

**SOCIAL ENTREPRENEURSHIP AND COMMUNITY DEVELOPMENT: THE CASE  
STUDY OF MAKWANE VILLAGE, QWAQWA, FREE STATE**

**BY**

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## DECLARATION

I, **Thandeka Patricia Mosotoane**, declare that the coursework of mini-dissertation that I herewith submit for Master's Degree qualification in Development Studies at the University of the Free State is purely my independent work and I have not previously submitted it for a qualification at any institution of Higher Learning.

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T.P Mosotoane  
Bloemfontein  
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Isaiah 60 verse 22

## **DEDICATION**

This paper is dedicated to my son Tlotliso Mokoena, and it will serve as a reminder to him that all things are possible only if you believe that you can do it.

## **ACRONYMS**

CSR	: Corporate Social Responsibility
GEAR	: Growth, Employment and Redistribution Strategy
I/NGOs	: International/Non-Governmental Organizations
IMF	: International Monetary Fund
SDGs	: Sustainable Development Goals
SE	: Social Entrepreneurship
SLA	: Sustainable Livelihood Approach
RDP	: Reconstruction and Development Program

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## **APPENDICES**

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## **CHAPTER 1**

### **1.1 INTRODUCTION**

Rural communities in South Africa face many challenges that limit their ability to grow and develop. Among the most significant issues facing communities are unemployment and poverty (De Beer and Swanepoel, 2016). Despite the numerous approaches and efforts by government, NGOs, local and international organisation, achieving community development has been arduous. The high rate of joblessness and poverty have, impeded social and economic progress. Given the circumstances, it is vital to develop and carry out creative projects that might offer lasting sustainable solutions to social problems (Gordon, 2015), there is an urgent need for the design and implementation of innovative projects that can provide sustainable, long-term solutions to social problem.

Community development is concerned with enhancement in the quality of life and standard of living of societies. According to Lombard & Strydom (2011), over 60% of population in South Africa live in rural areas making the country primarily rural. For this reason, community development initiatives should to be geared towards upgrading the standard of living of the communities and enabling them to sustain their development. This understanding helped South African government's focus on the rural communities. Sadly, despite the community development, efforts have failed to yield the desired outcome. This status quo as argued by Gordon (2015) has continued to result in situation in which there is clear mismatch between structures of the community and the kind of empowerment programmes targeted at them.

Social entrepreneurship is a promising method to community development that goes beyond development assistance. Social Entrepreneurship initiatives are thought to have the ability to offer, long - term solutions for community development (Lombard and Strydom, 2011). The concept is one that should be considered as its practice could contribute positively towards community development in the areas of impact and sustainability. The primary thrust of this research is to explore social entrepreneurship as a potential force for community development.

## **1.2 OVERVIEW OF PREVIOUS RESEARCH AND STUDIES**

Over the past decades social entrepreneurship research trends have been focusing on the different agendas from defining the concepts and interdisciplinary features of social entrepreneurship, understanding social entrepreneurs as 'heroes', deducing political framework of the concept to studying resources approaches of the social entrepreneurship (Alex Nicholls 2008, xii-xvi). Recently there has been a rise in interest in the social entrepreneurship among the academics and organizations involved in field of international development. The social entrepreneurship movement and social entrepreneurs have been recognized as developing concepts in the current development agenda by many academics, researchers and organizations around the world.

Mendiguren (2013) brings the idea of social entrepreneurship and development agenda together and encourages that the relationship of the two as a novel means to accomplish economic, social and environmental sustainability. Furthermore Mendiguren (2013) looked at three potential avenues, including corporate social responsibility (CSR) for multinationals, public-private partnership, and 'inclusive business' as a foundation for achieving the Sustainable Development Goals (SDGs) in development agenda. Reviewing in the context of South Africa it is evident that stakeholders such as, International/Non-Governmental Organizations (I/NGOs) and Donor agencies dominate the market. As a result, South African academics are currently focused on researching achievements of those key role players. So far, few studies have been conducted on themes of social entrepreneurship and community development in South Africa. Thus, this study will bring more insight and understanding of social entrepreneurship being an approach to community development.

## **1.3 AIM**

The main aim of the study is to explore social entrepreneurship as an approach to community development in Makwane village in QwaQwa in the Free State province.

## **1.4 OBJECTIVES**

In achieving the aim the following objective will be adhered to in the study:

- To analyse the ways in which social entrepreneurship enhances community development.
- To analyse the impact of social entrepreneurship on communities in Makwane village.
- To determine support mechanisms needed by social entrepreneurs to successfully build communities.

## **1.5 RESEARCH QUESTIONS**

The research questions of the study were:

- How can Social Entrepreneurship improve development in communities?
- What impact do Social Entrepreneurship have on communities?
- What forms of support do Social Entrepreneurs need in order to effectively develop communities?

