that firms mainly have decided in autonomy or in collaboration with the donor.

**Table 4.1 Solidarity activities and beneficiaries**

Firms	Beneficiaries	Donations	Production solidaire	Action solidaire
DIOUR1	Koranic schools/Local families/Prisoners	Bread	X	
DIOUR2	Local families	Peanuts, Beans		X
DIOUR3	Local families	Cereals		X
DIOUR4	Koranic school/Local families/Disabled	Cereals	X	
DIOUR5	Local families	Cereals/Vegetables	X	X
DIOUR6	Koranic schools/Local families	Cereals		X
DIOUR7	Local families	Cereals		X
DIOUR8	Local families	Peanuts, Beans		X
DIOUR9	Local families	Cereals/Vegetables		X
DIOUR10	Koranic schools/Local families	Cereals/Oil/Sugar		X
DKR1	National Association of Catholique Health Posts/Koranic schools	Infant flour	X	
DKR2	Local families	Chicken/Vegetables/Fruits	X	
DKR3	Primary schools/Koranic schools/Orphanages	Infant flour/Cereals	X	
DKR4	Local families	Food kit (Oil/Rice/Sugar/Vegetables/Soap)		X
DKR5	Hospitals	Facial masks, Sanitary products		X
DKR6	Koranic schools/Local families	Cereals		X
DKR7	Local families	Cereals/Soaps	X	X
DKR8	Orphanages/Local families	Beans/Juices/Fruits	X	
DKR9	Local families	Chicken	X	
DKR10	Nursery schools	Cleaning products/Diapers/Milk/Cereals		X

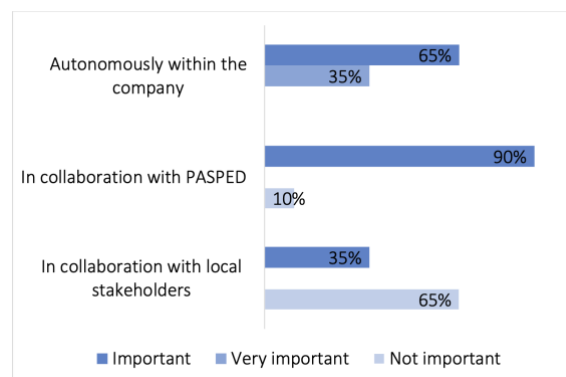
Source: Author's survey

Considering **the distinction between *production* and *action solidaire***, Table 4.1 identifies 7 firms which have donated their own production, 11 which have locally bought the products and two which are classified both in the solidarity production and action. Among the interviews, there are three cases of *production solidaire* in which the given products are directly produced by the companies, valued at the market price, and donated to several beneficiaries. These are two companies which have donated infant flour, and one industrial bakery which has given bread. Therefore, in addition to the grant received these companies could also benefit of a guaranteed purchase, at market prices, of their own production for an amount equal to 20% of the grant.

The *production solidaire* was clearly encouraged in the first phase of the project, although in some cases it was difficult to implement it, particularly in agricultural enterprises, because the timing for the donation was not always compatible with that of the production. Two of the peasant groups

interviewed during the field work have confirmed that at the time planned for the donation they did not have availability of their own production and therefore they had to buy cereals for free distribution. This limitation of the project is explained by the urgency of providing immediate support during the pandemic crisis. Nevertheless, to maximize the economic impact of the solidarity component on the local firms in future interventions it will be important to account for and try to avoid possible time misalignments with the production cycles.

**Chart 4.1 How the content of the solidarity activities was decided?**



Source: Author's survey

### **Economic impact of the solidarity activities**

The case of an enterprise based in Dakar producing infant flour is a good example of possible economic effect deriving from the implementation of the social component of the project. The company has donated its own infant flour to the National Association of Private Catholic Health Post (Association de Postes de Santé Privés Catholiques du Sénégal, APSPCS).<sup>4</sup> The association was already a customer of the company but thanks to the donation, the infant flour was distributed to new health posts, **opening opportunities for future orders**. Evidence about similar positive economic effects has been collected during the field work in the other cases, such as an industrial bakery in Touba<sup>5</sup> which has strengthened the relationships with several religious local authorities thanks to the donation of bread in the framework of the PASEP, with a positive impact on its potential market in the occasion of the frequent religious ceremonies in the area.

Another confirmation about the positive impact of the donations in terms of new market opportunities was also mentioned in the interview with the Conseil Nationale de Développement

<sup>4</sup> More information about this network of 75 health posts in Senegal can be find here: <http://www.anpscs.org>.

