



**Social entrepreneurship fostering community development: the case of
Mdukatshani NGO in the uThukela District, KwaZulu-Natal**

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AUTHOR'S DECLARATION

I, Zithobile Peggy Duma, declare that the Master's degree research dissertation or interrelated, publishable manuscripts/published articles, or coursework Master's degree mini dissertation that I herewith submit for the Master's degree qualification in DEVELOPMENT STUDIES at the University of the Free State is my independent work, and that I have not previously submitted it for qualification at another institution of higher education,

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TABLE OF CONTENTS

Author's declaration	i
Acknowledgements	ii
List of tables	vi
List of figures	vi
List of abbreviations and acronyms	vi
CHAPTER 1: RESEARCH RATIONALE	
1.1 Introduction	1
1.2 Problem statement	2
1.3 Aim and objectives of the research	3
1.4 Key concepts	3
1.4.1	4
1.4.2 Social entrepreneurship	5
1.4.3 Social enterprise	5
1.4.4 Social entrepreneur	6
1.4.5 Social entrepreneurship stakeholders	6
1.4.6 Community development	6
1.5 Theoretical framework	7
1.6 Conclusion	10
CHAPTER 2: LITERATURE REVIEW	
2.1 Introduction	1
2.2 Social entrepreneurship in an international context	1
2.3 Social entrepreneurship in a regional context	3
2.4 Significance and relevance of social entrepreneurship in developing countries	4
2.5 Social entrepreneurship in the South African context	5
2.6 Social entrepreneurship and community development	7
2.7 Problems that social entrepreneurs have solved	7
2.8 Constraints faced by social entrepreneurs	8
2.8.1 Lack of dedicated legal framework	9
2.8.2 Access to resources	10
2.8.3 Lack of specific business model	10
2.8.4 Shortage of skills	11
2.8.5 Governance and external influence	12

2.9 Conclusion	14
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CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction	1
3.2 Research approach and design	1
3.2.1 Qualitative approach	1
3.2.2 Case study design	2
3.3 Data collection strategy	3
3.3.1 Semi-structured interviews	3
3.4 Sampling design	4
3.4.1 Sampling design outline	4
3.4.2 Sample illustration	5
3.5 Population	6
3.6 Measurement map and data analysis	6
3.6.1 Thematic data analysis process	7
3.6.2 Measurement map	8
3.7 Research ethics	10
3.8 Limitations	11
3.9 Timeline	12
3.10 Conclusion	12

CHAPTER 4: STUDY FINDINGS

4.1 Introduction	1
4.2 Mdukatshani NGO's background	2
4.2.1 KwaZulu-Natal Agricultural Master Plan	6
4.3 Understanding social entrepreneurship	7
4.3.1 Social entrepreneurship's relationship with community development	7
4.4 Mdukatshani NGO's development model	9
4.5 Mdukatshani NGO's programmes	10
4.6 Mdukatshani NGO's funding sources	11
4.7 The impact of Mdukatshani NGO's programmes on community development in the uThukela District	13
4.7.1 Women empowerment	14
4.7.2 Employment opportunities	15
4.7.3 Skills and capacity development	15
4.7.4 Social inclusion	17

4.8 Challenges faced by Mdukatshani NGO	19
4.9 Conclusion	20
CHAPTER 5: RECOMMENDATIONS AND CONCLUSION	
5.1 Introduction	1
5.2 Summary	1
5.3 Understanding social entrepreneurship and its relationship with community development	3
5.4 The impact of Mdukatshani NGO's programmes on the community development of the uThukela District	3
5.4.1 Women empowerment	4
5.4.2 Employment opportunities	5
5.4.3 Skills and capacity development	6
5.4.4 Social inclusion	6
5.5 Finance	7
5.6 Recommendations	7
5.6.1 Recommendations to improve social entrepreneurship	7
5.6.2 Recommendations regarding funding for social entrepreneurship	8
5.7 Limitations of the research	9
5.8 Recommendations for further research	9
5.9 Conclusion	9
References	11
Annexures	20

List of tables

Table 1.	Sample illustration	5
Table 2.	Interview participants	1
Table 3.	Main findings of the study	18
Table 4.	Summary of impact	4

List of figures

Figure 1.	Data analysis process	7
Figure 2.	Measurement map in qualitative research	8
Figure 3.	uThukela District map	3
Figure 4.	Annual household income	4

Annexures

Annexure A – Ethics approval

Annexure B – Interview schedule

Annexure C – Consent form

Annexure D – Letter requesting permission to conduct research

List of abbreviations and acronyms

ABCD	Asset-Based Community Development
CAHWs	Community Animal Health Workers
CEO	Chief Executive Officer
Cogta	Cooperative Governance and Traditional Affairs
DRC	Democratic Republic of Congo
GAP	Goat Agribusiness Project
GHREC	General Human Research Ethics Committee
ILO	International Labor Organisation
MDGs	Millennium Development Goals
MEC	Member of Executive Council
MRDP	Mdukatshani Rural Development Project
NGO	Non-Governmental Organisation
NPO	Non-Profit organisation
RIMS	Research Information Management System

SA	South Africa
SDG	Sustainable Development Goal
TVET	Technical Vocational Education and Training
UK	United Kingdom
UNDP	United Nations Development Programme

CHAPTER 1: RESEARCH RATIONALE

1.1 Introduction

Social entrepreneurship plays a key role and it makes a crucial contribution to community development; hence, it is likened to being an architect of community development (Malunga, Iwu and Mugobo, 2014). Social entrepreneurs create something out of nothing in the community development landscape, bringing hope to the hopeless. Through social entrepreneurial activities, local communities benefit in terms of employment, income growth, and the provision of services. By so doing, social entrepreneurship's contribution to community development bridges the gaps created by ineffective, inefficient, and unsustainable developmental programmes provided by major institutions (Dees, 2001).

Like many other developing economies, South Africa faces developmental challenges; inequality, poverty, and unemployment are the main problems (Stats SA, 2021). About 55.5% of the total population lives below the national poverty line, 45.3% of working-age adults are unemployed, and the Gini coefficient is 0.65 (among the highest in the world) (Stats SA, 2021). Various conclusions can be drawn from this situation, including the ineffectiveness of poverty alleviation policies and programmes, a slow and poor-performing economy, unemployment, and corruption. As a result, a heavy load rests upon the government's shoulders to take care of many people through grants.

The high level of unemployment is the leading poverty driver among the youth (Statistics SA, 2021). To curb youth unemployment, the government has introduced programmes such as the Expanded Public Works Programme, the National Youth Services, and Vukuzakhe. In the second quarter of 2023, the unemployment rate reached 32.6% (Stats SA, 2022). This is slightly lower than the 32.9% in the first quarter of 2021. Youth unemployment also registered a decrease, from 62.10% in 2021 to 60.7% in the second quarter of 2023. However, the unemployment in South Africa is still at an unacceptable rate.

In his State of the Nation address in 2020, the President of South Africa, Cyril Ramaphosa, admitted that South Africa's socio-economic problems are deeply entrenched and cannot be overcome by the government alone. The President confirmed that social compacts have been forged to overcome the country's challenges. Government, civil society, communities, and faith-based organisations have joined hands to find solutions, such as creating job opportunities (Ramaphosa, 2020). Social enterprises are a significant part of the solution by attending to social problems and growing the economy and employment rate.

It is evident from the above that the government's commitment to solving the country's developmental challenges is an never-ending endeavour. The President's call for a social compact is confirmation of community development as an approach employed by the government to deal with development challenges. Community development provides a way for the government, the private sector, civil society, and communities to work together and mobilise resources for the upliftment and empowerment of communities in a sustainable manner (Rwigema, 2022).

1.2 Problem statement

Worldwide, social entrepreneurship is regarded as a viable mechanism for community development because, through entrepreneurial activities, people can meet their tangible and intangible needs (Indira et al., 2018). Irrespective of the area of focus, central to social entrepreneurship and community development is the element of change for the betterment of the community involved; the participation of the community is also essential. The advances could be in education, the provision of health care services, economic development, environmental protection, empowerment of the marginalised, and inclusion.

Current evidence from the literature suggests that social entrepreneurship presents a developmental approach to address social problems, which provides an avenue to involve communities in their development (Lombard and Strydom, 2011). The generation of revenue and profit is not a primary purpose of social entrepreneurship, but the priority lies with positive social impact through innovative solutions and resource mobilisation (Arejiogbe et al., 2023). In this regard, social entrepreneurs view

social issues differently – to all problems, solutions exist. Social enterprises are founded on this belief, coupled with creating social value and impact for communities from nothing.

The significant role of social enterprises in community development cannot be denied. The lives of beneficiaries have changed for the better, but to some extent, the work of social enterprises still needs to be fully understood (Indira et al., 2018). This problem relates to how social enterprises' work contributes to a community's development, and how social entrepreneurship is used to bring about community development. Mdukatshani Non-Governmental Organisation (NGO) will be examined as the focus of this study to respond to this problem.

1.3 Aim and objectives of the research

This study aims to verify the experiences and narratives of Mdukatshani NGO in their social entrepreneurial activities to promote and foster community development. To achieve the outlined aim, the objectives of the study are as follows:

- To understand the concept of social entrepreneurship in an international context;
- To determine how community development can be initiated through social entrepreneurship;
- To investigate the perception of the effects of Mdukatshani NGO's programmes on community development;
- To assess how Mdukatshani NGO facilitates community development using social entrepreneurship; and
- To recommend what social entrepreneurs should do to enhance their role and improve their impact on community development.

1.4 Key concepts

The growing interest in the concept of social entrepreneurship and the existence of its different interpretations indicates that it is a contested topic. As a result, there is no universal definition for social entrepreneurship. However, common ground and agreement have been reached regarding the boundaries and characteristics of social

entrepreneurship (Santos et al., 2015). People have different interests and perspectives on social entrepreneurship; hence, the fragmented definitions. People's views are influenced by their geographic and cultural contexts. The different contexts influence people's perspectives and affect social entrepreneurship activities (Hadad, 2017).

The characteristics of social enterprises are one of the reasons why it is hard for it to have a single clear-cut or one-size-fits-all definition. What is evident is that a three-fold common denominator characteristic exists in most social enterprises. Central to social entrepreneurship is the quest to fulfil a social mission, create economic benefits, and create an environmental purpose (Hadad, 2017). It should be mentioned, however, that not all social enterprises have an environmental purpose.

The emphasis on the three developmental areas was an attempt to address the narrow approach, which excluded essential elements of sustainable community development. Key related concepts will be used in this study, not denoting similar meanings but emphasising relationships and improving comprehension. The key concepts are defined and discussed below.

1.4.1 Entrepreneurship

The term social entrepreneurship emanates from entrepreneurship in its basic form. Hence, they both share some of the characteristics. The understanding of entrepreneurship becomes the starting point in a quest to understand social entrepreneurship. The term entrepreneurship presents two connotations in its nature; one is positive, while the other one is negative (Martin and Spring, 2007). On the positive end, it represents a unique ability to identify and seize business opportunities, thinking outside the box coupled with a strong determination to create something that has never existed to improve the world. On the negative end, on the other hand, entrepreneurship is based on the consideration of the actual results of activities as opposed to forecasting.

Building from the positive end, three main characteristics of entrepreneurship can be identified; alertness to opportunity, creativity and determination (Innovation Edge, 2022). These characteristics exist in all types of entrepreneurship, including social

entrepreneurship. Entrepreneurship is a broad term that entails the process of starting and running a new business venture, which involves taking a calculated risk (Rosenkopt, Ulrich and Mollick, 2023). Avoiding risk in any business is difficult because businesses, by nature, are based on assumptions with some level of uncertainty. Entrepreneurship is embedded in a three-fold entrepreneurial context: where an opportunity is founded, unique traits or characteristics that enable one to identify and pursue this opportunity, and, finally, the creation of outcome (Martin and Spring, 2007).

Entrepreneurship plays a pivotal role in creating healthy societies by promoting critical innovations and opportunities and addressing society's challenges, such as the Sustainable Development Goals (SDGs) (Hill et al., 2023). Entrepreneurship is central to any country's economy; it creates job opportunities, provides new offerings in goods and services, makes structural change possible and improves lives. Hence, entrepreneurs should be the major stakeholders in helping the government build a more prosperous, inclusive, socially and environmentally sensitive future (Hill et al., 2023).

1.4.2 Social entrepreneurship

Social entrepreneurship, for this study, is defined as a process or an approach whereby social entrepreneurs innovatively use resources to produce goods and services to improve people's quality of life. While producing goods and services, excluded communities can participate in mainstream development (Kummitha, 2017). The primary purpose of social entrepreneurship is solving social problems; hence, the starting point is identifying the problem, after which the strategy for addressing it will be developed (Arejiogbe et al., 2023).

1.4.3 Social enterprise

Social enterprise is defined as a business or organisation of any nature, whether profit-based or non-profit, whose central focus is pursuing quality of life (Strang, 2017). Social enterprises have four essential characteristics that distinguish them as enterprises. Social enterprises produce goods or services for a client base. Unlike other business ventures, social enterprises have social and responsible ethical values, such as creating job opportunities and capacity building for the poor to improve participation levels, accountability, and environmental impact. The governance and

ownership of a social enterprise are based on community and stakeholder participation as an independent structure, and all resources accumulated are for the community's benefit (Kummitha, 2017).

1.4.4 Social entrepreneur

The social entrepreneur is an individual who aims to solve community-based problems through social and economic initiatives (River-Santos et al., 2015). Central to social entrepreneurship is the social entrepreneur who serves as a pillar on whom this critical approach is embedded. The social entrepreneur is similar to an ordinary entrepreneur in a business environment, but what sets them apart is their primary focus on the social context. They are more developmental than other business entrepreneurs because they respond to opportunities that bring about change in the community (Kummitha, 2017).

1.4.5 Social entrepreneurship stakeholders

Social entrepreneurship stakeholders are individuals, organisations, institutions, and parties that have an interest or a stake in, and/or are affected by, the activities of the social enterprise in one way or another. These may include the beneficiaries of the social enterprise, the staff and management of the social enterprise, the funders or donors, the community leaders, and government officials (Meyer, Cohen and Gauthier, 2019). Due to their interest in the enterprise, proper stakeholder management and communication are critical to maintaining a healthy relationship and continuous support.

1.4.6 Community development

What is evident from the three critical concepts discussed above is that their ultimate goal is to foster community development, irrespective of the specific activities or projects undertaken. While the links between social entrepreneurship and community development are apparent, defining what community development entails seems necessary. It is worth noting that community development is a vast subject; hence, there needs to be consensus on its definition.

Community development is a robust framework used to examine the progress made to unite disparate groups working toward similar goals of resolving their communities' complex problems (McAuliffe, 2009). Community development can also be defined as a tool used to empower people and groups to bring about positive change and value to address the imbalances in terms of welfare, power, human rights, social justice, equity, and equality (Buye, 2021). When people and groups are empowered, they can work together at the grassroots level and pay collective attention to critical issues, such as fighting poverty and crime, to build community,

Community development is also perceived as an attractive development strategy for community social and economic improvement, based on local people implementing programmes to reduce poverty and deprivation with the help of internal and external stakeholders (Lombard and Strydom, 2011). The emphasis of community development in this regard is on community participation and empowerment so that the poor can find the voice, skills, and ability to negotiate with the government, private sector, and other stakeholders for their needs and rights. Social entrepreneurs use different and crucial social entrepreneurship strategies to achieve this community development, such as resource mobilisation, community organising, and participation (Ngatse-Ipangui and Dassah, 2019).