## **1.6 PROBLEM STATEMENT**

Social entrepreneurship was described as one of the defining trends of the twenty-first century. Social Entrepreneurship has become a stylish phenomenon over the last two decades, often highlighted by world-wide success stories in a number of fields, such as education, health, culture and others (Ipangui & Dassah, 2019).

It is now two decades since the first democratic elections and end of apartheid in South Africa, and upon resuming the office in 1994 the then leading and current government of the African National Congress committed to South Africa's social, cultural, political transition and growth, and redress inequalities of the former apartheid government (Brook, 2017). Post 1994 the South Africa government implemented well-versed strategies such as Reconstruction and Development Program (RDP), Growth, Employment and Redistribution Strategy (GEAR) to address social and economic status of the historically marginalised. However, to date progress has been uneven in changing the South African society and economy (Littlewood & Holt, 2018).

The key challenge of community development in South Africa is to transcend the legacy of colonialism and apartheid, largely marked by racially segregated settlement patterns and resource distribution. As a result, despite positive economic growth between 1994 and 2010, the struggle to reduce inequality, poverty and unemployment continues. However, the ongoing recession poses more barriers to the growth of the majority communities of South Africa (Luka & Maistry, 2012). South Africa remains as one of the most unequal countries in the world; 0.63 marks on the Gini index and national poverty rates remain stubbornly high, with 40 percent of South Africa's population below the national poverty line (World Bank, 2018).

These factors undoubtedly indicate the inability of the state and conventional entrepreneurs to adequately address the society's social needs, particularly in rural areas, it therefore calls for social entrepreneurship to fill in gaps (Lekhanya, 2015). The empirical evidence shows that there is sufficient theory on community development and limited inquiry on social entrepreneurship, therefore this study will augment the value to social entrepreneurship on community development through the sighting new data to support and increase an understanding of the two concepts in the South African setting.

## **1.7 CONCLUSION**

Social entrepreneurship has attracted the attention of many researchers due to its contribution to addressing societal issues, like poverty, unemployment, health care, education etc. (Vasakarla, 2008). Thus, it was crucial for the researcher to give the context of the study and what motivated the study in the field of social entrepreneurship. In this chapter, the aim, problem statement were outlined to guide the research objectives. The next chapter will discuss the literature that is relevant to the study.

## **CHAPTER 2: LITERATURE REVIEW**

### **2.1. INTRODUCTION**

In this chapter literature review on social entrepreneurship and community development will be discussed. The literature will look at work done on social entrepreneurship and community development. Moreover, explore the relationship between the two concepts.

### **2.2. ENTRENEURSHIP**

The first step in defining social entrepreneurship is to understand where the word comes from and what it means. The oxford dictionary limits the scope of the entrepreneur to purely commercial undertaking reflecting a common perception of the word. The entrepreneur is described therein” person who undertakes an enterprise or business with chance of making profit or loss (Oxford University press, 1990). Druker (1985) states that entrepreneurship is not so much a personality trait as it is behavior which can be learned. The author further defines the entrepreneur as someone who always searches for change, responds to it and exploits it as opportunity (Druker, 1985) no matter the sector in which it occurs.

Thompson et al (2000) speak of entrepreneurship as process, comprising an idea and ensuring actions which brings about desirable outcomes, and include the expansion thereof as an important element in this process. Shaw (1999) believes that an entrepreneur is not adequately defined in academic literature, conceding that the term has adopted a broad range in meaning.

### **2.3 ENTRENEURSHIP WITHIN THREE SECTORS**

Social entrepreneurship is described within all three types of entrepreneurship briefly described below:

#### **2.3.1 Commercial Entrepreneurship**

This comprises profit driven innovative activity in private sector, which can further be defined as either “Intrapreneurship or small business entrepreneurship (Shaw, 1999). Commercial entrepreneurship is also prevalent in small business or even individual innovations that are subsequently commercialized (this generally constitutes the traditional understanding of entrepreneurship).

### **2.3.2 State Entrepreneurship**

Innovative activity is also necessary in the public sector where creative solutions are always in need. Druker (1995) comments on the vital importance of innovation in government concerning both the systems that are currently in place and economic theories most of which are few centuries.

### **2.3.3. Social Entrepreneurship**

This is positioned in the voluntary sector, as it the predominant environment of social entrepreneurs (Thompson, 2000). The term civic innovation could be used to perhaps more accurately describe the social entrepreneurial activity that fall within the voluntary sector (Fowler, 2000) as it focusses on civic benefits and drawing of resources purely from citizen base. Although the term civic innovation is useful for the interpretation of social entrepreneurship.