<sup>5</sup> Touba is the center of Mouridism, the most prominent Muslim brotherhood in Senegal, and it is the holy city for this order.

de la Malnutrition, which has received contributions from several companies supported by PASPED. The Conseil, a national project to improve infant nutrition and fight against malnutrition, has contributed to establish new contacts between the firms supported by PASPED and some of entities linked with the Conseil and operating in different regions of Senegal, which can become future customers of the companies donating their products.

## **Beneficiaries**

Analyzing the different receivers of the solidarity activities, the results of the questionnaire indicate that most of the donations have been distributed to the local community. The **beneficiaries indicated are mainly people in financial need, disabled, koranic schools<sup>6</sup>, primary schools, nurseries, and orphanages**, as indicated in Table 4.1. Among the respondents, there is only one firm donating infant flour to the National Association of the Catholic Health Posts, therefore not directly giving to beneficiaries in the local community.

In the identification of the beneficiaries, the **existing social networks of firms' owner(s) and staff clearly play a key role**. In the elaboration of the project, there was the attempt to get different stakeholders involved in the process of identification of the beneficiaries, with the objective of going beyond a diffused habit of charitable donations as religious obligations. Nevertheless, based on the qualitative information collected during the field work, traditional and religious local authorities have played a dominant role within the PASPED, because of their importance in managing social relations within the local communities. This also appears in Table 4.2, in which besides the donor, the religious institutions are indicated as important in identifying the beneficiaries by 45% of the respondents. In one of the companies interviewed in Dakar, it was clearly indicated the importance to maintain relationships with different stakeholders reflecting the diverse needs existing in the society. At the same time, the owner of the company stressed that traditional and religious leaders are always very well embedded in the local community and therefore they are a reference point for understanding how to intervene and what social priorities to address.

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<sup>6</sup> In Senegal Koranic schools (*écoles coraniques* in French and *daara* in Wolof) are boarding schools very diffused in the country. Although students are taught to read and write Koranic verses, they rarely master Arabic. The aim of this school is to prepare children to become good Muslims and the main values transmitted are obedience, respect, and submission. Pedagogical strategies often include corporal punishment and begging for food. As tuition in traditional Koranic schools is usually free, and Koranic masters cannot afford to feed all their pupils, Talibes (Koranic students) are often fed by neighbors and by the local community and it is also very common to see Koranic students begging for food (André & Demonsant, 2012).

In the field work, evidence about the process undertaken to identify the beneficiaries of the solidarity activities has been collected. In one of the peasant groups interviewed there is an informal local committee involving different stakeholders such as religious chiefs (locally named *Iman*), the chief of the village, representatives of local associations of specific categories such as young people, and disabled. During the interview, it was explained that the decision about how to distribute the donation in relation with the PASPED grant was taken within this committee and every stakeholder could propose people in need to support. The smooth and highly transparent operation of the distribution system has been underlined by several stakeholders who attended the meeting. A similar system, involving different stakeholders representing different needs, has been described by a company in Dakar with very strong social relationships in the neighborhood where it is located. Also in this case, the transparency of the donations within the PASPED has been underlined by some of the stakeholders attending the meeting.

**Table 4.2 Stakeholders playing an important role in the identification of the beneficiaries**

Stakeholders	
Donor (PASPED)	18 (90%)
Other international donors	2 (10%)
Religious institutions	9 (45%)
Civil society organizations	1 (5%)
Local municipality	5 (25%)
Local schools	2 (10%)
Other local firms	1 (5%)
Business associations	2 (10%)

Source: Author's survey

Differently, in a second peasant group interviewed, the identification of the beneficiaries was delegated to a religious authority within the group itself, who oversaw the collection of the local needs on behalf of the group. In this second case, the distribution system appears as less transparent with the respect to the previous cases.

In several other cases, the donations were given to institutions such as local nurseries, orphanages or, in many cases, koranic schools. In most of cases, the relations with these beneficiaries are previous with the respect to the PASPED and personal. The owner of one of the companies interviewed in Dakar for instance indicated two types of beneficiaries: a) local nursery schools and



orphanages<sup>7</sup> and b) koranic schools with which the owner or its collaborators have pre-existing personal relationships.

#### **4.2. *The solidarity activities beyond the PASPED***

The solidarity activities included as an obligation for the recipients of the PASPED grants are not isolated contributions aimed at addressing social problems in the local communities in which the MSMEs are embedded. **All the respondents to the questionnaire have confirmed to be involved and have been involved in the past in social activities in favor of their local communities.** 85% of the respondents have answered that they regularly, several times a year and every time there is need, undertake solidarity activities and for the remaining 15% this the case at least once a year. During the field work, several respondents underlined that the solidarity activities undertaken during the PASPED have represented an opportunity to scale up activities that they regularly undertake in their communities.

