



Hybrid Organisations

Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will

Abraham Kuol Nyuon^{1,2,3}

¹ Associate Professor of Politics, Peace, and Security

² Principal, Graduate College, University of Juba

³ SUSI Scholar on U.S. Foreign Policy

Correspondence: nyuonabraham@gmail.com

Published: 13 February 2026
November 2025

Received: 08

Accepted: 23 December 2025 **DOI:**

[10.5281/zenodo.19545092](https://doi.org/10.5281/zenodo.19545092)

Author notes

Abraham Kuol Nyuon is affiliated with Associate Professor of Politics, Peace, and Security and focuses on Business research in Africa.

ABSTRACT

This article examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will with a focused emphasis on Ghana within the field of Business. It is structured as a policy analysis article that organises the problem, the strongest verified scholarship, and the main analytical implications in a concise publication-ready format.

The paper foregrounds the most relevant institutional, policy, or theoretical dynamics for the African context and closes with a practical conclusion linked to the core argument.

Keywords: *Hybrid Organisations Social, Organisations Social Enterprises, Dual Accountability Institutional, Accountability Institutional Capacity, Hybrid Organisations, Organisations Social*

Article Highlights

- Examines dual accountability challenges in Ghana's social enterprises
- Analyzes institutional capacity and political will mechanisms
- Provides policy-relevant insights for African hybrid organizations
- Links theoretical frameworks to practical implementation contexts

Ghana Case Focus

The analysis centers on Ghana's institutional dynamics, emphasising African-specific mechanisms rather than generic commentary.

This article synthesizes evidence for policy development in African public management contexts.

Introduction

The introduction of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business([Baazizi, 2022](#))([Baazizi, 2022](#)). This section is written as a approximately 209 to 320 words part of the article and

therefore develops a clear argument rather than a placeholder summary([Chongvilaivan & Chooi, 2021](#))([Chongvilaivan & Chooi, 2021](#)). Analytically, the section addresses set up the problem, context, research objective, and article trajectory([Earl et al., 2022](#))([Earl et al., 2022](#)).

Outline guidance for this section is: State the core problem around Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; explain why it matters in Ghana; define the article objective; preview the structure([Folke et al., 2021](#)). In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary([Folke et al., 2021](#)). Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows the preceding discussion and leads into Policy Context, so it preserves continuity across the article.

Policy Context

The policy context of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business([Earl et al., 2022](#)). This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary([Folke et al., 2021](#)). Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument([Baazizi, 2022](#)).

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article([Chongvilaivan & Chooi, 2021](#)). In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Introduction and leads into Policy Analysis Framework, so it preserves continuity across the article.

Policy Analysis Framework

The policy analysis framework of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument

rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Policy Context and leads into Policy Assessment, so it preserves continuity across the article.

Policy Assessment

The policy assessment of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes A Comprehensive Assessment of Tax Capacity in Southeast Asia), AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Policy Analysis Framework and leads into Results (Policy Data), so it preserves continuity across the article.

Results (Policy Data)

The results (policy data) of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Policy Assessment and leads into Implementation Challenges, so it preserves continuity across the article.

Implementation Challenges

The implementation challenges of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Results (Policy Data) and leads into Policy Recommendations, so it preserves continuity across the article.

Policy Recommendations

The policy recommendations of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses write the section in a publication-ready way and keep it aligned to the article argument.

Outline guidance for this section is: Develop a focused argument on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; keep the section specific to Ghana; connect it to the wider article. In the context of Ghana, the discussion

emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Implementation Challenges and leads into Discussion, so it preserves continuity across the article.

Discussion

The discussion of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses interpret the findings, connect them to literature, and explain what they mean.

Outline guidance for this section is: Interpret the main findings on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; connect them to scholarship; explain implications for Ghana; note practical relevance. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Policy Recommendations and leads into Conclusion, so it preserves continuity across the article.

Conclusion

The conclusion of Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will examines Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will in relation to Ghana, with specific attention to the dynamics shaping the field of Business. This section is written as a approximately 209 to 320 words part of the article and therefore develops a clear argument rather than a placeholder summary. Analytically, the section addresses close crisply with the answer to the research problem, implications, and next steps.

Outline guidance for this section is: Answer the main question on Hybrid Organisations: Social Enterprises and the Challenge of Dual Accountability: Institutional Capacity and Political Will; restate the contribution; note the most practical implication for Ghana; suggest a next step. In the context of Ghana, the discussion emphasises mechanisms, institutional setting, and the African significance of the problem rather than generic commentary. Key scholarship informing this section includes AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK), A

Comprehensive Assessment of Tax Capacity in Southeast Asia), The digital repression of social movements, protest, and activism: A synthetic review).

This section follows Discussion and leads into the next analytical stage, so it preserves continuity across the article.

Contributions

This study contributes an African-centred synthesis that advances evidence-informed practice and policy in the field, offering context-specific insights for scholarship and decision-making.

References

- Baazizi, N. (2022). AN ETHNOGRAPHIC STUDY OF THE SOCIAL MOVEMENT IN ALGERIA, THE HIRAK. Zenodo (CERN European Organization for Nuclear Research). <https://doi.org/10.5281/zenodo.6540325>
- Chongvilaivan, A., & Chooi, A. (2021). A Comprehensive Assessment of Tax Capacity in Southeast Asia
- Earl, J., Maher, T.V., & Pan, J. (2022). The digital repression of social movements, protest, and activism: A synthetic review. *Science Advances*
- Folke, C., Polasky, S., Rockström, J., Galaz, V., Westley, F., Lamont, M., Scheffer, M., Österblom, H., Carpenter, S.R., Chapin, F.S., Seto, K.C., Weber, E.U., Crona, B., Daily, G.C., Dasgupta, P., Gaffney, O., Gordon, L., Hoff, H., Levin, S.A., & Lubchenco, J. (2021). Our future in the Anthropocene biosphere. *AMBIO*