1.5 Theoretical framework

To achieve developmental goals, community development is rendered through programmes, projects, or initiatives. These require different methods and techniques of operations at the community level. The methods and techniques are based on six community development approaches: the needs-based approach, the problem-solving approach, the participatory approach, the asset-based approach, the power-based approach, the welfare approach, and the rights-based approach (Buye, 2021). During project implementation and when social enterprises engage with communities, all six community development approaches may come into play.

The needs-based approach to community development is regarded as a traditional approach in which the community's basic needs should be met, with particular attention to problematic areas of deficiencies (Buye, 2021). In this regard, when

pointing out the critical role of social enterprises that relate to this approach, it is said that they serve the unmet needs of mostly community members with low purchasing power (Birkholzer, 2005).

The problem-solving approach employs different methods to create solutions for community problems (Buye, 2021). With its emphasis on solving problems, this approach relates to the primary purpose of social enterprises – to solve problems. It has been asserted that social entrepreneurs address and fill the gaps left unattended by significant institutions (Dees, 2001). Social entrepreneurs foster community development, and their work is referred to as a fresh and contemporary approach to looking at the world with new eyes; where others see doom, they see boom (Thumbadoo and Wilson, 2009).

The asset-based community development approach is based on the notion that communities drive development initiatives utilising resources and assets readily available, which might not be perceived as applicable (Buye, 2021). This approach to community development is believed to bring about sustainability due to limited dependency on external assistance. Social entrepreneurs, in their endeavours, strongly believe in this approach, driven by their passion for working with communities with the little that they have. Scholars have identified social entrepreneurs as architects of community development because they can create something of good worth against all odds (Malunga, Iwu and Mugobo, 2014).

The participatory approach to community development prioritises the human factor or people's empowerment through capacity building to participate meaningfully in all development projects and programmes (Buye, 2021). Social enterprises rely on social capital and the community's social values to achieve their purpose. Social capital is based on three dimensions: organisational social capital, which includes stakeholders and all the brains responsible for attaining goals; activity-based social capital, which involves a network system that connects all stakeholders; and motivation-based social capital, which is a combination of the two but further has a unique lens through which to see the needs of the community (Kim and Lim, 2017). Two sustainable community development principles are addressed: social capital participation and suitable stakeholder relationship dimensions.

The welfare-based approach is about community development initiatives dedicated to communities' efforts to improve their well-being and quality of life (Buye, 2021). Thus, different community development platforms are used to improve people's quality of life. A critical alignment can be identified between community development, through a welfare-based approach and social enterprises, in the sense that the well-being of a society can be measured using social indicators, while the social mission is at the centre of social enterprises (Mupedziswa, Malinga and Ntshwarang, 2021).

The rights-based approach focuses on community development initiatives from the perspective of fulfilling human rights avenues. Accordingly, people's well-being and access to basic needs are regarded as human rights matters and should not be violated (Buye, 2021). In 1948, the United Nations crafted a Universal Declaration of Human Rights, emphasising that every person's adequate standard of living is a fundamental human right (Mupedziswa, Malinga and Ntshwarang, 2021). The Bill of Rights of the Constitution of the Republic of South Africa (1996), in Chapter 2, Sub-section 27, also stipulates that everyone has the right to access the basic needs and necessities of well-being. As part of their social mission, social enterprises assist communities in providing food security, primary healthcare services, and education.

The power-conflict approach focuses on restoring peace in communities affected by conflict. Peace is a favourable condition for development, progress, and growth (Buye, 2021). In African countries such as South Africa, Zimbabwe, the Democratic Republic of the Congo and Nigeria, social enterprises adopted the power-conflict approach in their community development initiatives due to the existing socio-political environment (Croce, Sahay and Sengupta, 2017).

Depending on the area of focus for a particular social enterprise, all approaches to community development are employed when the social enterprise implements its mandate. The specific type of approach selected is also determined by the nature of the problem being solved at that time. Generally, all approaches are relevant and used, as they are community development inclined, which is what social enterprises are about.

This study is anchored on the basic needs theory. The basic needs theory can be used as the basis for understanding how social entrepreneurship can be used to foster community development. The basic needs theory is proposed as applicable because it approaches community development beyond considering approaches, instead integrating community development into a composite of interdisciplinary approaches that tackle the social aspects within a community (Schutte, 2018).

The basic needs theory originated during the 1970s, along with the evolution of development thinking, through the work of the World Bank and the International Labor Organisation (ILO). The primary purpose of the basic needs theory was to redefine the focus of community development to not only emphasise economic growth but also provide basic needs such as food, shelter, clothing, health, and education (Keeton, 1984). Based on the basic needs theory, poverty eradication and creating employment opportunities for the poor in the community become the priority.

1.6 Conclusion

The primary purpose of this chapter was to introduce the study and highlight the research objectives. The study aims to verify the experiences and narratives of Mdukatshani NGO in its social entrepreneurial activities to promote and foster community development. Five objectives have been formulated to channel and focus the study.

The next chapter is dedicated to the existing literature, in which scholarly insights on the subject will be provided to obtain the relevant views to assist in reaching a conclusion.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

Social entrepreneurship first emerged around the 1970s and 1980s (Hadad, 2017). In most cases, social enterprises emerge from gaps existing at a community level; and social entrepreneurs seek innovative ways to address the gaps. If utilised fruitfully, the gaps present opportunities for social entrepreneurs to provide positive spinoffs for community development (Santos et al., 2015). Thus, social entrepreneurship activities focus more on community development initiatives that balance community-based value and monetary worth. The unique approach to community development through social entrepreneurship is to attain developmental goals against all odds, despite any constraints, whether institutional rules, structures or resources, to implement the strategies and activities (Malunga, Iwu and Mugobo, 2014).

2.2 Social entrepreneurship in an international context

Social entrepreneurship, internationally, is regarded as a relatively new concept. Its emergence in the late 1970s was an emergency response to the crisis of unmet social needs and social exclusion from unemployment policies (Sweet, Obeid and Fedi, 2017). Social entrepreneurship has been promoted by well-known networks and organisations such as the Ashoka Network and the Schwab Foundation.

Social entrepreneurship in the North enjoys special attention in the form of support from governments through the creation of enabling environments, such as policies (Steiner, 2017). The Community Empowerment Scotland Act 2015 and The Procurement Reform Scotland Act 2014 are good examples of benefitting social enterprises when bidding for public contracts. Since their inception, social enterprises have received positive economic support, an enabling environment and political will in the developed world. This support is crucial for social enterprises to achieve their goals.

At an international level, several governments acknowledge the contribution of social entrepreneurship in solving social ills. The United Kingdom and Scotland serve as

perfect examples where social entrepreneurship support is concerned (Dzomonda, 2021). Based on support provided in a favourable policy environment for social enterprises in Scotland, the census revealed that an annual income of £3.8 billion created 80 000 jobs (Steiner, 2017). The United Kingdom government set aside £10 000 for start-up social enterprises or entrepreneurs dedicated to capacity building and grant funding (Dzomonda, 2021).

In China, the development of social entrepreneurship is still at an emerging stage and no specific legal form is provided explicitly for social enterprises. As a result, social enterprises adopt three legal forms provided by the government, including social associations, civil-run non-enterprises, and foundations (Xiaomin, 2011). The Chinese government has acknowledged social enterprises' importance and contribution towards addressing socio-economic problems, market reforms, and sustainable development. To confirm support towards social enterprises, the Chinese government has sanctioned national policies and supportive programmes, such as the Re-Employment Project, the Chinese Educational Policy, and the Empowering Chinese Social Enterprise Leaders Initiative. Chinese citizens benefit from social enterprise initiatives across different fields, including health care, social care, education, Work Integration SEs (WISEs), and poverty alleviation activities.

Social entrepreneurship in Croatia is regarded as an emerging discipline with a positive impact on economic growth. It provides valuable social services, produces social goods and services, creates jobs, and improves quality of life (Di Domenico, Haugh and Tracy, 2010). It is worth highlighting that the overall status of social entrepreneurship in Croatia is average, with minimal visibility and recognition among citizens. Three types of social enterprises can be identified: employment-driven social enterprises, financial-sustainability goals-driven social enterprises, and innovation-driven social enterprises. Employment-driven social enterprises dominate due to elevated levels of youth unemployment (Jelincic, Baturina and Franic, 2022). Young people resort to social entrepreneurship as a source of employment because of their creativity and innovation.

Social enterprises (*Impresa sociale*) in Italy were officially introduced in 2006. Since then organisations have been eligible to acquire the legal status of a social enterprise

if they are privately owned, have a social purpose, comply with no distribution constraints, and are willing to make their financial statements and social reports available for public viewing (Ventura, 2023). In 2017, the non-distribution constraint was amended. Hence, the partial distribution of the net profit and surplus to members was allowed. Social enterprises are, however, strictly required to perform productive activities professionally and economically, and be organised, irrespective of the specific sector.

2.3 Social entrepreneurship in a regional context

Social entrepreneurship is not new in Sub-Saharan Africa; in line with this, gestures of kindness relating to social entrepreneurial activities have been part of people's culture (Littlewood and Holt, 2018). Africa is grounded in the *ubuntu* approach, whereby human interdependency outweighs individualism (River-Santos et al., 2015). In line with this approach, social enterprises that associate themselves with social vision more than economic maximisation can be identified, especially in rural areas. Social entrepreneurship in Sub-Saharan Africa has done some remarkable work and made a positive impact in poor communities in countries such as Kenya, Ghana, and Nigeria (Littlewood and Holt, 2018).

In 2019, the level of unemployment in Ghana was 6.78%, and social entrepreneurs built social enterprises as part of the strategies to tackle social problems. In 2023, the unemployment rate stood at 3.9%, confirming the positive contribution made by social enterprises (Kpeiku, 2020). There were high levels of unemployment among the youth, reported to be at 13.69%. The youth, specifically, adopted social entrepreneurship. Since then, the number of social enterprises in Ghana has grown and now stand at over 28 000.

In Kenya, Kajiado County communities face social challenges, including low literacy levels, unemployment, high school dropouts, poor infrastructure, and health issues. Kajiado County has a small population of 68 712 occupying 21 292 km² (Kenya National Bureau of Statistics, 2022). Social enterprises are striving to help the communities combine their time, meagre resources, and knowledge to see how they

can meet their needs. Kajiado County's social enterprises believe community empowerment can be achieved through outreach campaigns and technical resources.

The major challenge affecting the population in Nigeria is poverty, with a rate of over 40%. As a result, Nigerian citizens have resorted to social entrepreneurship to tackle poverty (Arejiogbe et al., 2023). Social entrepreneurship is a solution to poverty alleviation in Nigeria because of its ability to achieve development objectives coupled with the fundamental requirements of people and striving for sustainable development.

Social entrepreneurship services in Africa include health services, basic poverty reduction programmes, welfare services, and capacity building (Croce, Sahay and Sengupta, 2017). The sector has grown remarkably in Africa, in numbers and in the resources it controls. This growth is coupled with changes in the focus and activities, affected by the existing socio-political environment. Take South Africa, for example: during the apartheid era, social entrepreneurship focused on liberation movements against the government of the day, but post-apartheid, they primarily work with the government.

2.4 Significance and relevance of social entrepreneurship in developing countries

In developing countries, challenges such as poverty and inequality are familiar to most, if not all, people, and can be regarded as a thorn in the flesh of communities. As a result, most people are at the lowest end of the market and are unable to take care of their essential needs. This caught social entrepreneurs' attention with their social mission and vision, where such problems are perceived as opportunities (River-Santos et al., 2015). To emphasise the relevance of social entrepreneurship and its significant role in developing countries, it is considered well suited to solve critical challenges prioritised in the Sustainable Development Goals (SDGs), which include poverty and inequality (SEUK, 2015).

South Africa, like any other developing country, is characterised by the triple challenges of poverty, inequality, and unemployment (Littlewood and Holt, 2018). The dawn of democracy in South Africa brought with it hope in terms of the political,

economic, and general well-being and freedom of citizens. However, the reality is that developmental challenges remain and are difficult to deal with. For these reasons, social entrepreneurship activities are crucial in South Africa to address social needs and community development (Malunga, Iwu and Mugobo, 2014).

2.5 Social entrepreneurship in the South African context

South Africa is characterised by various socio-economic challenges, such as a very high unemployment rate, gross inequalities and poverty, coupled with the inability of the government to meet society's social needs (Hall, 2008). These challenges have led to people and groups seeking solutions. As part of the solutions, social entrepreneurs identify innovative business-oriented initiatives for the pressing socio-economic challenges. Social entrepreneurs also mobilise resources and work together with communities to plan and implement initiatives to improve all aspects of community well-being (Green and Haines, 2002).

Like other emerging economies, South Africa has adopted an agenda for social entrepreneurship based on efforts to find solutions to the prevailing socio-economic conditions (Croce, Sahay and Sengupta, 2017). Five constructs can be identified in the context of emerging economies such as South Africa that can come together to be instrumental for social enterprises to conduct their role as change agents. These constructs include social welfare, social capital, social entrepreneurship, economic value creation and collective endurance (*ibid.*).

South Africa has identified social entrepreneurship as a new strategy to curb the problems of extreme poverty, socio-economic inequalities, and an increasing unemployment rate. The so-called new system aims to involve communities in their development (Lombard and Strydom, 2011). Social enterprises are universally recognised for their social investment and positive contributions to economic growth, which foster the development of the beneficiary communities.

In South Africa, social enterprises are regarded as change agents, emanating from their social mission and contribution to social change in the public space (Diochon and Anderson, 2011). The transformation is linked to social entrepreneurship because of

the nature of innovation, which not only influences social outcomes but also has a holistic effect on the community's social, cultural, economic, and environmental benefits. Innovation is the main contributing feature that allows social enterprises in South Africa to serve and deliver more to the beneficiaries of its ever-growing population (Gordon Institute of Business Science, 2018).

Central to social entrepreneurship as a viable mechanism to address developmental problems lies the partnership between stakeholders. The social welfare construct emphasises building community trust (Croce, Sahay and Sengupta, 2017). Working together in collaboration requires strong trust to improve working relations. Where there is a lack of trust, working together can be impossible.

Whether non-profit or for-profit, rich human resources are crucial in implementing the enterprise's strategic vision. Social enterprises are no different; creating strong social capital through participation and capacity building remains critical (Croce, Sahay and Sengupta, 2017). Social capital in social enterprises is responsible for developing and maintaining relationships with stakeholders, including the community.

Central to social entrepreneurship is the social entrepreneur, the engine from which all things emanate. One major factor that sets social entrepreneurs apart is their social mission (Croce, Sahay and Sengupta, 2017). The social mission makes social entrepreneurs unique in their approach to accumulating resources for both the social mission and economic sustainability. Social entrepreneurs' leadership qualities and background play a significant role in the success of the social enterprise, especially during the inception and scaling-up stages (*ibid.*).