Most of the social activities undertaken are like those described in Section 4.1, therefore donations of staple food or other basic products. Moreover, based on the information collected with the questionnaire and during the field work, other social activities are also common. For example, many firms offer financial aid to people somehow connected with them, facing exceptional circumstances, for instance in case of sickness or death in the family. Financial sustain is also common in favor of the employees or the group members facing unexpected expenditures. For instance, there are **regular donations to employees** aimed at sustaining the extra costs faced in occasion of religious festivities, such as Tabaski, Korité or during the Ramadan. Another form of support is selling products at a discounted price in the local community, as indicated in the questionnaire by one of the peasant groups in Diourbel.

The social activities are not limited to food donations. Both the peasant groups interviewed in the Diourbel region provide **support to the local schools, financing construction works, and regularly buy medicines for the local health posts.** Both in the case of the local school and of the health post, during the interview the group members have emphasized that they know the needs very well because their children go to the same school and when they need medical support, they visit the same health post. Therefore, their donations benefit the local community to which they belong to and improve services that they, or their children, also utilize.

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<sup>7</sup> An example is an orphanage in Mbour, run by an association established by a French couple in 2002.

One of the two groups explained that every year at the end of the harvest season a meeting is organized with all the group members for deciding how much it can be donated to the local community and then in collaboration with the committee involving different local stakeholders (see Section 4.1), they decide who will be the beneficiaries of their donations. During the field work, one of the beneficiaries, the representative of a local association of disabled, confirmed that they regularly meet with the president of the group and other members to discuss and identify who are the people in need to support with the donations.

Another area for social intervention is the **provision of free medical consultations**. For instance, one of the companies interviewed in Dakar is setting up a program to offer free breast cancer checkups to female employees and in general to women in the local village in which the plant is based. On a different matter, the same company occasionally also offers financial support to its suppliers, with the objective to maintain regular market relationship with them and have a control on the quality of the inputs.

Considering the beneficiaries, the questionnaire confirms that **donations take place mainly in the local community**, and they are addressed to people in financial need, disabled, koranic schools, primary schools, nurseries, and orphanages.

Table 4.3 indicates the different stakeholders involved in the identification of the beneficiaries. Religious authorities are indicated as important by 55% of the respondents, followed by firms' association. For instance, this is the case of one of the peasant groups interviewed in Diourbel, which belongs to a federation of 8 groups located in nearby villages. During the interview, it was explained that some of the solidarity activities are decided at the level of this partnership. Another case is the industrial bakery located in Touba, which is part of a local association of bakeries, also undertaking solidarity activities at the collective level.

Finally, it is interesting to notice that in Table 4.3 other international donors are not considered as very important stakeholders. This finding confirms that the solidarity activities are not commonly included in donors' interventions beyond PASPED, as also emerged in the interviews during the field work.

#### **4.3. The social role of MSME in Senegal**

**All the firms interviewed with the questionnaire have the intention to undertake solidarity activities in the future.** The most common motivations are a) **to contribute to the social development of the local community** and b) **to increase visibility and improve reputation**. With

respect to the local community, the respondents indicate as priorities the sustain to people in financial difficulties and the support to initiatives in favor of young people and women. In some cases, there is an explicit reference to the importance of giving back to the local community. This is the case of a peasant group which has indicated in the questionnaire that given that they have the right to cultivate a large portion of local land, they feel the social obligation to give back to those in the local community who are less lucky and for instance, are unable to work because of some disabilities.

**Table 4.3 Stakeholders who are important for deciding and undertaking solidarity activities**

Stakeholders	Important
International donors	5 (25%)
Religious institutions	11 (55%)
Civil society organizations	4 (20%)
Local municipality	4 (20%)
Local schools	5 (25%)
Other local firms	8 (40%)
Business Associations	9 (45%)

Source: Author's survey

The activities indicated as the most likely to be implemented are a) donations of staple food or other basic products; b) financial support to local educational projects; c) financial support to local community projects mainly in favor of young people and women; d) social projects in favor of company's employees. During the field work, one of the firms interviewed has stressed the importance to support women and young people organized in local associations to establish small entrepreneurial activities, facilitating their access to financial resources but also providing training about product transformation and commercialization. Another company producing infant flour would like to set up a project for informing mothers about infant nutrition. The owner of the company believes that well-informed mothers could become an important channel for promoting the diffusion of their own product.