## **2.4 ENTREPRENUERSHIP FOR DEVELOPMENT**

The supportive strand in scholarship that promotes and endorses the application of entrepreneurial approaches in development policy and practice were encouraged by geo-political shifts towards neoliberal, neoclassical economics in the 1970s and 80s (Thompson, 2000). Neoliberal ideology professes the value of free markets and trade as the efficient route to development (as opposed to State-led development). The ideology was endorsed by international development agencies like the International Monetary Fund (IMF), the World Bank and subsequently by philanthropic and aid giving organisations like the United Nations (UN), and private and corporate foundations (Gordons, 2015). Most of these organisations were in the global North or the power within them resided with countries like the US and the UK<sup>4</sup>. The institutions thereby endorsed an adoption of neoliberal economic policies in developing countries that till then were following varied models of State-led development initiatives. The State policies in postcolonial emerging economies of the global South were considered ineffective in achieving development goals, and proponents of neoliberalism believed that free-market policies would be necessary to unleash the forces of economic growth and development (Pirson, 2012). In addition to national policy architectures of developing nations shifting towards neoliberalism, civil society was subject to its logics as well. Non-profit organisations that received funding from philanthropic organisations, since the 1980s, were increasingly conditioned by neoliberal market

logics of efficient and effective resource use that included accountability and competitive structures (Dees, 2012). Non-profits needed to compete for philanthropic resources and account for the use of donor funds. There were stringent guidelines put in place that ensured funds went towards goals decided with donors. In short, considering changes in international development policies, non-profits were facing constrained funding to support their causes. Many non-profit organisations adapted to changes in the donor landscape by adding earned income strategies to their work, where the income they generated could be reinvested towards development (Pirson, 2012). The most prominent example of such work in the 1980s were the forays into micro-finance pioneered by Mohammad Yunus and the Grameen Bank in Bangladesh. Yunus innovated the idea of micro-credit to enable access to finance for microentrepreneurs, mostly women. In Yunus's model of the Grameen Bank, banks provided collateral free credit to the base of the pyramid (BOP). They took available funds (usually donor) to provide credit to BoP population groups that would be repaid in time with marginal interest. The initiative was lauded for its efficient use of financial resources while providing marginalised groups with access to credit, which in the initial conceptualisation was to support BoP entrepreneurs (usually located in the informal sector).

US based philanthropist Bill Drayton on seeing approaches like microfinance in India and South Asia was the first to conceptualise the term social entrepreneurship in 1980. He defined social entrepreneurship as “striving to solve social problems at a systemic level using innovative, sustainable, scalable, inclusive and measurable approaches” (in Leviner, Crutchfield & Wells, 2006). His experiences in India were the genesis of his organisations Ashoka Changemakers, a global networking organisations oriented towards supporting and catalysing social entrepreneurs (Doeringer, 2009). Academy drew on the growing popularity of social entrepreneurship in practice (such as through the work of Ashoka Change makers) to theoretically conceptualize social entrepreneurship (Dees, 1998). Scholars saw these initiatives as ‘enterprising non-profits’ that when faced with simultaneous issues of constrained donor funding and growing problems like unemployment and inequality in developing nations turned to earned income models as subsidiaries to support their social missions (Dees, Emerson & Economy, 2002). These conceptualizations largely grew within management schools of prominent universities in the North, such as Duke, Harvard

and Stanford in the US and Oxford in the UK, where they began offering courses on non-profit management and established academic centers on social entrepreneurship. Gregory Dees and his conceptualisation of social entrepreneurship that included the enterprising non-profits formed the base for scholarship on the field. Dees (2002) compared social entrepreneurship with conventional entrepreneurial approaches found in the Silicon Valley of the United States and argue that social entrepreneurship combines the innovative, resourceful, and opportunity-seeking behavior of conventional entrepreneurship with the impulse of social missions. In short, in the 1980s and 90s social entrepreneurship and its organisational form social enterprise were catalysing in practice due to constrained donor funding for non-profits in developing nations and endorsed by networking organisations like Ashoka Changemakers and management schools in the North.

## **2.5. DEFINITION OF SOCIAL ENTRENEURSHIP**

The language of social entrepreneurship may still be perceived as new but its phenomena is quite the opposite. Peter Drucker introduced the concept of SE in 1979 by advocating that even the private of the most private enterprises in a society serve a social function (Urban, 2013). Dees (2004) also agrees that SE has always existed but was just presented in a different name where social entrepreneurs were referred to as change agents who recognise and pursue new opportunities to serve the community, adopt a mission that creates sustainable social value, engage in processes of continues learning and innovation and also act boldly without limits with resources they have at hand. In addition, Manyaka (2017) is also of the opinion that SE has always existed through churches which have acted as vehicle for this concept. Pastors in churches were seen as social entrepreneurs by bringing together members to discuss how best to work for the benefit of the community.

In order to understand the SE thoroughly, social and entrepreneurship/entrepreneur will be defined separately. Social which comes from the word society relates to activities in which a person or a group of people spent time together doing with other people as a community (Eckert, 2016). Entrepreneur on the other hand is derived from the French word *entreprendre* which refers to a person who creates new business, bearing risks with an aim of making profit (Eisenmann, 2013).

Combining 'social' and 'entrepreneurship' therefore then leads to a term with characteristics of both individual concepts making a social entrepreneur an individual who creates new business that is intended to bring about societal change.