Traditionally, social enterprises depend primarily on donations and government funding to conduct their activities, which is an obstacle to their sustainability (Croce, Sahay and Sengupta, 2017). The construct of economic value creation emphasises income-generating strategies for the support of beneficiaries and the enterprise's sustainability. In this regard, the success and strength of social enterprises can be derived from the dual purpose of social value and market orientation.

The success of social enterprises is a product of a collective and concerted effort of everybody involved, in a holistic manner. The collective endurance fashions the efforts, starting from the enterprise, the entrepreneur, the community, and all other stakeholders (Croce, Sahay and Sengupta, 2017). There must be a common purpose from all these different layers to ensure a positive impact in the end.

2.6 Social entrepreneurship and community development

In the social arena, nobody doubts the critical role social entrepreneurs play in community development. Still, the essence of the matter is to establish the extent of the value added to society (Malunga, Iwu and Mugobo, 2014). It has been said that social entrepreneurship not only focuses on economic gains but is also designed for social mission and environmental purposes. This is a unique contribution towards community development. Moreover, reports confirm that developmental problems in most developing countries like South Africa are beyond economics; others stem from a lack of social cohesion (Dhesi, 2010). Therefore, addressing them requires more than economic solutions; it requires a combination, which includes social constructs.

As part of their mission at a community level, social enterprises engage with communities at various levels to work together and devise means to tackle their economic, social, and environmental problems. As they collaborate with communities, social enterprises establish activities to create, maintain and distribute services to improve the quality of life of the communities (Lekhaya, 2015). While communities participate in social enterprise activities and benefit from services, social and financial inclusion is improved for isolated community members. Community participation and inclusion are critical in community development, as they yield empowerment (De Beer and Swanepoel, 2016).

2.7 Problems that social entrepreneurs have solved

The primary reason for the existence of social enterprises is to solve problems. Social entrepreneurs strive to solve problems through social enterprises from different fields within the community. Their work's scope is so vast that it usually addresses community development holistically (Indira et al., 2018). Through their community

development activities, social enterprises improve the living standards of poor and disadvantaged people. Social enterprises worldwide have resolved many problems: environmental problems, women's welfare, education, health, economic development, human rights, disaster management and humanitarian support, and the creation of employment opportunities (Arejiogbe et al., 2023).

The other footprints of social enterprises in the community are not tangible but have a crucial role to play in social change. Social enterprises contribute to the shift in the behaviour and attitudes of community members to their problems. Positive attitudes and improved behaviour are favourable conditions to generate and expand ideas for opportunities. With the understanding of the importance of policy when addressing and responding to problems, social entrepreneurs assume responsibility for advocacy work to influence favourable change at a policy level (Indira et al., 2018).

While social enterprises are praised for their remarkable role in community development, their external environment presents challenges that compromise how they achieve their goals and aims. Social enterprises interact with different social entrepreneurship stakeholders (institutions and organisations) to solve social problems. These institutions and organisations form part of the external environment of social enterprises. The external environment has a significant impact on the work of social enterprises, but social enterprises have no control over the external environment. Therefore, the constraints and effects of the external environment will be discussed hereafter.

2.8 Constraints faced by social entrepreneurs

The contribution made by social entrepreneurs in the development space is significant. However, despite the success stories highlighted, social entrepreneurs face challenges that hinder their optimal progress and undermine their work (Malunga, Iwu and Mugobo, 2014). The existing problems become barriers that reduce the success and achievements of social enterprises.

2.8.1 Lack of dedicated legal framework

Enterprises, in general, are governed by a legislative framework to guide and provide the legal status within which to operate. In South Africa, no legal framework is designated specifically for social enterprises (Malunga, Iwu and Mugobo, 2014). In 2019, however, a Green Paper was developed, and it is serving in Parliament; this confirms the recognition by the South African government of the contribution of the social economy in stimulating economic activities and fostering cohesion, inclusion, and solidarity (South Africa, 2019).

Due to the absence of policy, social enterprises in South Africa can be regarded as a relatively new field; hence, there are mixed feelings about their offerings and the need for clear policy (Littlewood and Holt, 2018). Because of their newness, little is known about their work and its significance to the beneficiary communities. Therefore, social enterprises are regarded as a hybrid of social development and enterprises that must register as non-profit organisations. In terms of this option, social enterprises need to expand their operations. The limits related to the generation of income options and for-profit options have the disadvantage of the tax benefit. As a result, it becomes difficult for social enterprises to operate as dual organisations with social and financial objectives (Malunga, Iwu and Mugobo, 2014).

While the lack of a dedicated legal framework is an obvious truth, the South African government and community have begun to recognise the significant role played by social enterprises. As part of the recognition, social enterprises participate with other civil society groups in developing new and innovative ways to support youth entrepreneurship and self-employment (Ramaphosa, 2020). The South African government continuously forges ways to find solutions to the crises of unemployment through meeting with social partners in job summits, striving together to remove blockages, and seeking interventions to create job opportunities. This was mentioned by the President in the State of the Nation Address in 2020. These mark steps in the right direction for South Africa; although the pace might be slow, they are laying a foundation for a legal framework to guide social enterprises.

2.8.2 Access to resources

Social enterprises largely depend upon donor organisations to carry out their mandate. Emanating from being new and requiring more understanding about them, it becomes challenging to source funding, suitable premises, equipment, and access to support and advisory services. As a result, most African social enterprises are sponsored by the United States of America (Dzomonda, 2021). In this regard, social entrepreneurs sometimes find themselves at a crossroads when trying to source funds, as they are told that their ideas are too business-like. In other instances, they are labelled as too focused on social purpose. Moreover, funding through donor support creates dependency if social enterprises are only able to function with those funds. The funding support also comes with terms and conditions that social enterprises must comply with. Complying with the terms and conditions sometimes means compromising the vision of the social enterprise (Malunga, Iwu and Mugobo, 2014).

Many businesses in South Africa, especially emerging ones, need help accessing a suitable location for their business. Social enterprises are not immune to this significant challenge, which is worse for them because they need financial assistance to afford the rent in a suitable location (Dzomonda, 2021). Usually, good business locations are situated in towns, and they have various advantages: proper infrastructure, easy accessibility, close to customers, and close to resources. However, these advantages are coupled with high rental costs, which social enterprises need to afford. As a result, most social enterprises have no option but to operate in rural areas where social ills, as their primary focus, are not prevalent.

High levels of crime and development are negatively correlated, and South Africa is amongst the countries that top the list in terms of crime (Littlewood and Holt, 2018). Elevated levels of crime undermine social enterprises' development work and efforts. Crime is a serious threat, as it steals time and resources from social enterprises. Instead of focusing the organisation's attention on operations, improving, and upgrading security becomes a priority.

2.8.3 Lack of specific business model

The operations and interventions of social enterprises are appreciated, but in the health and education sector, all is not well. Social enterprises need a more suitable

business model to have more impact on these sectors (Malunga, Iwu and Mugobo, 2014). The issue with the business model is more than about the need for delivering services; it is about inferior quality. Social enterprises must aim high and improve beyond ensuring accessibility and affordability.

Communities appreciate the initiatives provided by social enterprises. Out of desperation, communities extend many requests for support to social enterprises. In their quest to provide solutions, social enterprises may respond to requests beyond their capacity at times. Hence, social enterprises upscale prematurely to please communities and stakeholders (Malunga, Iwu and Mugobo, 2014). The scaling issue is a critical matter beyond the needs of communities; it relates to the business model and strategy. The business model provides the necessary details about growth requirements in line with capital, resource needs, strategic issues, processes, and systems (Best, 2018).

The idea of social entrepreneurship as a viable vehicle to foster community development is thought to be sustainable. The biggest question is: What is the reality of the matter? Social enterprises grapple to provide sustainable solutions to the problems they address (Malunga, Iwu and Mugobo, 2014). Due to sustainability issues, social enterprises need help to measure the impact and value of their work. The inability to measure their effect contributes to the negative feedback from financial support organisations working with social enterprises.

2.8.4 Shortage of skills

Social entrepreneurs are innovative in their approach and they address social problems through economic sustainability (Booth, Shin and Gómezel, 2019). A social mission is the primary purpose upon which a social enterprise is founded; economic goals are secondary and exist to support the social mission. In this manner, the social entrepreneur grapples with two conflicting motivations. To succeed in achieving the primary purpose, the social entrepreneur should be capable of balancing the two. Success with a social mission depends on economic outcomes. This might be challenging because it requires specialised competencies the social entrepreneur might not possess.

Among the existing forms of entrepreneurial and business establishments, social enterprises often operate in a weak and imbalanced manner, and without business plans and strategies (Booth, Shin and Gómezel, 2019). There are various contributing factors, such as the hybridity of the business, limited time, and insufficient capacity and skills. This position compromises the daily operations of the organisation and its overall performance. As a result, the only option available is to run the business on an informal basis based on poor planning and neglecting income generation.

The principal and key factor critical to all enterprises is sustainability, primarily related to a strong business plan and strategy (Best, 2018). In social enterprises, business plans are significant in fundraising and presenting business offerings to different investors. Two things relating to business plans can negatively affect the social enterprise; one could be the lack of a business plan or the social entrepreneur's inability to present the business case with the business plan convincingly. Social enterprises that have this challenge might be deemed unattractive and with no potential to deliver their services by investors.

The success and sustainability of any enterprise is determined by, amongst other factors, competent and skilled employees. This is no different for social enterprises, and the primary staff requirement includes a project manager, an accountant, a fundraiser, and general workers (Dzomonda, 2021). In a social enterprise organisation, a qualified accountant is crucial to assure the donors about proper stewardship and accountability, while the fundraiser provides a leg to stand on through donation requests. However, due to limited funds, social enterprises often fail to pay these essential employees market-related salaries; as a result, they leave their jobs for better prospects.

2.8.5 Governance and external influence

In every organisation, governance is essential. The primary purpose of governance in an organisation is two-fold: what the organisation is accountable for, and to whom it is responsible (Abramson and Billings, 2019). This essential matter is challenging for social enterprises due to their double-barrel performance objectives (i.e., social and economic goals). Two problems are associated with the different goals in terms of governance and accountability. The risk of deviating from the mission, especially

where financial gains are prioritised over the social mission, is due to the pressure for financial results during performance assessment by investors.

Social enterprises forge various working relationships in their struggle for financial existence and they end up with multiple stakeholders (Abramson and Billings, 2019). This is where the second problem arises: funders and customers are prioritised at the expense of beneficiaries. Governance challenges within social enterprises have far-reaching effects, affecting accountability and beneficiaries' participation negatively. Donors and funders even participate in board governance matters, which are discussed to align with donors' requirements, and the beneficiaries end up having no say in the decision-making.

Unlike commercial enterprises, social enterprises serve customers exposed to more complex problems and circumstances. As a result, their cognitive functioning and their quality of decision-making are impaired (Krishnamurthy, 2023). In addition, when social enterprises offer products and services, customers sometimes do not adopt or accept them. High-touch engagement with demanding customers presents difficulties for social enterprises when designing products and services. Hence, social enterprises have to work extra hard when educating customers about products and services, communicating, monitoring and engaging with community leaders, and building trust to succeed in their work.

It is also challenging for social enterprises to measure the impact of their work; various reasons can be cited as contributing factors for this (Abramson and Billings, 2019). These reasons relate to the nature of the work and the relevant tools utilised when conducting the impact assessment. Focusing on two purposes, social and economic goals, social enterprises should demonstrate both profitability and social data in the evaluation, which is challenging. Measuring social outcomes and change as intangible or invisible is not easy for social enterprises; hence, there is disagreement about what impact denotes (Abramson and Billings, 2019). This disagreement results in the absence of uniformity in the tool and model for assessment purposes. Thus, different enterprises use what is convenient for their inputs, activities, outputs, and outcomes. Stakeholders working with social enterprises, especially donors, also fuel this fire by

pulling the social enterprises in different directions through their reporting requirements.

2.9 Conclusion

This literature review provided a diverse body of knowledge about social entrepreneurship. This diverse body of knowledge is attributed to different and similar perspectives, but they have more factors in common. The literature affirmed that social entrepreneurship is still at a developmental stage, and its engineering process is different in different geographical regions. It should also be stated that the emerging state of social entrepreneurship as a field presents challenges regarding its operations. However, its core role of addressing social problems, unmet needs, and community development remains the same.

The literature also revealed various challenges that influence the work and social entrepreneurship's sustainability. Finally, while the value and relevance of social entrepreneurship received praise, its impact monitoring and evaluation could have been more effectively highlighted. The next chapter will provide an outline of the study's research design and methodology to achieve the research aims and objectives.

CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Reflecting on the critical discussion outlined above, it is evident that social entrepreneurship is multidisciplinary and complex. Therefore, as far as possible, a relevant research methodology is necessary to respond to the research questions and achieve the objectives, which are the basis for the research engagements. The following section is dedicated to discussing the methodology for this research.

3.2 Research approach and design

This study was based on a single method of data collection. Several parameters were considered as good indicators of choosing the appropriate research method for this study. These factors included the research objectives, the nature of the data needed, the depth of the information required, and the desired outcomes.

3.2.1 Qualitative approach

The research employed a qualitative approach to obtain detailed and intuitive information (Denscombe, 2012). The qualitative approach was considered the most suitable approach due to its ability to study the invisible traits of a phenomenon, such as reasons for occurrence, patterns, influence, and relationships (Busseto, Wick and Gumbinger, 2020).

The qualitative approaches focus more on understanding and gaining a perspective on a phenomenon by using the 'why' and 'how' questions, particularly by demanding a detailed elaboration (Sullivan and Sargeant, 2011). Using the qualitative approach for this study would thus allow the participants to provide detailed explanations, and not simple 'yes' or 'no' answers. With that detail, a clear conclusion could be drawn about the case under study, especially on its invisible traits. In this regard, the participant's point of view was of utmost importance because what transpired in the case under investigation always happened in the absence of the researcher.

The qualitative approach serves a dual purpose: its ability to tackle hard-core and softer problems (Busseto, Wick and Gumbinger, 2020). Therefore, qualitative approaches are more relevant when complex and multifaceted phenomena are studied, such as community development, and when dealing with softer and more delicate issues, like stress and emotions.

In addition, studying and investigating a case requires open-mindedness to obtain efficient and sufficient information. The qualitative approach is the only strategy that can provide this flexibility advantage, allowing further adaptation when the need arises during data collection and analysis processes (Maree et al., 2019).

Although the qualitative approach tends to be labour-intensive, for this research, an audio recording will be used to manage and record a large amount of text to reduce the workload (Bhandari, 2022). The audio recording also allows the researcher to listen to participants' views several times for clarity and to ensure that no information is lost.

3.2.2 Case study design

In terms of the research design, a case study was used to conduct a thorough and intensive assessment and analysis of one case, Mdukatshani NGO. Using the case study method for this research provided detailed and descriptive findings of the specific case through semi-structured interviews (Bryman, 2012). The NGO was the unit of analysis, and in the background was the district community at large, where all NGO activities are conducted. As much as the community was not the unit of analysis, it was necessary for the data collection process; hence, it is separate from the research.