There is a wide, general agreement about the **positive impact on the companies' reputation** (Chart 4.2). One of the firms interviewed in Dakar, which has among its customers Auchan, has indicated that the supermarket chain has recently collected information about their involvement in social activities. This indicates that, although there is not yet a specific policy adopted with respect to social

commitment, awareness about this issue is increasing in Senegal. This has also confirmed by the *Conseil Nationale de Développement de la Malnutrition* which is part of the Scaling Up Nutrition Movement<sup>8</sup> in which there is an involvement of the private sector. In the case of Senegal, the business sector is not yet very active and according to the interviewee giving visibility to what has been done within the PASPED could be an important signal for increasing the social commitment of local firms. In the interview held at the *Conseil Nationale de Développement de la Malnutrition* it was also underlined that it is important to increase the awareness among the local firms of the potential economic impact of the increase in reputation and visibility, gained with donations, in terms of possible new orders and new customers.

This was also underlined by one of the companies located south of Dakar, an area where there is an increasing concentration of industrial activities. During the interview, the owner suggested to establish a network with other local firms to collaborate on social activities in favor of the local community, to strengthen the collective reputation.

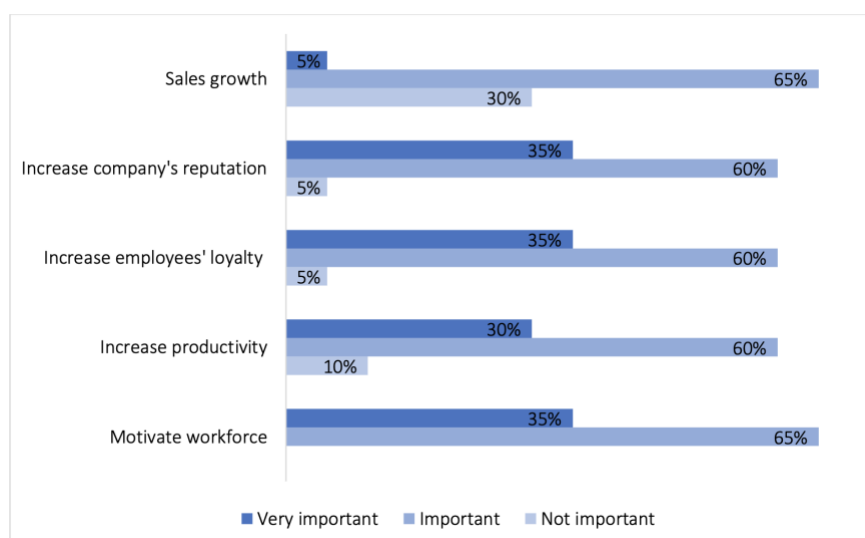
A positive expected impact is also on the motivation and loyalty of the workforce (see Chart 4.2). Many of the companies interviewed have stressed that offering stable occupation and helping their employees on issues related with health problems or children's education is an important contribution to the local community with a positive impact also on the firms' performance.

To conclude, it is worth to report some general considerations collected in the questionnaire. All the firms have expressed their **general appreciation for the inclusion in the PASPED program of a social component**. For the totality of the respondents, this has been an opportunity to scale previous activities in favor of the local communities. Besides, for some of the respondents the participation in the PASPED has also represented an opportunity to increase awareness about their role as social actors introducing and sustaining positive changes in the local communities in which they are embedded. Some of the respondents have also expressed their hope for further involvement of the international donors in their social activities, both because it could provide more financial resources and because it could help them in improving in the efficacy of their social interventions, also thanks to more coordination among the different local stakeholders involved.

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<sup>8</sup> The Scaling up Nutrition Movement was launched in 2010 by the United Nations Secretary-General. Its four SUN Networks – SUN Civil Society Network, SUN Business Network, United Nations Nutrition and SUN Donor Network – are made up of, respectively, more than 4,000 civil society organizations, some 1,400 businesses, 5 UN agencies and a group of international donors and foundations. More information is available here: [scalingupnutrition.org](http://scalingupnutrition.org).

**Chart 4.2 What impact do you expect the *productions/actions solidaires* could have on your company?**



Source: Author's survey

## 5. Conclusions

There is limited knowledge available in the literature about the nature and the effects of the social role played by small enterprises in the developing world. In this study we provide novel original evidence on the topic with a focus on Senegal. The evidence, collected with a semi-structured questionnaire and, open, qualitative interviews to a sample of recipients of supporting grants in the framework of the PASPED project, provides several findings which expand our knowledge about the social role of MSMEs.

The first important feature is the **introduction of a solidarity obligation** in a project aimed at supporting MSMEs facing several economic challenges during the recent pandemic crisis. The requirement to donate the equivalent of 20% of the grant received is novel in aid programs, at least in the local context in which the PASPED project was implemented.