As straight forward as this concept can be defined, it does not have a universal definition and scholars disagree on various constructs of the phenomenon in pursuit of an all-encompassing definition.

**Author & Years**

Abu-Saifan (2012:6)

**Definition of social entrepreneurship**

*“Social entrepreneurship is the field in which entrepreneurs tailor their activities to be directly tied with the ultimate goal of creating social value.”*

Ashoka (2012:16)

*“Social entrepreneurs are individuals with innovative solutions to society’s most pressing social problems. They are both visionaries and ultimate realists, concerned with the practical implementation of their vision above all else.”*

(Bruton, Ahlstrom & Li, 2010).

*Social entrepreneurship is ‘a concept that refers to entrepreneurial behaviours, which are employed to address social challenges through entities called social enterprises that are financially and self-sustainable.’*

(Dees, 1998:4).

*“Adopting a mission to create and sustain social value, recognising and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation and learning, acting boldly without being limited by resources currently in hand and*

*exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.”*

Table 1: Definition of Social Entrepreneurship from different school scholars

## **2.6. ROLE OF SOCIAL ENTREPRENEURS**

The focus of this study is to see how social business people can add to graduate employability. Consequently, it is important to reveal or evaluate available literature on the role of social entrepreneurs. Karanda (2012:203), acknowledges that social agents make unique contributions to society which come in various forms namely: Improved access to health care - Private medical services offer health care services of a much better quality; however overrated, than public services. The high expenses of private services frequently drive people from lower salary groups to look for consideration in the public sector, and hence struggle with the low quality of healthcare. This implies that people from low income groups, the greater part of which are women, have restricted, if any, access to quality healthcare (Pirson, 2012). This is a pattern that sustains inequality regarding health outcomes and, most of the time, personal satisfaction such as getting free treatment for patients who cannot bear the cost of costly pharmaceuticals (Haugh, 2012).

**More effective education** - Education is the principle vehicle that is utilized to develop new eras and to change instruction to influence learning, for example, early childhood development; **Reduced poverty** - Social entrepreneurship could end up being the best plan in the battle against worldwide poverty (Haugh, 2012). Social entrepreneurs make supportable social effect by supplying the poor with productive objects and services, while creating enhanced employment opportunities (Gordons, 2012).

**Protection of abused children or any other social improvement** - Child abuse incorporates all types of physical and emotional ill treatment, sexual abuse, disregard and misuse that result in real or potential damage to a child's wellbeing, improvement or nobility (World Health Organization, 2014:166). As demonstrated by Jafta (2013:2), social business visionaries can settle some of South Africa's formative issues and address the nonappearance of social solidarity. They lay out and direct activities to fulfil social change in this regard.

**Cleaner environment** - Ecological business people diminish natural corruption and monetary esteem by beating the market forces of firms that are involved in these activities. For instance, endowments for the evacuation of oil result in generous negative natural effects, including expanded environmental change and local air contamination (Gordons, 2012).

## **2.7. INTERNATIONAL PERSPECTIVE ON SOCIAL ENTREPRENEURSHIP**

Social entrepreneurship is definitely worldwide trendy (Mair, 2010) not only in the developed countries can it help solve neglected issues and realize social objectives in community, but also in developing countries it gives perspective of reconsidering government's abilities and citizens responsibilities.

In the United State historical context, the first argument on social entrepreneurship points to the practice of commercial activities by non-profit organization for their mission (Defourny & Nyssens, 2010). In specific context in the 1970s and 1980s, when the community of religious groups selling homemade goods or holding bazaars to supplement voluntary donations (Kerlins, 2006), it obtained a distinctive position. Actually, in the 1960s a significant share of the huge funds invested in education, health care, community development and poverty programs was conducted through non-profits operating in these areas, instead of being managed by enlarged public bureaucracy (Salamon, 1997). The second root of the debate can be traced to 1970s, social entrepreneurship aimed to discourse the social problems sustainably and its practice emerged in the 1980s with the establishment of Ashoka (Defourny & Nyssens, 2010), which is the first organization to support social entrepreneurs in the world (Ashoka, 2010). Now Ashoka is the largest network of social entrepreneurs worldwide with nearly 3, 000 Ashoka fellows in 70 countries putting their systems changing ideas into practices on the global scale (Ashoka, 2010). However, nowadays, social entrepreneurship in US has become an indispensable realm for caring people's life (Ashoka, 2010).

In the Europe context social entrepreneurship can be traced back to medieval guilds, including sponsoring arts, donating to the poor and reinvesting surplus. In the West European countries, third world organizations, like non-profit organization, cooperatives and mutual societies were already taking important position in the

provision of social entrepreneurship before the Second World War. And in the 1950s, it became greater. In the late 1970s early 1980s because many European countries needing to reduce state budget deficits, which the need for more active integration policies raised the question of how far the third sector could support to overcome the challenges ( Ashoka, 2010). For example, UK is generally regarded as emblematic of the liberal model. The situation UK community care reform of the early 1990s was representative of the new public management approach; it was expected that this reform of public policy would allow decreasing public sector bureaucracy and would lead to adoption of the discipline and precision of the market place (Mair, 2010).