Mdukatshani NGO was selected, and permission was requested to conduct the study (see Annexure D). Mdukatshani NGO exemplifies the broader category of social entrepreneurship and the NGO's involvement in community work; thus, it creates a conducive environment for study and to get answers to the research questions. Finally, the case was deemed suitable to depict the ways in which social enterprises are used to foster community development, as part of the research objectives.

3.3 Data collection strategy

This study was based on semi-structured interviews as a data collection method. The interviews were conducted in informal conversations with the participants so that they could freely share their views, ideas, and insights about the phenomenon under study.

3.3.1 Semi-structured interviews

Data was collected using semi-structured interviews, using a pre-determined list of questions based on the theme of social entrepreneurship. The interview schedule was prepared as a guide aligning with the two major themes (i.e. social entrepreneurship and community development); this provided specific issues to be addressed by the questions (see Annexure B). The interview process was as flexible as possible, allowing for follow-up questions and further probing by the interviewer to uncover hidden truths that might illuminate the interviewee's discussion (Maree et al., 2019). The interviews were based on open-ended questions to obtain as detailed information as possible; thus, yes or no answers were not expected.

Qualitative interviewing emphasises the value of the interviewee's voice, his/her experience with the research topic, and his/her views. Hence, the interviewer must be a good listener who pays special attention to all forms of verbal and non-verbal communication (Bryman, 2012). Regarding the interview intervals, the interviews were conducted on a single occasion with ample time assigned to each participant to achieve data saturation. The semi-structured interview questions were predetermined, although they were not of the exact wording. Thus, the questions were modified to probe the participants' perceptions. Due to the flexibility allowed, the interview sessions were not standard in sequence, but the context was aligned with all the interviewees' themes (Bryman, 2012). The flexibility and adaptability of semi-structured interviews are regarded as the main advantages of the strategy and offer opportunities to dig deep into areas of interest and scrutiny.

Before the interview sessions began, the researcher sought permission to record as part of the research data collection tool; this was done in observance of ethical considerations (Denscombe, 2012). During the interview sessions, no formal and serious scribing and capturing were done to maintain the informality, interactive

component, and naturalistic setting of the interviews. Noticeable non-verbal communication was jotted down as a backup for the recording.

During the interview, the researcher was focused, listened attentively, and paid attention to ensure that the raw data was preserved because the actual quotes from the interviewees were what was sought from the research (Paton, 2002). The interviewees' responses were transcribed word-for-word to ensure that nothing was lost and that it contributed to the data analysis; transcribing was done soon after the interviews were done.

3.4 Sampling design

In terms of sampling design, this study was based on a non-probability sampling method. The objectives of this study provided a guide in determining the most appropriate method, and the interview questions to follow were also aligned with this, which eventually assisted in the judgement of the research participants (Bryman, 2012). Below is the outline of the sampling design followed for the study:

3.4.1 Sampling design outline

To achieve the desired research outcomes, the researcher was assisted by applying purposive sampling to make a proper judgement regarding selecting the most relevant participants with the required information (Bryman, 2012). This design is a good fit for this kind of qualitative study and is also best suited for answering the research questions.

The sample size is a situational matter in which the researcher can use their discretion. Still, the ideal size must offer a reasonable conclusion (Bryman, 2012). It is also emphasised that smaller samples are appropriate for qualitative research because qualitative research aims to understand variation, complexity, depth, and context, instead of the population (Gentles et al., 2015).

For this study, an appropriate number of respondents were interviewed, namely, a total of ten participants. The recruitment of the participants took place from diverse groups within the social entrepreneurship stakeholders; that is, three leading figures

in the community, four officials from government departments directly interacting with Mdukatshani NGO, and three employees from Mdukatshani NGO. From Mdukatshani NGO, three people were interviewed: the Director, the Project Manager, and the Area Team Leader. The three leading figures in the community were a Councillor, an Induna, and a Faith-Based Leader. The officials from the government department were two officials from the National Department of Agriculture, Land Reform and Rural Development (Senior Project Officers) and two from the Provincial Department of Agriculture and Rural Development (Animal Health Technicians).

A general rule of thumb for any qualitative research is to achieve data saturation, which this study strived to achieve. To achieve data saturation, the number of respondents and the intensity of the contacts were important. This was done to ensure that data collection progressed smoothly, while the additional information contributed to the study. Furthermore, it is suggested that the sample size in qualitative research should be manageable to prevent difficulties in achieving data saturation (Maree et al., 2019). This study achieved that; the size of the sample is provided in the table below:

3.4.2 Sample illustration

TABLE: 1 SAMPLE ILLUSTRATION

DESCRIPTION	ORGANISATION	CODE GIVEN TO PARTICIPANTS
Mdukatshani NGO – Leadership	Mdukatshani NGO	01
Mdukatshani NGO – Leadership	Mdukatshani NGO	02
Mdukatshani NGO – Leadership	Mdukatshani NGO	03
Community leader – Political Leader (Ward Councillor)	Political leadership	04
Community leader – Traditional Leader (Induna)	Traditional leadership	05

Community leader – Faith-Based Leader	Faith-based leadership	06
Government official – Animal Health Technician	Provincial Department of Agriculture	07
Government official – Animal Health Technician	Provincial Department of Agriculture	08
Government official – Senior Project Officer	Department of Agriculture, Land Reform and Rural Development	09
Government official – Senior Project Officer	Department of Agriculture, Land Reform and Rural Development	10
TOTAL PARTICIPANTS		10

3.5 Population

The population for this study included South African women and men of all races, different age groups, different educational status, different socio-economic status, and those exposed to Mdukatshani NGO's work. The eligibility criteria in this study were that the participants should be South African citizens, have direct interaction with Mdukatshani NGO through work (government officials), and be leading figures in the uThukela District where Mdukatshani NGO developed communities. The selected individuals served as the specific units of analysis from which the conclusions were drawn.

3.6 Measurement map and data analysis

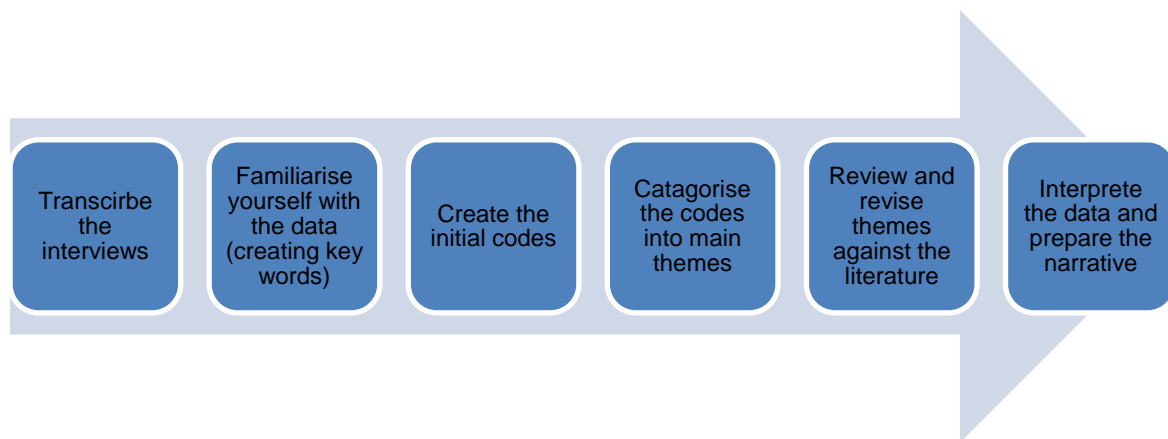
Data analysis is the process that systematically summarises and interprets the collected data through different techniques to add meaning to the data for it to make

sense (Bryman, 2012). To effectively analyse and interpret the collected data for this research, thematic or content analysis was selected. Thematic analysis involves repeatedly reading a data set and identifying patterns in the meaning of the data to establish themes; while doing so, the vast amount of data is compressed into less content, which is easy to manage (Maree et al., 2019). A thematic analysis was identified as the analysis strategy of choice for this study because it works well and provides better findings for a descriptive study, which this study is.

In terms of specific focus with a thematic analysis approach, this study focused on latent content. The focus is mainly on what the text talks about, the meaning, the relationship aspects, the underlying meaning beyond what is seen and being said, and discovering context (Maree et al., 2019). The aims and objectives of the study inform all these choices. The entire process of data analysis was carried out following the procedure outlined below.

3.6.1 Thematic data analysis process

FIGURE 1: DATA ANALYSIS PROCESS



For this research, the data analysis process commenced by carefully examining the data so that all the information would be familiar to the researcher in preparation for the actual transcribing of the data. The researcher identified facts and organised them into codes. The codes were then categorised into themes. These steps led to more scrutiny whereby themes were reviewed and revised against the literature to identify the patterns and relationships that appeared. The last step was to conclude with data

interpretation and preparation of the narrative to address the research questions and objectives.

3.6.2 Measurement map

Using a measurement map in this qualitative research as a visual aid was meant to assist in planning the study, aid during qualitative data collection, and guide the final stages of data analysis and finding presentation. A measurement map provides a summarised snapshot of the process against which the researcher verifies research progress and proceedings.

Following a measurement map ensures that the qualitative research is aligned with the research design. This is especially critical because a qualitative inquiry needs to be concise, and the researcher must be careful with the process to be reasonable.

FIGURE 2: MEASUREMENT MAP IN QUALITATIVE RESEARCH

Objective/question	Construct	Variable	Data source	Data/questions	Data analysis
Objective 1: To comprehend the concept of social entrepreneurship in an international context	Conceptual framework	Description and context	Literature	Reviewing the existing literature on social entrepreneurship at local and international levels	Thematic analysis
Objective 2: To determine how community development can be initiated through social entrepreneurship	Poverty alleviation	Employment opportunities, household income	Interviews with government officials and community leaders	How does Mdukatshani NGO use social entrepreneurship to facilitate community development?	Thematic analysis and tables
		Access to resources			

		Capacity building and empowerment			
	Poverty alleviation	Empowerment opportunities	Interviews with community leaders	How does the community benefit from the work of Mdukatshani NGO in developing the community?	Thematic analysis
	Sustainability	Ability to deliver	Interviews with government officials and Mdukatshani NGO	What is the primary funding source for NGOs, and how do you think it affects their work?	Thematic analysis
Objective 3: To investigate the perception of the effects of Mdukatshani NGO's programmes on community development	Poverty alleviation and empowerment	Mdukatshani programmes	Interviews with Mdukatshani NGO, community leaders and government officials	Tell me how Mdukatshani NGO uses social entrepreneurship to facilitate community development in the uThukela District.	Thematic analysis
		Social and economic impact	Interviews with Mdukatshani NGO	What are your reasons as Mdukatshani NGO for using social entrepreneurship to facilitate community development?	Thematic analysis and tables
		Improvement of the	Interviews with	Reflecting on what we have discussed,	

		community's well-being	Mdukatshani NGO and community leaders	what role does Mdukatshani NGO play in developing the uThukela District community?	
Objective 4: To assess how Mdukatshani NGO facilitates community development using social entrepreneurship	Recommendations	Suggested interventions and strategies	Interview with Mdukatshani NGO, community leaders and government officials	What is the organisational model for your organisation, and why?	Thematic analysis
Objective 5: To recommend what social entrepreneurs should do to enhance their role and improve their impact on community development	Recommendations	Suggested interventions and strategies	Interview with government officials	Based on your experience and knowledge about the role of social enterprises in community development, what are your suggestions for improvement going forward?	Thematic analysis

3.7 Research ethics

Conducting any research project comes with a calculated risk, irrespective of whether the aim is to collect primary or secondary data. Moreover, protecting and supporting participants is paramount (Israel and Hay, 2006). To achieve this, an application for ethical clearance was made to the General Human Research Ethics Committee (GHREC), and permission was granted with Ethical Clearance Number: UFS-

HSD2021/0803/21/3. The research proceeded only after approval was received (see Annexure A).

The researcher ensured that any harm to the participants was avoided at all costs. The protection of the participants was not only limited to physical damage, but psychological, social, and economic damage. Equality and justice considerations were also considered (Knight, 2022). Counselling support was arranged for, during or after the data collection process, should the need arise. Confidentiality and anonymity were maintained during data collection and reporting to protect the participants (Israel and Hay, 2006). The interview transcripts and recordings were securely stored and will be disposed of in line with standards and policies after five years. Research data stored in a computer was protected using a password and encrypted.

As a general principle and a fundamental precondition for participation in research, potential participants were provided with informed consent. To ensure that the decision was informed, potential participants were advised about the purpose, nature, and conditions of their involvement in the research. It was also indicated that they could withdraw from the study at any stage, even before the data collection process ended (Denscombe, 2012). All these aspects were communicated using a language the participants understood, in a place convenient to them, and giving time for clarity-seeking questions. The provision of informed consent was provided in writing, whereby participants signed the consent form (see Annexure C).

Throughout the study, research integrity was upheld without compromise to enhance the research outcomes, transparency, accountability, and equitability (Knight, 2022). The research integrity was achieved as suitable methods were chosen and followed. In dealing with the participants, the researcher always strived for openness, honesty, fairness, objectivity, and impartiality.

3.8 Limitations

This research was expected to provide detailed and universally applicable findings because it was exploratory. In addition, the research employed purposive sampling, with a limited number of predetermined participants. This was to limit the findings from

being generalised to a broader population. However, to enhance the results, especially for this study and the question under investigation, the sample was considered carefully and it aimed for information-rich participants. This research further required labour-intensive processes during the data analysis. This affected the study negatively (time-consuming), which had the potential to affect the limited resources available. A thematic analysis approach was used to counteract this limitation, which assisted in efficiently dealing with large volumes of data through computer-assisted technologies (Maree et al., 2019). Tables were used to organise, reduce, and analyse the data.

The research was conducted through open-ended interview questions to offer more control over the participants as to what kind of data was collected. As a result, there was the chance that it could present difficulties in verifying the results for objectivity. The researcher was, however, able to capitalise on the flexibility and adaptability of the semi-structured interviews. Through this, the line of enquiry was modified accordingly, as and when needed, to ensure that the discussions stayed on track with the research questions. The researcher did this objectively and professionally, guarding against interviewer bias.

3.9 Timeline

The research project began in February 2022. Activities were conducted monthly; each was a full calendar day, including public holidays for that month.

3.10 Conclusion

Social entrepreneurship is gaining momentum and popularity globally as an answer and solution to community developmental challenges. Its approaches and perspectives promise to provide a fresh and unique way of tackling life challenges that are desperately needed by contemporary societies. A valuable phenomenon of this kind is worth studying and researching to gain more insights and enhance understanding. Against this backdrop, an exploratory study of social entrepreneurship becomes necessary to contribute to the existing body of knowledge, which has already laid an essential foundation. The next chapter tables the study data obtained using the research methods and techniques.