In most of the cases (more than 60% as shown in Table 2.3) the grant recipients have donated their own production (*production solidaire*) with a **dual impact**: a) **at the social level** the donations have mainly contributed to alleviate food insecurity, exacerbated by the COVID19 crisis; b) **at the economic level** there are several positive direct and indirect effects, documented by the empirical evidence collected. The direct effect consists in a guaranteed market for the donated products, paid at the market price. The indirect effects are related with the potential new market opportunities,

opening thanks to relationships built within the donation program and with the accumulation of intangible, social capital such as reputation, legitimacy in the local communities which may also have economic spillover.

To conclude, the introduction of the *production solidaire*, and the efforts made within the PASPED program to favor, when possible, the donations of own products vis-à-vis the *actions solidaires* (i.e., buying products to donate) is one of the fundamental achievements of the interventions. This experience offers useful evidence to share with other donors as well as with actors in the private sector, underlining both the social and economic effects and increasing the awareness about the important, social role that MSMEs can play in the developing world.

In this respect, and with the objective to successfully implement similar experiences in the future, **more attention on the timing of the donations** would be key to overcome one identified limitation in the program implementation. Due to the urgency to address the challenges generated by COVID19, some of the grant recipients were unable to donate their own products. With a better time planning of the donations, accounting for local production picking times, this limitation could be overcome.

The second important feature, confirming the existing literature summarized in the introduction and adding additional evidence in the context of Senegal, is the **strong embeddedness of MSMEs in their local communities**. All the grant recipients interviewed regularly undertake solidarity activities in favor of local beneficiaries. Within the local communities, traditional and religious leaders play a key role as intermediaries to identify the needs of the communities and the potential beneficiaries within them.

In some documented cases, there is an organization, based on informal committees involving different local stakeholders to account for the different social needs emerging in the community. Yet, very little is known about these solidarity mechanisms, and more investigation would be required to successfully leverage on the existing solidarity networks involving the local MSMEs in aid programs such as the PASPED.

One of the achievements of the PASPED, widely recognized and appreciated by many of the informers interviewed during the field work, is the high transparency in the distribution system of the donations. This is likely to be one of the consequences of the obligation to document the outcomes achieved by the project, which can provide useful lessons for future interventions at different levels.

The third feature, also underlined in the existing literature and confirmed by this study, is the **dominant role of the personal relationships of the owner and her/his collaborators**. We have presented several cases in which the owner plays a direct role in imprinting her/his personal ideology and views, building relationships with certain actors that are in line with her/his personal philosophies, values, and aspirations.

To conclude the introduction of a solidarity dimension in the PASPED program offers some useful implications for enhancing the social role of MSMEs in Senegal, and more in general, in the developing world. The donors should be more aware about the social role played by MSMEs in their local community, they can leverage existing relationships between the private sector and the local stakeholders and play a role in scaling up and making more transparent and more organized what MSMEs regularly undertake to sustain the communities in which they are embedded. The private sector should also be more aware about the potential economic impact of solidarity activities. A better knowledge of the economic benefits, in addition to the social effects, will help to strengthen the social culture of the private actors, with more involvement and more coordination among different private actors and local stakeholders.