In the developing countries context, they are meeting much more difficulties than developed countries if they desire to change society in disruptive way (Mair, 2010). When Muhammed Yunus won the Noble Peace Prize and he was Bengali and represented Mr.Yunus's Grameen Bank, he became the symbol of developing countries social entrepreneurs today (Ashoka,2010). He invested Bengali women taking steps of relieving poverty instead of simple donation and charity Nevertheless in China, although social entrepreneurship is emerging, it should be drew much more attention from the public and formatted as Chinese style.

## **2.8. SOCIAL ENTREPRENEURSHIP IN SOUTH AFRICAN CONTEXT**

South African social entrepreneurship literature and research remain relatively scarce (Littlewood & Holt, 2018). The social enterprises are currently low in prevalence in South Africa due to a lack of understanding of the concept (Claeye, 2016). Marti and Mair (2006) further cautions that social entrepreneurship is evolving and the distinctions between the concept and other areas of study remain undefined. Social entrepreneurship is referred to as the manner in which business is carried out to ensure meaningful improvements to social and environmental issues (Littlewood & Holt, 2018).

During the early 1990s, U.S. Ashoka Foundation established office space in Republic of South Africa, although many NGOs, non-profits and cooperatives were engaged in social enterprise activities even before that, although it was not clearly defined in these terms. In addition, social entrepreneurship has thrived over the past 10-15 years as a

phenomenon in the South African financial economy (Littlewood & Holt, 2015). Littlewood and Holt (2015) notes that successful cases of social enterprises that were introduced in South Africa which include; Phyto Trade Africa, the natural products industry trade association established in 2001 aimed at alleviating poverty and preserving biodiversity; Cooperation for Fair Trade in Africa (COFTA) instituted in 2004, with representatives from South Africa COFTA became Africa's World Fair Trade Organization in 2013. Social entrepreneurship has a vital role to play in developing countries, such as South Africa, as government agencies are unable to address the specific social needs of society (Gordon institute of Business Science, 2018).

Littlewood and Holt (2015) defines social enterprises as organisations in which social entrepreneurs are formed to bring their ideas into motion. While social enterprise can, in its broadest sense, be extended to small community businesses, cooperatives, non-governmental organizations use income-generating techniques to make them more competitive, social enterprises or corporations inspired by a desire to bring about social or environmental change.

Malunga et al (2015) further add that social entrepreneurship should help to solve certain socio-economic problems in South Africa and tackle the difficulties surrounding the lack of social cohesion. Social entrepreneurship is significant because sources such as the 2011 National Planning Commission Diagnostic Study, the Social Cohesion Summit Study and media reports suggest that South Africa is undeniably one of the countries with high rates of inequality at national level. Moreover, social entrepreneurs should definitely be able to coordinate themselves for the sake of community development (Malunga, et al., 2014).

## **2.9 CHARACTERISITICS OF SOCIAL ENTREPRENEURS IN SOUTH AFRICA**

Social entrepreneurship is growth in influence as a field of action, there are vital questions of definition of its limits and boundaries, particularly how broad or narrow its scope should be (Light, 2008). Nevertheless, there is now broad agreement that a number of dominant characteristics are present in all such action (Dees, 2001). Some research in the development literature has evaluated characteristics common to significant and successful social issues alleviation initiatives. Therefore, social

entrepreneurship characteristics are important to figure out drivers real drivers of stimulating social entrepreneurship involve in the whole society. Peredo and Mclean (2006) find that social entrepreneurship is exercised where some person: (1) Creating social value, (2) Recognise and exploit opportunities to create value, (3) Employing innovation that is they willing to accept an above average degree of risk in creating and disseminating social value; (5) is unusually resourceful in being relatively undaunted by scarce assets in pursuing their social ventures. Hence ,there are many social entrepreneurs can be organised, such as social mission, innovation, creating social value, managerial, unique boundary, etc social mission, innovation and social value creation are key characteristic of social entrepreneurship (Gordons, 2012).

### **2.9.1 SOCIAL MISSION**

Social mission is the pure motivation of social entrepreneurs. Without responsibility of completion. It is very difficult insisting in doing a public service work by social entrepreneurs, even most of the time they are unknown in the society (Pirsons, 2012). Therefore, social entrepreneurship should involve social mission all the time. Social entrepreneurship can share the principal and strategic concentration on social or environment outcomes that will always outweighs other managerial considerations such as profit maximization (Gordons, 2012). The reason of that is social mission motivated. Social entrepreneurship can include profit sector for exploring a new way of survival, but the terminal destination is social mission.