CHAPTER 4: STUDY FINDINGS

4.1 Introduction

Based on the data collection strategy used (i.e., semi-structured interviews) in this study, detailed data were obtained. This chapter presents the key research findings obtained from the collected data. The themes that emerged from the findings are also presented. The interviews with the participants provided various key themes. The interviews were conducted with ten participants, of which three were officials from Mdukatshani NGO, four were government officials who have worked with the NGO, and three were community leaders in the area where the NGO has worked (i.e., the uThukela District). Of the ten participants, three were females (one was a government official and two were NGO officials). The table below details the interview participants:

TABLE 2: INTERVIEW PARTICIPANTS

INTERVIEW NO.	INTERVIEWEE CATEGORY	GENDER	AGE	INTERVIEWEE IDENTIFICATION CODE	INTERVIEW DATE
1.	Mdukatshani NGO – Leadership	M	53	M1	3 July 2023
2.	Mdukatshani NGO – Leadership	F	42	M2	3 July 2023
3.	Mdukatshani NGO – Leadership	F	43	M3	3 July 2023
4.	Community leader – Political Leader (Ward Councillor)	M	35	C1	4 July 2023
5.	Community leader – Traditional Leader (Induna)	M	62	C2	4 July 2023
6.	Community leader – Faith-Based Leader	M	65	C3	4 July 2023

7.	Government official – Animal Health Technician	M	39	G1	10 July 2023
8.	Government official – Animal Health Technician	F	31	G2	11 July 2023
9.	Government official – Senior Project Officer	M	44	G3	13 July 2023
10.	Government official – Senior Project Officer	M	34	G4	13 July 2023

4.2 Mdukatshani NGO's background

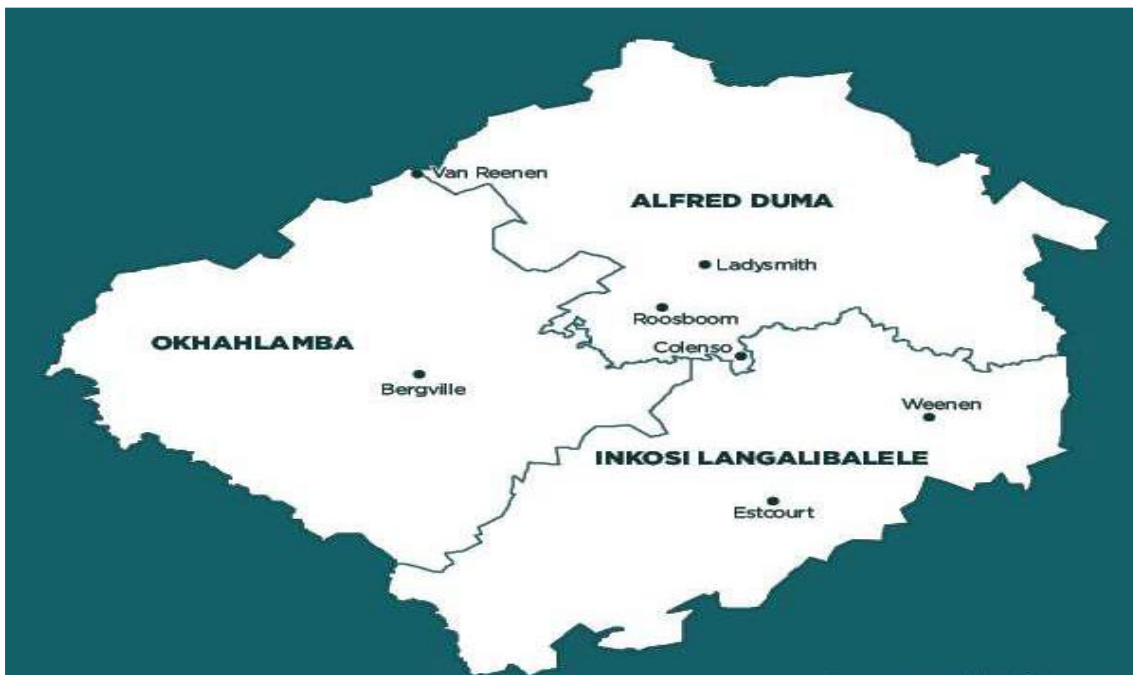
Mdukatshani is a South African Non-Governmental Organisation (NGO) founded and registered in 1963. Initially, the organisation was established as a church agricultural project focusing on land reform issues. Back then, Neil Alcock led it. At that time, the NGO was based in Wasbank, near Ladysmith (Rahmann and Salomon, 2019).

Mdukatshani is registered as a Non-Governmental Organisation, possibly due to the lack of designated legislation. However, based on its objectives and activities, the organisation qualifies as a social enterprise. The association is also made based on what social enterprises are, their objectives, and the reasons for their establishment and existence. Against this background, Mdukatshani NGO has been identified as relevant for this social entrepreneurship study. In the social entrepreneurship spectrum, Mdukatshani can be placed right at the centre because it is not similar to the traditional not-for-profit organisations that are restricted from using innovation and generating income for organisational sustainability. However, the flexibility does not make Mdukatshani similar to the for-profit organisations whose main focus is on the creation of commercial revenues (Kong, 2010).

In 1999, the current organisation's CEO took over, and the organisation moved to Weenen and Tugela Ferry, 30 and 20 kilometres respectively from the Tugela River in the uThukela District in KwaZulu-Natal, where the main activities are conducted today.

The uThukela District Municipality is one of 11 KwaZulu-Natal districts that fall within Category C municipalities. It is located on the province's Western boundary. The District is named after one of the major rivers in the province, the uThukela River, which originates in the Drakensberg Mountains, supplying water to KwaZulu-Natal and Gauteng (Cogta, 2020). uThukela is one of the rural districts in the province, with 75% of it being rural and traditional. It comprises three local municipalities: Okhahlamba, Alfred Duma, and Inkosi Langalibalele. The map below depicts the uThukela District.

FIGURE 3: uTHUKELA DISTRICT MAP



Source: www.municipalities.co.za

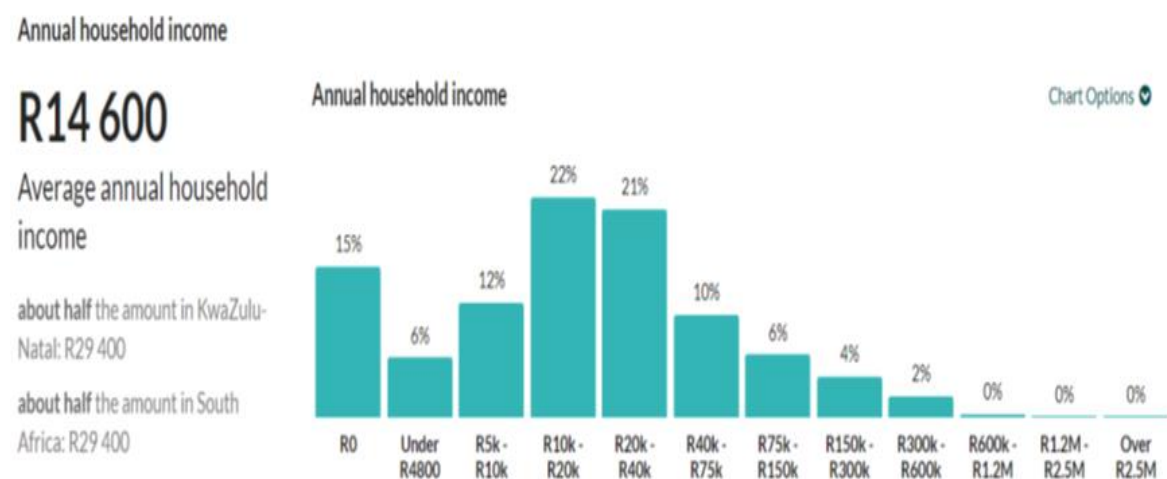
The population of the uThukela District Municipality was 724 248 people in 2019. It experienced a population growth rate of 1% in the previous years (2017 and 2018). The contributing factors to the district's population include a high birth rate and immigration. The distribution of people across the three local municipalities is uneven; 53% of the population is female, and 47% is male. Regarding race distribution, 96.22% are African, 2.17% are Indian, 1.07% are white, and 0.54% are Coloured. The total number of households in the district is 161 787; out of these households, 85 302 are women-headed households, and 1 673 are child-headed households (Stats SA, 2011).

Mdukatshani NGO has evolved and changed in response to the needs and challenges of the communities it works with. Hence, the organisation shifted its focus to deal with capacity development for the sustainable livelihood of rural households through empowering women and youth in agricultural production and productivity. Initially, the main activities were keeping chickens and gardening in commercial gardening plots at the furrow irrigation scheme. However, in 2011, the organisation’s focus shifted to chicken and goat farming development.

The poverty level in the district is extremely high and counts among the top ten districts in the country. A total of 62.7% of the population live in poverty; Okhahlamba leading, followed by Inkosi Langalibalele, and Alfred Duma with the lowest percentage. Regarding income distribution, inequality prevails, and the average annual household is R14 600, with 15% completely without an income, while 6% of the population earns below R4 800 per month (Stats SA, 2011). As a result, many people are not self-reliant and depend on government social grants for their livelihood.

The table below depicts how income is distributed across the population in the uThukela District.

FIGURE 4: ANNUAL HOUSEHOLD INCOME



Source: Census 2011

Regarding the education and skills profile of the population of the uThukela District, 39.7% have completed matric, 4% possess tertiary education qualifications, 12% have

primary education, and 10% do not have any education (Stats SA, 2011). Matric results in the district were among the lowest in the province, and it was only in 2018 that the results started to improve, increasing from 72.85% to 76.65% in the subsequent year. The uThukela District has several educational institutions at different levels: 445 public schools, 15 independent schools, and one TVET College. Through these institutions, the government is trying to improve education and the skills profile.

Aligned with chicken and goat production, the Mdukatshani Rural Development Project (MRDP) was initiated. The MRDP focuses on developing and implementing appropriate technological models for sustainable livelihoods through livestock keeping, animal health management, and entrepreneurship in traditional goat and chicken-keeping (Mdukatshani Rural Development Project, 2017).

The MRDP aims to improve household food security and rural livelihoods, helping lift communities out of poverty and generate income. To achieve this, the project has five objectives:

- improving the livestock productivity of farmers in the uThukela District through livestock health and management;
- to increase the number of women participating in income-generating livestock and value-adding activities;
- to implement locally generated and sustainable solutions based on research driven by collaborative efforts from various stakeholders such as the government, NGOs, and farmers;
- to present challenges and opportunities facing small-scale livestock farmers to the government and policymakers for relevant policy development opportunities; and
- Mdukatshani NGO must comply with the necessary prescripts when rolling out its programmes, such as the Basic Conditions of Employment Act No. 75 of 1997 (Rahmann and Salomon, 2019).

Many communal farmers in rural communities in KwaZulu-Natal produce indigenous goats. Mdukatshani NGO was involved in research conducted on the matter and wrote a detailed programme for goat production, which was included in the Agricultural

Master Plan for KwaZulu-Natal (Bayer et al., 2003). The organisation strongly believes that rural communities can play a crucial role in improving their socio-economic status with what they have. Goat production can be part of viable solutions to socio-economic challenges in rural areas, like high unemployment rates, as about 70% of rural people own goats.

The development of the Agricultural Master Plan is considered a critical milestone achieved by KwaZulu-Natal to reclaim its agricultural sector, which has been affected by many challenges, including drought, which affects its ability to contribute to the economy of the province (Agriculture and Rural Development, 2018). Having the Master Plan, the province is armed with strategic solutions in the battle to fight the triple challenges of poverty, inequality, and unemployment, which are also central to the work and activities of Mdukatshani NGO.

The eradication of poverty and inequality within communities is the primary goal of the South African government, as articulated in the National Development Plan 2023 and the KZN Provincial Growth and Development Plan, to which Mdukatshani NGO contributes. To further confirm its commitment to these development missions, the NGO states, “The country is heading towards socio-economic crises for the youth; hence, the organisation wants to invest more in youth empowerment programmes that will be aligned with the Agricultural Master Plan when it is rolled out” (M1).

4.2.1 KwaZulu-Natal Agricultural Master Plan

The leadership and principals in KwaZulu-Natal from different spheres have identified and acknowledged the agricultural sector’s critical contribution to the economy (Agriculture and Rural Development, 2018). The leaders also perceive the sector as one of the possible strategies to deal with the province’s multiple challenges (i.e., unemployment, poverty, and inequality). In line with this, the provincial leaders, including the late Zulu king, His Majesty King Zwelithini Zulu, the former KwaZulu-Natal Premier, Willies Mchunu, and the former MEC for Agriculture and Rural Development, Themba Mthembu, all agreed that the KwaZulu-Natal Agricultural Master Plan should be established (Agriculture and Rural Development, 2018).

Due to its contribution to the agricultural sector in the province, especially goat production, Mdukatshani NGO was identified as one of the stakeholders to participate in and contribute to the Agricultural Master Plan. The primary purpose of the Agricultural Master Plan is to serve as a strategic instrument to coordinate and facilitate the development and implementation of the agricultural sector within the province. Through the Master Plan, the province intends to improve and transform the agricultural sector radically. The Agricultural Master Plan is based on six pillars: firstly, markets, food value chains, funding, and investment; secondly, land access and management; thirdly, smallholder support and development for agricultural growth and job creation; fourth, skills development, research, and technology development; fifth, irrigation and infrastructure development; and lastly, food and nutrition security (Agriculture and Rural Development, 2018).

4.3 Understanding social entrepreneurship

The participants understood social entrepreneurship and how it relates to community development. Their knowledge of the concept was mainly articulated through the reasons for social enterprises' existence and what they do in the communities. From all the participants' understanding of social entrepreneurship, it was common to emphasise that central to the purpose of social enterprise is to help people improve their lives, provide relief in times of need, deal with people's challenges and struggles, improve people's socio-economic welfare, promote social cohesion, and promote a harmonious relationship between people and the environment. However, one participant confirmed that he is unfamiliar with social entrepreneurship: "I do not understand what social entrepreneurship is precisely, but I know that our organisation is concerned with helping people change and improve their lives. By so doing, the whole community in the villages we are working on are developed somehow" (M1).

4.3.1 Social entrepreneurship's relationship with community development

Regarding the relationship between social entrepreneurship and community development, the participants mentioned that both are more or less the same in principle, with the common goals and objectives of satisfying people's needs and improving their quality of life, but they might use different approaches depending on

the circumstances of a particular community. The respondents also indicated that community development requires social enterprises to coordinate local people to be involved in the development process. Coordinating local people through social enterprises is critical because people know what their community needs. The participants described the relationship as follows: “People and groups in the community have their primary way of living and doing things due to their challenges; now they want to improve and develop themselves, yet they need to gain the know-how. The NGO, as a social enterprise, has this vision and quest to assist and develop people. Hence, they mobilise resources, provide capacity-building or skills development, and provide necessary logistics” (G1).

Another interviewee added the following about the relationship between social entrepreneurship and community development: “Social enterprise serves an utmost important role in community development because they close gaps where government, as the custodian of providing services to people, lacks. By so doing, possible disruptive service delivery protests by unsatisfied citizens are avoided. Communities are struggling in many ways due to poverty; the government sometimes takes too long to respond due to bureaucracy, and social enterprises, on the other hand, are very quick to respond, not necessarily because they compete with the government but because administrative processes are not too long while people are suffering” (G2).