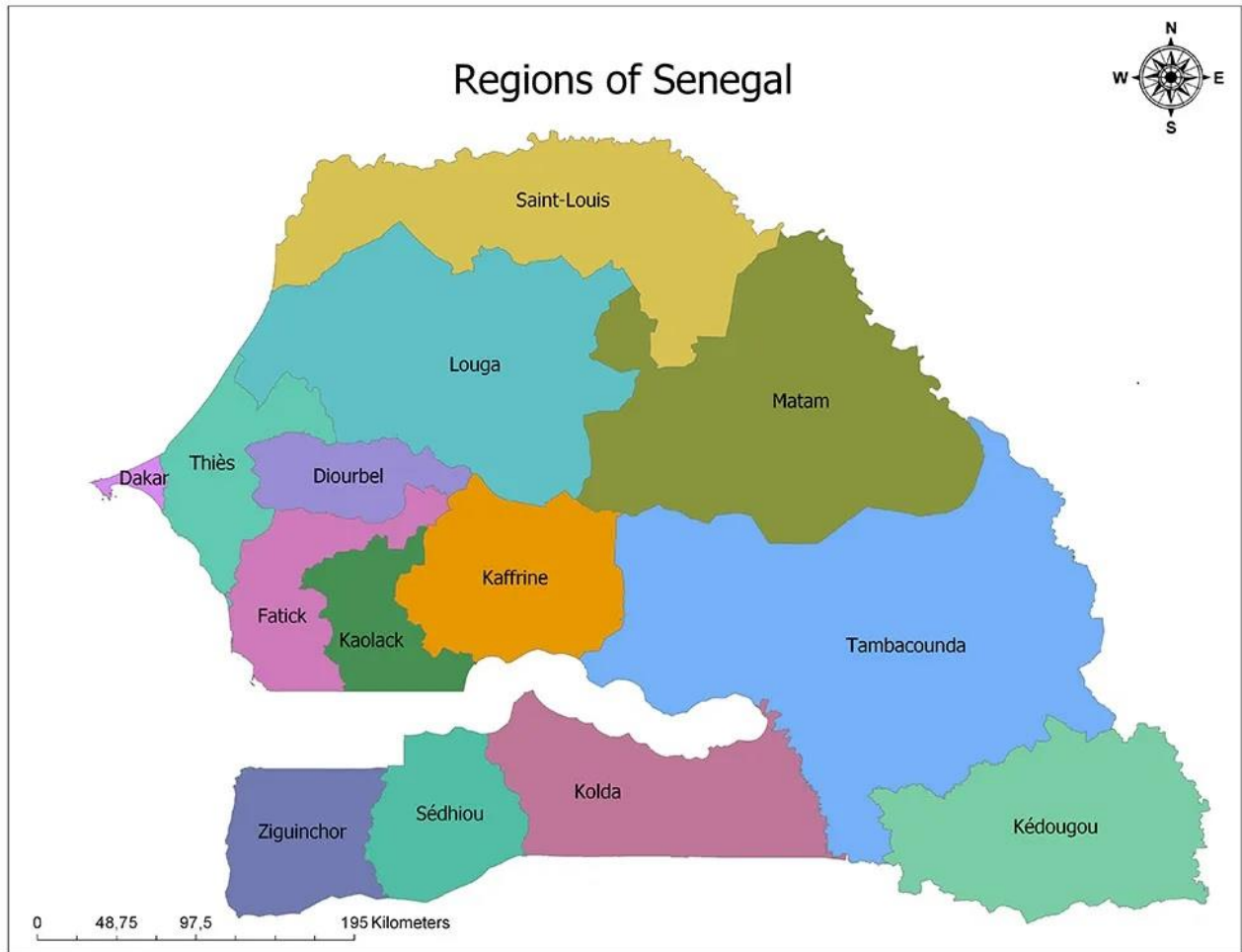
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## Appendix

Figure A.1 - Regions of Senegal



**Table A.1. List of people interviewed during the field work**

	People interviewed
<b>Diourbel</b>	
<b>DIOUR1</b>	Director
	Muslim local leaders
	Village chief
	Representative of koranic schoolteachers
	Representative of an Emigrants Associations
<b>DIOUR5</b>	President, treasurer and several group members
	Muslim local leader
	Village chief
	Representative of an Association of disabled people
<b>DIOUR6</b>	President, Secretary and several group members
	Muslim leaders
<b>Dakar</b>	
<b>DKR1</b>	Owner
	Representative of the Association of Catholic Health Posts
<b>DKR3</b>	Owner
	Nursery school and orphanage
<b>DKR6</b>	Owner
	Muslim leaders
	Local traditional chief of the neighborhood
	Representative of the National Association of Koranic Schools
	Representative of a Muslim local association of young people
<b>National institution receiving donations from several firms</b>	
	Conseil Nationale de Développement de la Malnutrition

# Questionnaire

## 1. General information

- 1.1. Name of the company
- 1.2. Name of the interviewed person
- 1.2. Position in the company
  - Owner
  - CEO (Chief Executive Officer)
  - Manager
- 1.3. Gender
  - Male
  - Female
  - I don't want to answer

## 2. *Production/action solidaire* within the PASPED project

- 2.1. Please describe the *production/action solidaire* your company has undertaken in the framework of the PASPED project
- 2.2. Please indicate who have been the beneficiaries of the *production/action solidaire*
- 2.3. Who has decided the content of the *production/action solidaire*?
  - Autonomously within the company
  - In collaboration with PASPED
  - In collaboration with local stakeholders (if yes please answer Question 2.6)
- 2.4. Please indicate the local stakeholders with whom your firm has decided the content (what to buy/to do and the beneficiaries) of the *production/action solidaire* (multiple answers are possible)
  - Donors (PASPED)
  - Other international donors
  - Religious institutions
  - Civil society organizations
  - Local municipality
  - Local schools
  - Other local firms
  - Business associations
  - Others
- 2.5. Can you tell us the names of the stakeholders with whom your firm has interacted to decide the *production/action solidaire*? This information will be useful to contact them and collect their point of view.
- 2.6. Does your company do (or has done) other *production/action solidaire* in favor of the local community?
  - No, it was the first time (please go to Section # 4)
  - Yes (please go to the next Section #3)