### **2.9.2 INNOVATION**

Another characteristics of social entrepreneurship is innovation. Social entrepreneurship is concerned as an outcome of social innovation. Most reference of social entrepreneurship emphasize the innovative character of the initiative in dealing with social problems (Haugh, 2012). There is always evidence of innovation and novelty either in challenging normative conception of an issue, which means social entrepreneurship requires disruptive innovation, like in the organizational models and processes that are developed or in the products and services that are delivered and sometimes in all three of these dimensions. That disruptive innovation can cause social change, because if someone desires reform the society he needs to totally

overturn the old action. And social entrepreneurship can become new fresh water in the society (Pirsons, 2012).

### **2.9.3 SOCIAL VALUE CREATION**

Social entrepreneurship behaviour has the purpose of returning payback of contributions; however, this payback is not only about money but how the extent of action does and how much social reflection feedbacks. Dees (2001) believe that social entrepreneurs '*Play the role of change agents in the social sector, by adopting a mission to create and sustain social value, recognising and relentlessly pursuing new opportunities to serve that mission, engaging in a process of continuous innovation, adaptation and learning, acting boldly without being limited by resources currently in hand and exhibiting heightened accountability to the constituencies served and for outcome created*'. The author believes that social value is the most important in this process. Aligned with relentless focus on improving the effectiveness of organizational impact scale and the durability of outcomes, there is always a strong emphasis on performance measurement and improved accountability. Social entrepreneurship always concentrate on social outcomes and how much social value are created (Haugh, 2012).

### **2.10 DRIVING FORCES OF SOCIAL ENTREPRENEURSHIP IN SOUTH AFRICA**

Different social, political, institutional, economic and historical factors have influenced the global proliferation of social entrepreneurs and social enterprises. These include: initiatives to reinvent government, resulting in a retreat of government and increased civic involvement (Mort, Weerawardena & Carnegie, 2003); the inadequacy of the free market neo-liberal model in ensuring the welfare of all (Roper & Cheney, 2005; VanSandt et al, 2009); the perception of market failure (Miller et al, 2012); public funding not reaching the poor (Seelos & Mair, 2005); diminishing public funding (Peredo & McLean, 2006); the global movement towards marketisation and privatisation (Bull, 2008; Zahra et al, 2009); the need to fill institutional voids (Nicholls, 2009); and uncontrolled capitalism that has resulted in social injustices (Sud, VanSandt & Baugous, 2009). The transition of NGOs into social enterprises (Chand, 2009) has also been influenced by the entry of for-profit entities into the non-profit sector and causing NGOs to adopt business practices in order to be competitive (Ryan, 1999). In South Africa, gross inequalities (Hall, 2008) and the government's

inability to meet the social deficit (Urban, 2006) are some of the factors that have influenced local social entrepreneurs. These driving forces have propelled individuals and groups to seek innovative business-oriented solutions to pressing social needs.

- **Need for Social Change**

Social entrepreneurship offers the broader field of entrepreneurship an opportunity to contribute to social change (Stryjan, 2006). The purpose of social enterprises is to bring about some form of social change and in developing countries social entrepreneurs are viewed as agents of social change (Diochon & Anderson, 2011). This link between social entrepreneurship and social transformation was empirically explored by Alvord, Brown & Letts (2004). In their analysis of seven successful case studies of social entrepreneurship, they looked at: the nature of innovation; the character of the leader and organisations; and how the ventures expand and sustain their impacts in order to transform larger systems. One of the important concepts they discussed was that of “scaling up” – which entails expanding services and benefits to more people, and large-scale behavior change. The same theme was addressed by Perrini and Vurro (2006), who emphasised the organisational factors that facilitate the leveraging of social change through social entrepreneurship. They identified the organisational factors as: a) broad and bold vision; b) a scalability orientation; and c) economic robustness of ventures. They saw these three factors as relating positively with social change, growth, and economic performance, and this link can be mediated by environmental factors.

The work of Alvord et al (2004), and Perrini and Vurro (2006) described above sought to identify dimensions in social entrepreneurship ventures that could cause a larger systemic impact on the quality of lives of communities. These dimensions were important as they pointed to areas of capacity building in order to achieve a greater impact. The concern with the study above is that it focusses on increasing numerical impact and does not consider the need to factor in system and institutional change. At a more localised level, Wallace (1999) argued that social enterprises should be part of community development strategies because they are best placed to facilitate community economic development. They also promoted self-determination and local community cohesion. This perspective was supported by Seelos and Mair (2005), who considered two case studies of social entrepreneurship and elucidated the role that

social entrepreneurs play in providing services to the poor and in supporting the goals of sustainable development

## **2.11 CHALLENGES FACED BY SOCIAL ENTREPRENEURS IN SOUTH AFRICA**

Although there are success stories in South Africa for social entrepreneurs, however there are some barriers which hinder social entrepreneur from reaching their full potential. These include proper framework, poor business models, premature scaling and lack of sustainability.