Communities’ struggles have worsened due to heightened social ills. A participant, who highlighted the relationship between social entrepreneurship and community development in dealing with such community struggles, stated, “Opportunities in the cities are shrinking and become very limited. Thus, communities appreciate development efforts provided by social enterprises to alleviate poverty. Therefore, NGOs become solutions and better strategies to provide community development opportunities and initiatives, especially in the rural space” (C1).

Another participant added, “Social enterprises provide them with an opportunity to earn income through self-employment. At the same time, the unemployment rate is alarming; depending on government social grants only is not an option” (C2).

4.4 Mdukatshani NGO's development model

The participants stated that Mdukatshani NGO's work is based on two developmental models. It employs an Asset-Based Community Development Approach, which means that it capitalises on what the community already has and develops from there. Asset-Based Community Development (ABCD) is an approach to community development that focuses on community assets as valuable tools to kindle the development of that community (Hanachor and Wordu, 2021). The main point in this instance is to build upon what is already available, instead of waiting for what is not known, which can be provided by outsiders or development experts only; rather, experts use available assets at the community level as stepping stones.

One participant provided a comprehensive response in this regard: "Communities involved identify small stock (goats and chickens) and craft (general hand work) as what they already have and are familiar working with as their store of wealth; hence, the NGO aligned such as assets to base its programme on" (M1).

It was also mentioned that the NGO, with the assistance of community members, identifies needs, gaps, and challenges that community members face, which need to be supported; thus, the NGO employs a needs-based approach when planning its programmes. The participant added: "But they (community members) also identify needs, gaps, and challenges that they want to be supported on so that what is existing can be improved and generate income; then the NGO prepares proposals for funding requests based on these needs and gaps" (M1).

The participants further indicated that, when identifying community members to participate in the programmes, it is done voluntarily. However, one should at least have small stock (goat or chicken) to be considered part of the start-up capital to show their commitment. With regards to this, a participant said: "At the beginning of the year, project leaders identify new dips and farmers with small stock. Farmer mobilisation is done to present the NGO's programme and ascertain farmers' interest in participating; focus groups are organised for the interested farmers" (M2).

The NGO, with focus groups of farmers interested in participating in the MRDP, and specific modalities are laid out for the implementation. As part of the modalities, farmers' contributions and the NGO's contributions, as support, kick-start the project's implementation process. The project manager stated: "Learning from the previous bad experiences of working with people who are not committed, the NGO developed a system of start-up stock trying to ensure that participating farmers are dedicated and responsible to their work and make some contribution. The start-up comprises ten goats, three are from each farmer as the contribution, and seven are the support from NGO to participate in the programme" (M3).

4.5 Mdukatshani NGO's programmes

All the participants confirmed that the NGO facilitates various projects linked to the MRDP to foster community development. The MRDP is a catalytic programme based on enterprise development (goat and chicken production enterprise). From this high-impact programme, three additional projects are implemented to benefit the community. The three projects include skills development or capacity building, targeted job creation, and infrastructure development. The last programme is not linked to the MRDP but was established to cater for community members who do not participate in farming, and it is an arts and crafts programme.

According to a participant, "The animal health technician outlined that through the MRDP, farmers are provided with enterprise development skills relating to animal production (focusing on small-stock), taught how to prepare feed block, taught animal health, provided with medication and vaccine, building dip tanks for them, small-stock sale, and organising small-stock auctions" (G2).

The skills development/capacity building project is two-fold: the one outlined above involves farmers who are provided with skills as part of participating in the MRDP, and the second one is dedicated to youth (both school-going and outside-school youth). The NGO leadership provided a clear background on the youth capacity-building programme: "This programme aims to encourage youth participation in agriculture (animal production) so that careers can be possible. For youth outside of school, it creates job opportunities (targeted job opportunities). Youth are trained on animal

health, and upon course completion, they are provided with vet kits and employed as Community Animal Health Workers (CAHWs) who move around community dip tanks attending to minor small-stock health issues not complicated to warrant the State Vet's attention. They receive a stipend for that" (M1).

The participants expressed their appreciation for the NGO's programmes in the community, stating: "The NGO, through CAHWs, also conducts livestock census at a community level, and their data is constantly updated, even technicians rely on it" (G2); "Farmers are embracing the livestock production programme a lot because they feel it allows them to stick to their roots... and can put food on the table" (C2).

Regarding the infrastructure development project, the NGO leadership explained the following: "As part of the project linked to MRDP, the NGO also supports farmers with basic infrastructure development, such as construction of dip tanks, kraals, goat kid enclosures, and feeding troughs" (M1).

Community members not involved with small-stock production do not benefit from the NGO's community development work, but there is a programme specially designed to assist them: "Communities not involved in small-stock production focus more on craft work, which includes Zulu mats – *amacansi*, bead work for traditional ceremonies – *ubuhlalu*, and bowls – *izimbenge* – which are all sold locally and in the entire province" (M1); "As part of craft work, leather processing in which beneficiaries collect livestock hides from the community to make leather products and items for sale" (M3).

4.6 Mdukatshani NGO's funding sources

Mdukatshani NGO has two sources of funding: firstly, the public sector in the form of government departments, especially those with mandates aligning with the work, purpose, and activities of the NGO. These include the Provincial Department of Agriculture, municipalities, and the National Department of Agriculture, Land Reform and Rural Development. "The other source of funding is the private sector, both in the country (includes Job Fund) and outside the country (includes donors from Europe like the United Nations, which are core funders)" (M2); "Terms and conditions accompanying donors funding approval include the provision of 70% of project costs

by funders, 24% contribution by the NGO, and 40% contribution by beneficiaries to show commitment to and ownership of the project” (M3).

The participants had concerns regarding depending on external funding sources for the NGO to carry out its mandate. “External funding poses challenges, particularly for planning, project continuity and creates an element of uncertainty; hence, time for project implementation may not be definite” (G4).

A participant added that the government prioritises its performance indicators over the NGO’s work, especially during times of financial constraints. “Other concerns include the requirements stipulated by donors, which sometimes favour their needs and ignore the realities and circumstances of the beneficiary communities. This is often true about external donors outside the country since their perspective about the community is based on assumptions. As a result, NGOs must conform to reporting and auditing standards to obtain more funding, even if it means portraying what is not a true reflection” (G3).

Funding support for the NGO is also affected negatively by politics. In this regard, it was mentioned that “changes in political leadership affect the NGO’s work negatively. This happened in a sense that sometimes the mandate and politics will change as Ministers and MECs change. As a result, funding support from the government towards the NGO’s programmes was seized abruptly or even channelled to other areas deemed as priorities by the new leadership” (M1).

In addition, political leaders sometimes use the NGO to fulfil their political agenda and to do favours. The organisation is also forced to comply because of the funding support provided. In this instance, the NGO’s objectives and the community’s needs are not considered.

On the topic of funding, it became clear that what matters is not only receiving funding but also how the funds are managed throughout the project implementation. It was suggested that “the NGO should consider improving on managing project funds to ensure that all milestones are covered during project implementation. As outlined in

the project proposal” (G3). Moreover, “Poor project funds management may lead to project failure and success finding grants for reclaiming project work is difficult” (G2).

The Issue of funding sources for NGOs was also associated with sustainability; especially if an NGO is no longer in an area, the community should be able to proceed with the work independently. “NGOs should improve sustainability strategies and align them with income-generating activities. Developing income-generating activities and saving a certain percentage of money to invest back into the work so that project implementation cannot solely depend on external donated funds” (G4).

4.7 The impact of Mdukatshani NGO’s programmes on community development in the uThukela District

Mdukatshani NGO provides various programmes to foster community development in the uThukela District, as mentioned previously. All these programmes positively impact on the development of the community and people’s lives in various ways. The NGO programme” impact and contribution to community development can be summarised as follows: provide solutions to community problems, stimulate inclusive participation, contribute to the local economy, improve access to services and resources, and contribute to capacity building (Rahmann and Salomon, 2019). The impact of programmes is outlined below to provide more details.

All the participants confirmed the positive impact that has been observed throughout their interaction with the NGO and the community. “Community members participating in NGO activities can fight poverty, as job opportunities are created to assist unemployed people, especially the youth, as unemployment is a serious challenge in the uThukela community. Through the livestock auctions organised for farmers, income is generated, contributing to the improvement of local economy” (M1).

In addition, it was said that “Mdukatshani programmes assist participating farmers to access services, especially livestock medicine, feed and dip tank facility, which is very problematic for rural communities like uThukela District” (C4). The participants also confirmed the appreciation from the community regarding the programmes, “Given the

limited opportunities in the cities, community members appreciate the programmes, especially skills development and goat production are perceived as solutions and a strategy to alleviate poverty in the District” (C3).

4.7.1 Women empowerment

The uThukela District is a Zulu society that is dominated by males and can be considered a patriarchal society. Numerous factors contribute to the domination of males, including the labour tenant system, migrant labour, faction wars, and HIV and Aids (Rahmann and Salomon, 2019). Gender-based roles and responsibilities have shifted, with women taking on the authority and responsibility for daily household life. The shift also had to be recognised within land rights issues, especially by traditional leaders, to accommodate women’s societal position (Alcock and Hornby, 2004). Taking into consideration that over 50% of households in the district are female headed, women empowerment initiatives are needed. Emphasising the empowerment initiatives and appreciating Mdukatshani NGO’s programmes in this regard, the community leader said, “Women participating in Mdukatshani programmes (i.e., goat production and art and craft) have access to income and are now able to care for themselves and their families” (C1).

The MRDP allows women to become self-reliant and less economically dependent on men and government grants. The MRDP empowers women, as female-headed households already own 70% of the small stock, and the project focuses on goats and chickens (MRDP report, 2017). The NGO, through the MRDP, leverages existing community structures to facilitate the inclusion of women in livestock development. The livestock associations and dip tanks are entry points and catchment areas. Groups of female livestock keepers are formed and aligned to these structures, and all support is facilitated through these livestock keepers’ groups (Rahmann and Salomon, 2019).

Women empowerment also happens through the Community Animal Health Workers (CAHWs) programmes. One hundred and twenty (120) young female Animal Health Workers (CAHWs) have been provided with job opportunities (Goat Agribusiness Project: GAP, 2018). These women participate in the development of their

communities since people in the area elect them; in return, they render services to local farmers to make their livestock more productive.

In traditional communities, such as in the uThukela District, young women do not consider looking for greener pastures in the cities but have high expectations of family planning (Rahmann and Salomon, 2019). Staying at home and doing crafts became an option; hence, Mdukatshani NGO capitalised on this, and supported the women involved in craftwork.

4.7.2 Employment opportunities

It has already been mentioned that the rate of poverty in the district is very high as 62.7% lives in poverty; high unemployment is one of the contributing factors (Stats SA, 2011). Mdukatshani NGO's efforts, through its programmes, creates diverse employment opportunities to benefit the community in the uThukela District. Through capacity building and training, community members are empowered to explore their potential as they now have skills and thus become employable. A practical example in this regard is the Animal Health Workers (CAHWs), employed as CAHWs, and earning an income straight after their training.

The NGO also provides employment opportunities as direct employment and as entrepreneurial opportunities. The community leader said, "NGO's programmes clearly respond to the needs of the community, and they are part of the solutions to unemployment that is high in the District" (C2). Regarding entrepreneurial opportunities, community members engage in various business activities in the uThukela District, such as livestock keeping and craft-making. Income in this regard is generated through livestock auctions and sales, and craftwork sales; and the employment opportunities created are through self-employment (Rahmann and Salomon, 2019).

4.7.3 Skills and capacity development

Central to all Mdukatshani NGO's programmes are skills development and capacity building. Capacity building helps beneficiaries to be able to participate in the programmes' activities by providing them with knowledge, and without capacity building, participation is impossible. The NGO uses capacity-building activities to

strengthen the livestock associations to improve livestock farming (Rahmann and Salomon, 2019). The NGO also provides various trainings targeting diverse groups in the community, which include training for CAHWs, training for broader community members, and training for schoolchildren. The NGO prepares specific training manuals and handbooks to cater for different trainings. The NGO leader pointed out that “skills and capacity development through training is used for different and important reasons including providing know how to participants, promoting agriculture to youth, a source of livelihoods, and a sustainability strategy” (M1).

The training material for CAHWs is comprehensive and practical, with clear illustrations. The training covers all aspects of animal husbandry and includes marketing and value-adding elements, such as the tanning of goatskins and leather products (Goat Production Handbook, 2015). On completion of the training, the young women and men are provided with a uniform, a vet kit, a hammer mill and a block-maker with starter mix, and they are ready to start working as qualified CAHWs. The CAHWs provided services to farmers and Mdukatshani NGO at a charge. The service to farmers includes the minor treatment of animals that do not need the state vet, the processing of stover, and energy blocks (animal feed). Services to the NGO include providing support during sales and auctions, conducting census, and dip vaccinations (Mdukatshani, Heifer International and KZN DARD, 2015).

Training on animal husbandry is also provided to the broader community, targeting livestock keepers. In addition, the training also covers block feed making and building goat enclosures (Goat Agribusiness Project: GAP, 2018). Mdukatshani also developed a specialised animal husbandry programme for learners in Grades 5 to 7 (the holistic 5-step-approach), which focuses more on animal health and feeding, and this is run as an after-school programme (School Animal Health Club) on selected days of a week. Capacity building is also extended to the local *spaza* shop owners so that they can be part of the development of their community; they are trained to run agroveter services by selling veterinary medicine, animal feed and supplies, and mineral blocks (Goat Agribusiness Project: GAP, 2018). Regarding the training provided by the NGO, the government official said, “Working with rural communities on livestock management is not easy due to it being a highly specialised and technical field, but the trainings provided by the NGO make farmers’ understanding improve” (G2).

4.7.4 Social inclusion

All the participants confirmed that the NGO facilitates various activities linked to the MRDP to foster community development. Implementing the various activities creates opportunities for participation from different community members, from capacity building to actual implementation. Mdukatshani NGO's activities encourage the involvement of historically disadvantaged individuals, particularly women, youth, and children. Through this participation, a positive movement towards creating a socially inclusive society, not undermined by gender discrimination, could be achieved (Oxfam, 2013).

Social exclusion is a severe problem in the community development space, especially in developing countries. NGOs strive to create positive change, and women have been given opportunities to realise their potential (Richardson, 2017). These opportunities build confidence and instil a sense of belief that they can do it as customers, employees and business owners, and thus become self-reliant members of the community. In this regard, it was said, "Livestock production especially within rural communities is regarded and dominated by men, but through the Mdukatshani Rural Development Project's goat and chicken production, women and youth are allowed to participate as well.

The community leader, who is a farmer, confirmed that his daughter is involved, and this is a family sustainability strategy to ensure that goat production continues even when he has passed on" (C3). Regarding the beneficiaries, it was stated: "All willing men and women and the youth participate in the programmes. The way beneficiaries are identified in the community also encourages social inclusion, since female and child-headed households are a priority target as an empowerment and poverty alleviation strategy" (M3). All the people who are involved in the process of beneficiary identification support social inclusion and empower the historically disadvantaged groups in their community.