## 3. *Productions/Actions Solidaires* outside the PASPED project

- 3.1. Please describe other *productions/actions solidaires* in favor of the local community undertaken by your company
- 3.2. Please explain who are the beneficiaries of these *productions/actions solidaires*
- 3.3. How frequently does your company undertake *productions/actions solidaires* in favor of the local community?
  - Rarely (it happened one or two times)
  - Often (once a year)
  - Regularly (several times a year, every time is needed)

3.4. Please indicate the local stakeholders with whom your company collaborates to decide/undertake the "productions/actions solidaires" (multiple answers are possible)

- International donors
- Religious institutions
- Civil society organizations
- Local municipality
- Local schools
- Other local firms
- Business Associations
- Others (please specify)

3.5. Can you tell us the names of the stakeholders with whom your firm has interacted to decide the *productions/actions solidaires* outside PASPED? This information will be useful to contact them and collect their point of view.

#### 4. Connections with local stakeholders

4.1. Please indicate with which local stakeholders your firm has connections (multiple answers are possible)

- International NGOs
- Religious institutions
- Civil Society organizations
- Local municipality
- Local schools
- Other local firms
- Business Associations
- Others

4.2. Can you tell us the names of the stakeholders with whom your firm has regular interactions? This information will be useful to contact them and collect their point of view

4.3. Please describe the main reasons for maintaining regular relationships with the local stakeholders identified in Question 4.1. (If many, to answer the question select the two more important stakeholders for you)

#### 5. The role of your company in the local community

5.1. Would you be available to undertake other *productions/actions solidaires* in the future?

- Yes
- Yes, if part of a project like PASPED (with some financial incentive for the company)
- No (please go to Question 6.3)

5.2. Please indicate how likely is that your company will undertake the following *productions/actions solidaires*

	Unlikely	Undecided	Likely
• Distribution of essential goods	•	•	•
• Financial support of local educational projects	•	•	•
• Financial support of local religious projects	•	•	•
• Financial support of local infrastructures (i.e., maintenance of public buildings, sport infrastructures)	•	•	•
• Financial support for local community projects (i.e., youth, women, sports, culture)	•	•	•
• Support of local small businesses (i.e., buying local inputs or local services)	•	•	•

- Social projects in favor of company's employees (i.e., childcare facilities; health care provision; training opportunity) • • •
- Others (please specify) • • •

5.3. What impact do you expect the *productions/actions solidaires* could have on your company

	Not important	Important	Very important	I don't know
• Sales growth	•	•	•	•
• Increase company's reputation	•	•	•	•
• Increase employees' loyalty	•	•	•	•
• Increase productivity	•	•	•	•
• Motivate workforce	•	•	•	•
• Increase community goodwill	•	•	•	•
• Other (please specify)	•	•	•	•

## 6. Final considerations

6.1. Could you please indicate the three main reasons to explain why is it relevant that your company is engaged in the local community? (Please provide an answer if you answered YES in Question 5.1 and answer Question 6.2)

6.2. Please indicate the three main challenges does your company face in engaging in the local community?

6.3. Could you indicate the three main reasons to explain why your company has no interest in getting engaged in the local community? Please provide an answer if you answered NO Question 5.1)

6.4. Please add any suggestions or comments could be useful in relation with the content this questionnaire.

## Questionnaire in french

### 1. Informations générales

1.1. Nom de l'entreprise

1.2. Nom de la personne interrogée

1.2. Position dans l'entreprise (Une seule réponse possible)

- Propriétaire
- PDG (chef de la direction)
- Manager
- Autre

1.3. Genre

- Homme
- Femme
- Je préfère ne pas le préciser

### 2. Production/action solidaire dans le cadre du projet PASPED

2.1. Veuillez décrire la production/action solidaire que votre entreprise a entreprise dans le cadre du projet PASPED.

2.2. Veuillez indiquer quels ont été les bénéficiaires de la production/action solidaire.

2.3. Qui a décidé du contenu de la production/action solidaire ?

- De manière autonome au sein de l'entreprise
- En collaboration avec le PASPED
- En collaboration avec les acteurs locaux (si oui, veuillez répondre à la question 2.6)

2.4. Veuillez indiquer les acteurs locaux avec lesquels votre entreprise a décidé du contenu (ce qu'il faut acheter/ faire et les bénéficiaires) de la "production/action solidaire" (plusieurs réponses possibles).

- Bailleurs de fonds (PASPED)
- Autres bailleurs de fonds internationaux
- Institutions religieuses
- Organisations de la société civile
- Municipalité locale
- Écoles locales
- Autres entreprises locales
- Associations d'entreprises

2.5. Pouvez-vous nous indiquer les noms des parties prenantes avec lesquelles votre entreprise a interagi pour décider de la " production/action solidaire " ? Cette information sera utile pour les contacter et recueillir leur point de vue.