### **2.11.1 LEGAL FRAMEWORK**

Watters et al (2012) found that South Africa has no legislative framework to deal with social enterprises. They essentially regard social entrepreneurs as hybrid of social development and enterprises . Watters et.al claims that South Africa has no legislative framework stems from 2009 visit undertaken by high level South African government officials to Belgium and the United Kingdom to explore legislative and supportive frameworks used in these countries. The visit was sponsored by International Labour Organisation (ILO) aimed at developing an understanding of community interest companies and included meetings with the office Third sector and the charity Commission in the United Kingdom. Sadly, Watters and his colleagues lamented that nothing meaningful has come out of the meeting. As a result of lack of legislative for hybrid social entrepreneurs, most of hybrid are forced to register as non-profit organisation and this hinders their operations. This limits the extent to which they can generate income while others resort to registering for profit organisation which in turn would remove their ability to have tax benefits. Due to lack of legislative framework, hybrids social entrepreneurs do not find the kind of support to blend socially and attain financial objectives (Dees, 2007:28).

### **2.11.2 POOR BUSINESS MODEL**

Ashok (2012) state that while microfinance spurs the initial growth of social entrepreneurs there is still a challenge in finding the right business model for impact in the sector such as health care and education. One should however not ignore the presence of Treatment Action Campaign (TAC) and section 27. While these non-governmental organisations advocate for cheaper access to anti-retroviral (in case of TAC) and better equipped schools (in case of section 27), they constantly battle with

both government and business regarding their objectives. The real issue here is the quality, as there are enough low-cost options available today. For instance, government schools and hospitals provide accessibility and affordability but lack quality. At low "low cost" we have in mind, quality may not come easily in these sectors. There is therefore the need for social entrepreneurs to re-define the current models which focus on merely providing services to providing better quality as there are enough low solutions.

### **2.11.3 LACK OF SUSTAINABILITY**

Though social entrepreneurs are viewed as the answer to sustainable solutions, in practice this is the major concern as some social entrepreneurs are unable to create sustainable ideas. It is better to have an idea that can be replicated and sustainable as it enforces more impact to have single venture (Ashok, 2012).

### **2.11.4 PREMATURE SCALING-UP**

Most of the entrepreneurs make the mistake of expanding their social ventures before they are properly established (Ashok, 2012). For this reason such social entrepreneurs fail to handle the increased scope of challenges that the community encounters, thus falling to meet the expectation of the community and other stakeholder.

## **COMMUNITY DEVELOPMENT**

### **2.12 OVERVIEW COMMUNITY DEVELOPMENT**

Community development refers different things to different people (Karl, n.d.). Phillips and Pittman (2009), adds that over the last few decades, this group has developed into a well-known discipline of interest to both practitioners and academics. Many practitioners see community development as an outcome; the physical, social and economic transformation of the community, whereas most scholars see community development as a process; and the ability of individuals to work together and strengthen their capacity to do so. The interest of researchers and practitioners from many different fields has significantly contributed to the field's growth and development. Furthermore, the growth and interdisciplinary nature of community development have contributed to the current situation where it is characterized and addressed in several different ways and "never the twain shall meet" all too often (Phillips & Pittman, 2009). Phillips and Pittman elucidate that the term community development has undoubtedly been practiced for as long as communities existed.

Community development can be referred to as an outcome through the establishment of a city park, the enhancement of infrastructure, the construction of an industrial park. It is also a practice that facilitate community change through the inclusion of the society in a dialogue on issues that determine what needs to be done, to share their vision of the future, and then to include them in implementation activities (Louisiana Community Network.n.d).

The term community development is understood as a social practice that enables the society to work together, develop and analyze a collective plan for the purpose of development freedom and improving human capabilities (Westoby & Botes, 2013). The two authors Westboy and Botes adds that there are different traditions, methodologies and community development approaches; however, we hang on to many orthodoxies, such as collective action, engagement and empowerment, the building of aware constituents, and collaborating with groups. According to Phillips and Pittman (2009), the concept of community development refers to a planned initiative

that create assets aimed at increasing residents' capacity to enhance their quality of life. Such assets may include many types of capital in the community: physical, human, social, economic and environmental.

### **2.13. INTERNATIONAL CONTEXT OF COMMUNITY DEVELOPMENT**

As a discipline, community development has deep roots, tracing its history to earlier social movements (it is, after all, about "collective" action), such as the Sanitary Reform Movement of the 1840s and followed by housing reforms. Community development may be called "civil society" or "community regeneration" outside of North America, and programs are carried out by both governmental and non-governmental organizations (NGOs) (Phillips & Pittman, 2009). Phillips and Pittman (2009), continue to add that social reform and collective action again attracted tremendous attention in the 1950s and 1960s due to the need to correct unfavorable conditions in poverty-stricken rural areas and urban areas. Human rights and the anti-poverty campaign have contributed to the recognition as a discipline and evolving profession in community advancement, taking shape as a way of bringing about change in the social, economic, political and environmental facets of communities.

From the 1950s America was the undisputed leader of the camp for the 'free world.' The leader whom was determined to restrain the growth of radicalism, by hot or cold war, and to help customer nations. The great leader began aid projects across the globe the form of assistance was, apart from military aid, in the form of credits, loans, and money and consumer products. In the form of consultants, advisors and international training, technical assistance was given (Pyakuryal, n.d.).