The summary of the main findings is presented in the table below:

Table 3: Main findings of the study

MAIN FINDINGS	MAIN IDEA
Understanding social entrepreneurship	Based on the responses from all the participants, the concept of social entrepreneurship is not well understood on its own, but, when aligned with the usual forms of organisational establishment, such as NGOs, CBOs, NPOs, and foundations with similar goals and mission like community development, it then becomes a familiar phenomenon.
Relationship between social entrepreneurship and community development	A solid relationship was established, and it was confirmed that it exists. Social entrepreneurship serves as a vehicle or a tool through which community development services can be extended and be provided to the community.
Impact of social entrepreneurial activities	The findings of this study affirm that social entrepreneurial activities generate positive impacts to the beneficiaries and the community at large. The socio-economic conditions, the well-being of people and their quality of life improve.
Women empowerment	<p>Three area or components of women empowerment have been identified as the impacts of entrepreneurial activities from the study:</p> <ul style="list-style-type: none"> - Women had access to opportunities and resources provided by the NGO - Women have the right to choose for themselves in terms of participating in the programmes - By virtue of their participation, women are able influence social and economic change for their local community
Skills and capacity development	As an enabling factor, beneficiaries are provided with skills and capacity in both theory and practical exposure so that they can participate in the programmes. Over and above

	their participation, trainings are provided to increase awareness, competencies, and knowledge on critical issues pertaining to their community and beyond. According to the findings of this study, skills and capacity development is fundamental to development; hence, it forms an integral part of the NGO's activities.
Employment opportunities	The findings confirmed that job creation is part of the priorities of social entrepreneurial activities, to address unemployment as one of the major challenges confronting the country.
Social inclusion	The participation of historically disadvantaged groups (women and youth) in the programmes is critical, and it should be targeted to achieve equality and address the imbalances of the past. The findings confirmed the emphasis placed on this issue as the study area was a rural setting where patriarchy is the order of the day.
Finance	The source of funding for social enterprises was established to be among the challenges faced by them. This has a negative impact on the social entrepreneurial activities and programmes; hence, economic creation through income-generating activities for social enterprises, in addition to being a social mission, is highly encouraged and recommended.

4.8 Challenges faced by Mdukatshani NGO

Despite the positive impact and appreciation of the work done by Mdukatshani NGO in the uThukela District, several challenges have been highlighted in the findings: "Beneficiaries' participation was emphasised as critical throughout the project lifecycle, especially during the implementation phase. However, it has been noted that poor commitment and dropouts by some beneficiary community members in the uThukela District during project implementation are prevalent and hamper project success. Poor commitment is problematic among all the participants, but dropout is experienced

more for youth and women” (G1); “In relation to poor commitment and dropout challenges by the beneficiary community, it was further aligned with the challenge of funding sources for social enterprises that create dependency and uncertainty. Pushed by poverty and desperation, beneficiaries must look for other opportunities” (G4).

Facilitating community development does not happen in a vacuum, and it requires engagement with various social entrepreneurship stakeholders with different interests: “Engagement and involvement of these social entrepreneurship stakeholders somehow create what can be referred to as external interference, which could be in the form of politics and funders or donor organisations. Change in their internal affairs and operations negatively affect Mdukatshani, especially the change in the political leadership” (M1); “Advancing to this challenge, it was further mentioned that budget cuts in government directly affect Mdukatshani’s work negatively, which eventually ruin the relationship between the NGO and the beneficiary community” (G1).

4.9 Conclusion

This chapter presented the key findings from the collected data, which revealed various themes. The themes indicated alignment with the research objectives, to a certain extent, regarding the impacts that social entrepreneurship is having on community development of the uThukela District. A brief background about the NGO and the study area was also highlighted to improve comprehension of the key findings. The main findings of this study confirmed that Mdukatshani NGO used women empowerment, skills and capacity development, employment opportunities creation, social inclusion, and access to finance or income as ways to bring about community development in the uThukela District.

In the next chapter, the findings will be discussed in comparison with the literature presented earlier on. Moreover, recommendations will be provided to strengthen the field of social entrepreneurship and to improve the footprints of social enterprises on the ground. This will be followed by the concluding remarks.

CHAPTER 5: RECOMMENDATIONS AND CONCLUSION

5.1 Introduction

This final chapter discusses the findings. This is done by comparing and contrasting the findings with the literature review in Chapter 2. The main aim of doing this is to provide more insights into the findings and come closer to the research question, set out as follows: Social entrepreneurship fostering community development: the case of Mdukatshani NGO in the uThukela District, KwaZulu-Natal. Finally, key recommendations will be offered, and a conclusion will be drawn.

5.2 Summary

Chapter 1 provided background on the developmental struggles and social problems facing South Africa. It was also noted that as a general custodian for service delivery and development, the government is overwhelmed and needs a helping hand. Hence, social entrepreneurship has been identified as part of the solution to these problems through entrepreneurial innovations. Based on this background, the study's main aim was to document the experiences and narratives of Mdukatshani NGOs in their social entrepreneurial initiatives to promote and foster community development. To achieve this aim, the study put forth the following objectives to be met:

- To understand the concept of social entrepreneurship in an international context;
- To determine how community development can be initiated through social entrepreneurship;
- To investigate the perception of the effects of Mdukatshani NGO's programmes on community development;
- To assess how Mdukatshani NGO facilitates community development using social entrepreneurship; and
- To recommend what social entrepreneurs should do to enhance their role and improve their impact on community development.

The conceptual framework was also provided to outline the theory on which the study is anchored, as the basic needs theory. A brief background on the originality of the theory was highlighted to qualify its relevance. The chapter concluded by explaining

crucial and relevant concepts that would be used throughout the study (social entrepreneurship, social enterprise, social entrepreneur, social entrepreneurship stakeholders and community development).

Chapter 2 provided a literature review examining the existing knowledge on social entrepreneurship. The primary purpose was to collect relevant knowledge, establish the facts about the topic under study, and provide the basis for comparing findings and reaching a conclusion. It is clear from the literature that social entrepreneurship exists internationally and is influenced by local circumstances, but that it exists for the benefit of the broader community. Social entrepreneurship, irrespective of the external environment, whether internationally, regionally, or locally, has one thing in common – to change people's lives for the better. Thus, the different efforts are done to foster community development; and in the ever-changing world it is relevant with its innovative solutions to present-day problems.

Chapter 3 focused on explaining the research methods used to conduct the study. A qualitative approach was followed based on the triangulation of primary and secondary data collection methods. The data to be collected through semi-structured interviews and analysis was based on the thematic data analysis method. A relevant research method chosen for a study is critical and forms the basis for a smooth, effective, and manageable research process.

In Chapter 4, the collected data was presented, and the key themes were established. The main findings of the study were drawn based on the themes, which confirmed the objectives of the research. The findings provided an answer to the research question, confirming the ways in which Mdukatshani NGO fosters community development, which include women empowerment, skills and capacity development, the creation of employment opportunities, social inclusion, and improving access to finance and income.

The concept of social entrepreneurship was also scrutinised at different levels to improve the understanding and comprehension of it, especially its relationship with community development.

The final chapter, Chapter 5, provides a last scrutiny of the findings and compares them with the literature review. The chapter concludes by way of recommendations and a conclusion.

5.3 Understanding social entrepreneurship and its relationship with community development

The study revealed that the understanding of social entrepreneurship in the South African context is mainly and commonly based on Non-Governmental Organisations (NGOs) and Non-Profit Organisations (NPOs). It was confirmed through the responses from the participants that their understanding was aligned with what the NGO is and its work in the community. For this study, social entrepreneurship was defined as a process or approach in which resources are used to produce goods and provide services necessary to improve people's lives with the involvement of marginalised and excluded communities (Kummitha, 2017). Regarding this aspect and definition, Mdukatshani NGO fits in as a social enterprise implementing programmes and projects that improve people's lives in the uThukela District.

The findings on the relationship between social entrepreneurship and community development revealed that a solid relationship exists between the two and that it is very apparent. This bold relationship can be articulated in the sense that social entrepreneurship serves as a tool and vehicle in which community development can be facilitated and accomplished. It is well recorded in the existing literature on community development that social entrepreneurship as a tool uses different and crucial social entrepreneurial strategies to achieve community development (Lombard and Strydom, 2011). To foster and achieve community development in the uThukela District, Mdukatshani NGO employs various strategies and approaches, including resource mobilisation, community organising, and participation.

5.4 The impact of Mdukatshani NGO's programmes on the community development of the uThukela District

The findings confirm that the impact created by social entrepreneurship on community development is enormous. Through social entrepreneurial efforts and initiatives,

people’s lives are changed and improved for the better. Mdukatshani NGO, in summary, contributes to poverty reduction in the uThukela District. The NGO, in this regard, affects positively various aspects significant in the development process. These aspects are closely interlinked and contribute to the bigger picture of community development. They include women empowerment, employment opportunities, skills and capacity development, and social inclusion (as seen in Table 4 below).

Table 4: Summary of impact

IMPACT	ACTIVITIES BY SEs
Women empowerment	<ul style="list-style-type: none"> • Skills development • Entrepreneurial opportunities • Employment opportunities • Access to services and productive resources • Access to finance
Employment opportunities	<ul style="list-style-type: none"> • Skills development • Direct employment opportunities
Skills and capacity development	<ul style="list-style-type: none"> • Skills and training • Mentorship
Social inclusion	<ul style="list-style-type: none"> • Participation and involvement in decision-making • Employment opportunities for the historically disadvantage group of the population • Skills and training

5.4.1 Women empowerment

It is mentioned that globally women are at higher risk of social exclusion and poverty (Grown, Gupta and Kes, 2005). As a result, any development efforts strive to put more emphasis on women empowerment. The MRDP, likewise, focuses more on women and youth participation, which positively impacts in removing gender-based constraints on socio-economic development (Rahmann and Salomon, 2019).

Five areas have been emphasised regarding women empowerment, and a positive impact has been attained through the MRDP. The women access productive resources, which include goat dip tanks, and design and build goat enclosures, chicken nests and cages using local materials. The women are also empowered through service provision of animal husbandry in which trainings are provided to enable them to participate in the MRDP activities. In addition, the women gain access to finance through livestock sales and auctions. The women are further empowered through production input provision, making livestock production possible. Finally, through participation, the women are empowered to exercise agency and power in decision-making processes in local structures where development issues are discussed. The women's involvement in decision-making processes in the community empowers them. It creates gender balance, which contributes positively to more significant innovation, transparency, and prosperity due to their ability to offer valuable human resources (Richardson, 2017).

5.4.2 Employment opportunities

The literature has confirmed that the quest to address problems experienced by communities is central to social enterprises (Arejiogbe et al., 2023). Poverty and unemployment have been identified as leading problems in the uThukela District. Mdukatshani NGO has developed innovative ways to create employment opportunities to address poverty and unemployment. Through these creative ways, sustainable opportunities to generate income are created in which community members participate and benefit. These include CAHWs in which youth receive stipends directly, veterinary services and treatment that farmers pay for, handicrafts such as goat leather items, and lastly, farm inputs sales, for example, livestock feed items which include protein bricks, pots, and fodder shredding (Rahmann and Salomon, 2019).

Livestock keepers and farmers generate income through small local mobile sales and auctions organised throughout the year. This has become a sustainable way of generating revenue; and farmers have learnt to appreciate the economic value of keeping livestock and are motivated to look after their goats and chickens to obtain reasonable prices.

5.4.3 Skills and capacity development

It is clear from the existing literature that skills development, training, and capacity development are identified as part of the services provided by social enterprises (Croce, Sahay and Sengupta, 2017). Capacity development is provided either as a core mandate of the social enterprise or as an enabling service to capacitate beneficiaries to participate in development initiatives. Skills development, training and capacity development are provided to assist beneficiaries and participants to improve their lives and access better opportunities.

It was evident from the findings that skills development, training, and capacity development stand out and are prioritised to the Mdukatshani NGOs' development initiatives for the uThukela District. Various activities and capacity development programmes are organised for different groups in the community to ensure their participation and to improve their lives in general. One of the remarkable capacity development opportunities that Mdukatshani NGO provides in uThukela District positively impacts women and youth empowerment. Women and youth can participate in livestock production because of capacity building and training. Capacity development and the participation of youth serve mainly as part of the sustainability strategy. These social entrepreneurship efforts instil courage and confidence in women so that they care for themselves and their families.

5.4.4 Social inclusion

The uThukela District is among the most poverty-stricken in the province and the country (Stats SA, 2011). Poverty and inequality create gaps between the members of the community. The marginalised groups, especially women, the youth and children, experience social exclusivity. The findings revealed that Mdukatshani's development initiatives, such as women empowerment, employment opportunities, and capacity building, play a critical role in creating an inclusive society. When emphasising the role of social enterprises in community development, it is important to remember that a socially inclusive society can only be achieved through the involvement of marginalised groups in development initiatives (UNDP, 2008).

The NGO, through the MRDP, achieves social inclusion by delivering products and services to sustain goat and chicken production in local *spazas* at a reasonable price,

providing animal feed, providing job opportunities to those excluded from income-generating activities, and organising livestock sales and auctions. All these initiatives are interlinked and provide opportunities to create a diverse and inclusive society.

5.5 Finance

Financing for social entrepreneurship in South Africa is complex and challenging, as mentioned in the literature. This complex and difficult scenario relates to the concept being regarded as new and to the lack of specific legislation governing it (Dzomonda, 2021). This study's findings affirmed what the literature articulates: social enterprises largely depend on donor organisations and the government to finance their activities. The findings further raised this financial dependency as a threat to sustainability and a compromise to the social enterprise's purpose.

Financing is perceived as a sustainability threat and creates uncertainty concerning the NGO's operations. Due to financial constraints, the project size is affected, salaries are low compared to other similar positions in the country, and there is the fear of job losses. The issue with low salaries creates a substantial risk of well-trained personnel leaving in pursuit of better prospects.

5.6 Recommendations

5.6.1 Recommendations to improve social entrepreneurship

At this stage it is evident that Mdukatshani NGO, as a social enterprise, is effective in developing the community of the uThukela District. It uses various strategies to foster community development. However, people's circumstances change. Therefore, it is recommended that consideration be given to base programmes and projects on research and the competitive advantage of the area. This could improve the social enterprise's innovation, enterprise development, and income-generating capacity while addressing social problems.

Forging and strengthening sustainability is always associated with improvement, yet sustainability can relate to various challenges, such as sourcing funding in the social

entrepreneurship environment. Thus, it is recommended that social enterprises should set some sustainability strategies on a contractual basis and binding to beneficiaries and others as the determinants for their participation. This could improve and ensure commitment and curb dropouts during programmes and project implementation. This should be planned for at an early stage, such as during the funding proposal stage, so that specific funds can be set aside for this purpose; in addition, employment should be offered on a fixed-term basis, with a set wage, to ensure that people who are core to the programme's continuity do not leave because they are offered better jobs elsewhere.