2.6. Votre entreprise fait-elle (ou a-t-elle fait) d'autres "production/action solidaire" en faveur de la communauté locale ?

- Oui (veuillez passer à la section 3 suivante)
- Non, c'était la première fois (veuillez passer à la section 4)

### 3. Productions/Actions Solidaires en dehors du projet PASPED

3.1. Veuillez décrire d'autres "productions/actions solidaires" en faveur de la communauté locale entreprises par votre entreprise.

3.2. Veuillez expliquer qui sont les bénéficiaires de ces "productions/actions solidaires".

3.3. A quelle fréquence votre entreprise réalise-t-elle des "productions/actions solidaires" en faveur de la communauté locale ?

- Rarement (c'est arrivé une ou deux fois)
- Souvent (une fois par an)
- Régulièrement (plusieurs fois par an, chaque fois que c'est nécessaire)

- Autre

3.4. Veuillez indiquer les acteurs locaux avec lesquels votre entreprise collabore pour décider/entreprendre les "productions/actions solidaires" (plusieurs réponses possibles).

- Bailleurs de fonds internationaux
- Institutions religieuses
- Organisations de la société civile
- Municipalité locale
- Écoles locales
- Autres entreprises locales
- Associations d'entreprises

3.5. Pouvez-vous nous indiquer les noms des acteurs avec lesquels votre entreprise a interagi pour décider des productions/actions solidaires hors PASPED ? Cette information sera utile pour les contacter et recueillir leur point de vue.

#### 4. Connexions avec les parties prenantes locales

4.1. Veuillez indiquer avec quels acteurs locaux votre entreprise est en relation (plusieurs réponses possibles).

- ONG internationales
- Institutions religieuses
- Organisations de la société civile
- Municipalité locale
- Écoles locales
- Autres entreprises locales
- Associations d'entreprises

4.2. Pouvez-vous nous donner les noms des parties prenantes avec lesquelles votre entreprise a des interactions régulières ? Cette information sera utile pour les contacter et recueillir leur point de vue.

4.3. Veuillez décrire les principales raisons pour lesquelles vous entretenez des relations régulières avec les parties prenantes locales identifiées à la question 4.1. (si plusieurs, pour répondre à la question, sélectionnez les deux parties prenantes les plus importantes pour vous).

#### 5. Le rôle de votre entreprise dans la communauté locale

5.1. Seriez-vous disponible pour entreprendre d'autres "productions/actions solidaires" à l'avenir ?

- Oui
- Oui, si cela fait partie d'un projet comme le PASPED (avec une incitation financière pour l'entreprise).
- Non (veuillez passer à la question 6.3)

5.2. Veuillez indiquer dans quelle mesure il est probable que votre société entreprenne les "productions/actions solidaires" suivantes

	Improbable	Indécis	Probable
• Distribution de biens de première nécessité	•	•	•
• Soutien financier de projets éducatifs locaux	•	•	•
• Soutien financier de projets religieux locaux	•	•	•
• Soutien financier aux infrastructures locales (entretien des bâtiments publics, infrastructures sportives, etc.)	•	•	•
• Soutien financier à des projets communautaires locaux (jeunesse, femmes, sports, culture)	•	•	•
• Soutien aux petites entreprises locales (achat d'intrants ou de services locaux).	•	•	•
• Projets sociaux en faveur des employés de l'entreprise (par exemple, crèches, soins de santé, possibilités de formation).	•	•	•

5.3. Quel impact pensez-vous que les "productions/actions solidaires" pourraient avoir sur votre entreprise?

Pas important    Important    Très important    Je ne sais pas

• Augmentation des ventes	•	•	•	•
• Augmentation de la réputation de l'entreprise	•	•	•	•
• Augmentation de la fidélité des employées	•	•	•	•
• Augmenter la productivité	•	•	•	•
• Main-d'œuvre plus motivée	•	•	•	•
• Accroître la bonne volonté de la communauté	•	•	•	•

## 6. Considérations finales

6.1. Pourriez-vous indiquer les trois principales raisons expliquant pourquoi il est pertinent que votre entreprise s'engage dans la communauté locale ? (Veuillez fournir une réponse si vous avez répondu OUI à la question 5.1 et répondre à la question 6.2).

6.2. Veuillez indiquer les trois principaux défis auxquels votre entreprise est confrontée d son engagement au sein de la communauté locale ?

6.3. Pouvez-vous indiquer les trois principales raisons expliquant pourquoi votre entreprise n'a pas intérêt à s'engager dans la communauté locale ? (Veuillez fournir une réponse si vous avez répondu NON à la question 5.1).

6.4. Veuillez ajouter toute suggestion ou commentaire qui pourrait être utile en relation avec le contenu de ce questionnaire.