Social enterprises always partner with the government as the custodian for services and the development of communities in their endeavours. Hence, a healthy partnership should be established and it should be guided by official documents. It is recommended that a relevant policy in the South African community development context should be established and dedicated to regulating and guiding a healthy partnership between the government and social entrepreneurship. This could assist in forging and ensuring that interferences and interruptions, such as abrupt funding cuts during project implementation, are minimised.

5.6.2 Recommendations regarding funding for social entrepreneurship

The study findings confirmed that sourcing funding for social entrepreneurship could be challenging, and that funding is only available at certain times. In addition, the terms and conditions attached could affect the social enterprise' mandate. Therefore, it is recommended that establishing and strengthening social entrepreneurship's investment capacity could be a solution. This could be achieved by capitalising on social entrepreneurship's innovative side and deliberately engaging in enterprise development initiatives and activities. To ensure that social entrepreneurship's mission is not lost, the focus could be on the market for impact-investing activities that integrate doing well and doing good, while generating an income. A product or service for social investment could be offered, such as community development or environmental-related products or services.

5.7 Limitations of the research

The research was based on ten participants, including the NGO's officials, government officials involved with the NGO's work, and the community leaders in the uThukela District. All ten interviews focused only on the perspective of social entrepreneurship. Due to time constraints, the researcher could not focus on more than these ten participants. Additional participants, such as beneficiaries, could add further value to the study. Limitations of this nature create opportunities for future research to provide more perspectives on and insight into the topic.

5.8 Recommendations for further research

Looking at the study's objectives, it is recommended that widening the sample size and the variety of samples to include more participants, such as beneficiaries of the NGO's programmes, could provide further insights, and reliable and extensive empirical data by capturing various perspectives. Another consideration could be a comparative study, which could involve more than one social enterprise as case studies to establish their applications. A comparative study could also be done concerning different contexts involving developing and developed countries.

A study dedicated to the impact of sources of finance on the work of social enterprises would be challenging. The same study could however be linked to strategies identified as ideal for generating income for social entrepreneurship to create self-reliance. The knowledge generated could be used as an empowerment tool for social enterprises to outgrow unhealthy dependency.

5.9 Conclusion

All the participants in the study agreed that the outcomes of Mdukatshani NGO's activities have had a positive effect on the development of communities in the uThukela District. This concisely affirms that social entrepreneurship contributes positively to community development. The study found that Mdukatshani NGO, through its programmes and projects facilitated in the uThukela District, fosters community development in several ways, which include skills and capacity development, women empowerment, creating job opportunities, and social inclusion.

Based on the findings, it can be concluded that the social entrepreneurship approach to community development addresses development issues holistically, encompassing almost all aspects: social, economic, environmental, political, and cultural. This approach to development has the potential to assist in achieving the Millennium Development Goals.

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ANNEXURES

Annexure A: Ethics approval



GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

08-May-2023

Dear Dr Deidre D Van Rooyen

Amendment Approved

Research Project Title:

Social entrepreneurship, unemployment, poverty, and community development

Ethical Clearance number:

UFS-HSD2021/0803/21/3

We are pleased to inform you that your amendment application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. you are requested to submit the final report of your study/research project to the ethics office. Should you require more time to complete this research, please apply for an extension. Thank you for notifying the ethics committee of the changes/amendments that have been made to your study; we wish you the best of luck and success with your research.

Yours sincerely

Dr Adri Du Plessis

Chairperson: General/Human Research Ethics Committee

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Annexure B: Interview schedule

SEMI-STRUCTURED INTERVIEW GUIDE

TITLE OF THE RESEARCH PROJECT: SOCIAL ENTREPRENEURSHIP FOSTERING COMMUNITY DEVELOPMENT: THE CASE OF MDUKATSHANI IN THUKELA DISTRICT, KWAZULU-NATAL

Participant identification number:

Date:

District		Marital status	
Ward		Age	
Village		Gender	
Consent (Y/N)		Education level	

Opening remarks: I am Zithobile Peggy Duma, a master's student at the University of Free State. I am undertaking this study to understand the work done by Mdukatshani NGO contributing to the development of the community. Thank you so much for agreeing to participate in this interview. Please feel free to share your views and experiences. Your contribution is highly appreciated and remember that the information gathered here will be used for the study only.

QUESTIONS FOR THE COMMUNITY LEADERS (Tribal authority, Municipal councillor, Faith leader)

1. How long have you been in uThukela District?
2. What are the dominant households' demographics and individual characteristics in the community?
3. How is the level and rate at which essential services are delivered to the community? By whom?
4. What are the main problems in the area?
5. Do you know of community projects currently running in uThukela District?

6. What services and programs does Mdukatshani NGO facilitate in uThukela District?

7. How does the community benefit from the work of Mdukatshani NGO in developing the community?

Closing remarks: Your time, participation, and contribution to the study are much appreciated. You are reminded that everything you have said will be used for the study only, and your name will never be revealed at any point in time.

WE HAVE COME TO THE END OF OUR DISCUSSION; THANK YOU.

SEMI-STRUCTURED INTERVIEW GUIDE

TITLE OF THE RESEARCH PROJECT: SOCIAL ENTREPRENEURSHIP FOSTERING COMMUNITY DEVELOPMENT: THE CASE OF MDUKATSHANI IN THUKELA DISTRICT, KWAZULU-NATAL

Participant identification number:

Date:

District		Marital status	
Ward		Age	
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Consent (Y/N)		Education level	

Opening remarks: I am Zithobile Peggy Duma, a master's student at the University of Free State. I am undertaking this study to understand the work done by Mdukatshani NGO contributing to the development of the community. Thank you so much for agreeing to participate in this interview. Please feel free to share your views and experiences. Your contribution is highly appreciated and remember that the information gathered here will be used for the study only.

QUESTIONS FOR THE MDUKATSHANI NGO

1. Why and When was the organisation formed?
2. What is your understanding of what social entrepreneurship is?
3. How are you finding your work as a social entrepreneur?
4. What is the organisational model for your organisation and why?
5. What is the primary funding source for Mdukatshani NGO to carry out its mandate?
5. Tell me how Mdukatshani NGO uses social entrepreneurship to facilitate community development in uThukela District.
6. Who are the beneficiaries of the services? How are they identified?

7. What are your reasons as Mdukatshani NGO for using social entrepreneurship to facilitate community development?
8. How do you measure your effectiveness as an organisation?
9. Reflecting on what we have discussed, what role does Mdukatshani NGO play in developing the uThukela District community?
10. What are your significant challenges as an organisation?
11. Where do you see your organisation in the next few years?
12. Anything else you would wish to add?

Closing remarks: Your time, participation, and contribution to the study are much appreciated. You are reminded that everything you have said will be used for the study only, and your name will never be revealed at any point in time.

WE HAVE COME TO THE END OF OUR DISCUSSION; THANK YOU.

SEMI-STRUCTURED INTERVIEW GUIDE

TITLE OF THE RESEARCH PROJECT: SOCIAL ENTREPRENEURSHIP FOSTERING COMMUNITY DEVELOPMENT: THE CASE OF MDUKATSHANI IN THUKELA DISTRICT, KWAZULU-NATAL

Participant identification number:

Date:

District		Marital status	
Ward		Age	
Village		Gender	
Consent (Y/N)		Education level	

Opening remarks: I am Zithobile Peggy Duma, a master's student at the University of Free State. I am undertaking this study to understand the work done by Mdukatshani NGO contributing to the development of the community. Thank you so much for agreeing to participate in this interview. Please feel free to share your views and experiences. Your contribution is highly appreciated and remember that the information gathered here will be used for the study only.

QUESTIONS FOR THE GOVERNMENT OFFICIALS WORKING WITH MDUKATSHANI NGO

1. What is your understanding of social entrepreneurship?
2. What is the relationship between social enterprises and community development?
2. What is the primary funding source for NGOs, and how do you think it affects their work?
3. How does Mdukatshani NGO use social entrepreneurship to facilitate community development?
4. Based on your experience and knowledge about the role of social enterprises in community development, what are your suggestions for improvement going forward?

Closing remarks: Your time, participation, and contribution to the study are much appreciated. You are reminded that everything you have said will be used for the study only, and your name will never be revealed at any point in time.

WE HAVE COME TO THE END OF OUR DISCUSSION; THANK YOU.

Annexure C: Consent form



CONSENT TO PARTICIPATE IN THIS STUDY

I, the undersigned,

_____ (participant's full names to be included), (the "Participant")

confirm that I voluntarily agree to participate in the research study referred to as the

_____ (the "Study") in relation to

_____ and which Study is being conducted by

Zithobile Peggy Duma

I, the undersigned Participant, further confirm that—

1. the Researcher has explained the nature, procedure, potential benefits and anticipated inconvenience of my participation in the Study;
2. I have read (or had explained to me) and understood the Study as explained in the attached information sheet;
3. I have had sufficient opportunity to ask questions and am prepared to participate in the Study;
4. I understand that my participation in the Study is entirely voluntary and that I am free to withdraw at any time without penalty (if applicable);
5. I voluntarily provide the UFS and the Researcher with my personal information and consent to the UFS and the Researcher collecting, disclosing and processing my personal information in order to conduct the Study and any related activities in relation thereto;
6. I hereby acknowledge and confirm that I understand the purpose for which the UFS and the Researcher may collect, store, use, delete, destroy, outsource, transfer or otherwise process as the context and circumstances may require and as contemplated in terms of POPIA, my personal information as set out herein.
7. I am aware that the findings of the Study will be anonymously processed into a research report, journal publications and/or conference proceedings and that my personal information will be aggregated and deidentified at such stage;
8. I also give the UFS permission to share, without notification, the collected data with other researchers at the UFS or other Higher Education Institutions. This permission is dependent on the same principles of ethical research practices, anonymity/confidentiality, safekeeping of information, and other issues listed above apply.

I, the Participant, agree to the recording of the interview using a cell phone.

Full Name of Participant: _____

Signature of Participant: _____ Date: _____

Full Name(s) of Researcher(s): _____

Signature of Researcher: _____ Date: _____



Annexure D: Letter requesting permission to conduct research



REQUEST FOR PERMISSION TO CONDUCT RESEARCH

Dear Mr Ruari Alcock 082 856 9861

I am doing research and would like to request permission to conduct our research at **Mdukatshani NGO**.

DATE

Date of the research project (June – July 2023, exact dates to be confirmed)

TITLE OF THE RESEARCH PROJECT

Social entrepreneurship fostering community development: the case of Mdukatshani in Thukela District, Kwa Zulu Natal

PRINCIPLE INVESTIGATOR / RESEARCHER(S) NAME(S) AND CONTACT NUMBER(S):

Zithobile Peggy Duma 2021990862 071 6060 670

FACULTY AND DEPARTMENT:

*Economic and Management Sciences
Centre for Development Support*

STUDY LEADER(S) NAME AND CONTACT NUMBER:

*Prof Deidre van Rooyen (Staff Number: 0748525)
Email: griesd@ufs.ac.za
Tel: 051 401 3812*

WHAT IS THE AIM / PURPOSE OF THE STUDY?

The proposed study aims to assess how Social entrepreneurship fosters community development: the case of Mdukatshani in Thukela District, Kwa Zulu Natal will be examined. The study is therefore conducted to establish the work done by the NGO for the community and its contribution to community development.

WHO IS DOING THE RESEARCH?

Zithobile Peggy Duma is a student at the University of the Free State. In this study, I will work alone as a student with support from my Study Leader and Supervisor. The study is done in fulfilment of the academic requirements for the degree of Masters in Development Studies in the Centre for Development Support.



HAS THE STUDY RECEIVED ETHICAL APPROVAL?

This study has received approval from the Research Ethics Committee of UFS. A copy of the approval letter can be obtained from the researcher.

Approval number: UFS-HSD2021/0803/21/3

WHY ARE YOUR INSTITUTION/ORGANISATION/COMPANY INVITED TO TAKE PART IN THIS RESEARCH PROJECT?

Participants for this study include NGO founders and employees, government officials and local leaders. The invitation is extended to you because you meet the said criteria and you will be able to provide the required information to answer the research questions. The appropriate number of respondents that will be interviewed will be between 10 and 15 people.

WHAT IS THE NATURE OF PARTICIPATION IN THIS STUDY?

This study will use semi-structured interviews as a data collection method, utilising open-ended questions. This will give you an opportunity to share your experiences, perceptions, knowledge and motivation on the subject. With your permission upfront, the taper coder will be utilised as a part of the research data collection tool. The interview is expected to take about 30 to 45 minutes.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THIS STUDY?

There are no direct benefits that you will receive for participating in the study. Your identity in terms of participation in the study will remain confidential; only the study findings will be shared with the University for the purposes of the master's in development studies course.

WHAT ARE THE POTENTIAL RISKS OF TAKING PART IN THIS STUDY?

There is no risk or harm anticipated in participating in this study. The researcher will ensure that harm is avoided to the participants at all costs. In the case of any possible unforeseeable risks that are beyond the researcher's control, such as natural disasters due to climate change activities; in such cases, the data collection process will be halted until participants are deemed safe to proceed. Participation in the study will be allowed when informed consent is given in writing, whereby participants will sign the consent form.

WILL THE INFORMATION BE KEPT CONFIDENTIAL?

Confidentiality, privacy and anonymity (your name will not be mentioned, and identification will be through numbers) will be maintained during data collection and reporting to protect participants. Your answers may be reviewed by people responsible for ensuring that research is done properly, including the transcriber, external coder, and members of the Research Ethics Committee. Otherwise, records that identify you will be available only to people working on the study unless you give permission for others to see the records. The data generated through the study may be used for other purposes, e.g.

research reports, journal articles, conference presentations, etc. but with disclosing your identity even then. A study report may be submitted for publication, but individual participants will not be identifiable in such a report. Participants can stop being in the study at any time without getting in trouble.

HOW WILL THE INFORMATION BE STORED AND ULTIMATELY DESTROYED?

The interview transcripts and tapes will be securely stored in a locked cupboard/filing cabinet and disposed of by the researcher in line with required standards and policies in five years. Electronic research information will be stored in the computer and will be protected using a password and coded to prevent unauthorized access. Future use of the stored data will be subject to further Research Ethics Review and approval if applicable.


WILL THERE BE PAYMENT OR ANY INCENTIVES FOR PARTICIPATING IN THIS STUDY

There is no reward in the form of financial gain or otherwise that will be offered for participating in the study. The study will be held in the local place of the participants to limit unnecessary costs that can be incurred because of participation in the study. The role of participants in the study includes sharing information about their economic, social justice and equality. There is a potential for discomfort due to sharing this kind of information. The counselling referral will be offered during or after the data collection process should the need arise because of participating in the study.

HOW WILL THE INSTITUTION / ORGANISATION / COMPANY BE INFORMED OF THE FINDINGS / RESULTS OF THE STUDY?

If you would like to be informed of the final research findings, please contact the researcher: Zithobile Peggy Duma, at 071 6060 670. The findings are accessible for two months. Please contact the researcher if you require further information or want any other aspect of this study. Should you have concerns about the way in which the research has been conducted, you may contact Prof. Deidre (the supervisor) at griesd@ufs.ac.za.

Yours sincerely

Full name (s) of Researcher (s): Zithobile Peggy Duma
Signature of Researcher:  Date: 30/05/2023