Pyakuryal n.d adds that during this decade, Americans have funded two big rural initiatives. Creation of the Community and expansion of agriculture. The former was freshly established by American Sociologists, while the latter was an old creation of American Land Grant Colleges. Community Develop Promised political peace by involving everyone in a harmonious society and putting an end to conflicts. It promised economic growth by instilling a desire for progress and ensuring popular participation.

## **2.14. SOUTH AFRICAN CONTEXT OF COMMUNITY DEVELOPMENT**

Community development was institutionalised in 1977 during the democratic South Africa by the Department of Social Development through the White Paper for Social Welfare. However, this does not necessarily mean that the community development did not take place until it was institutionalized by the apartheid government. Community development as a collective effort was an integral part of the fight for liberation and was carried out by non-governmental and community-based organisations (Luka & Maistry, 2012).

Luka and Maistry (2012), further notes the Constitution of South Africa (1996), the Bill of Rights, specifically articulates the development of the society as a human right. It is therefore the responsibility of the national government, as part of its constitutional mandate, to ensure the well-being of all communities in South Africa, in partnership with regional and local governments, and therefore to institutionalize community development.

Community development is an important part of the developmental welfare system and has been applied as an ideology, theory, mechanism, tool and strategy to meet the basic material, physical and psychosocial needs of disadvantaged and marginalized communities. However, the White Paper offered jobs for a wide range of social development practitioners to address various needs and challenges and to enhance human resource capacity, especially in underserved communities and rural areas (Luka, n.d.).

Botha (1962), further adds that the word community development has come to international use, which represents the mechanism by which the society attempt to unite themselves with the governmental authorities in order to enhance the social, economic and cultural conditions of the communities. Botha continued to add that this process can only be achieved through the practice of two essential elements, which consist of the peoples participation in an attempt of improving their standard of living while relying mainly on the own initiative. Secondly a cumulative process which can be given from the outside community as a way of providing services that can promote

change in attitude and offer enhanced technological knowledge and help the people on how to apply it.

## **2.15. POLICY FRAMEWORK**

At least four development mechanisms have been introduced by the South African Government in its effort to raise the living conditions of its people since 1994. These methods have been defined in Luka and Maistry's draft policy framework for the development of the National Community in 2012 on income, basic needs, social exclusion and sustainable livelihood prospects (Holle, et al., 2017). The income structure was established on the basis of income poverty, which undermines the importance of non-income support, such as extended family support (Luka & Maistry, 2012). Despite the limitations of such a system, income-based programs have become an important part of the government's response to poverty. Numerous policy instruments, including the Development, Employment and Redistribution Programme, Social Assistance and the Expanded Public Works Programme, such as social protection policies, have been implemented mainly in social security grants, but also in anti-poverty jobs and wages (Holle, et al., 2017).

The basic needs framework focuses solely on helping the poor to make their access to sanitation, protection, clean water, housing, education, adequate clothing, health and other needs easier. South Africa has sought to make this point of view operational, mainly through its Reconstruction and Growth Strategy and its related programmes (Holle, et al., 2017).

According to Luka and Maistry (2012), the framework of social exclusion, includes but expands the concept of the basic needs of poverty. It aims to reduce the deprivation, vulnerability and injustice faced by most South Africans. The key benefit of this framework is that it aims to resolve the wide-ranging political, social and economic problems that are responsible for poverty. The Charter of Rights of the Constitutional Act (108 of 1996) directs the main policy framework in South Africa. Holle.et.al (2017), adds that framework seeks to address racism, sexism, spatial isolation, as well as the institutional and systemic consequences of cultural and political exclusion.

The sustainable livelihoods framework focuses on the need to assist ordinary people and communities by creating and improving an efficient 'asset base' to proactively identify, define and incorporate specific strategies to resolve their poverty, insecurity and hardship conditions (Holle, et al., 2017).Luka and Maistry (2012), further explain that the Department of Social Development has implemented the Sustainable Livelihood Approach (SLA) as a single approach to community development. SLA is not driven by any specific policy instrument as an approach , based on its assumption, and as such can pose a challenge to operationalization in different group contexts in South Africa. However, such policy-oriented mechanisms also, at least in principle, influence the direction of programs and activities.

## **2.15. COMMUNITY DEVELOPMENT THEORIES AND SOCIETAL DEVELOPMENT MODELS**

### **2.15.1 CENTRE-PERIPHERY THEORY**

The theory indicates development contradiction and/or structural differentiation between spatial settlement of the centre which is also term as the “metropolis” and the less developed countries - the “periphery”. One of the core values of the concept is that the global economy is characterized by a structured relationship between economic centres which rely on political, and trade relations to extract the economic surplus from the subordinate, peripheral countries. This theory emphasizes the exploitation of the south from the north. It is important to state that this development paradigm is also relevant in explaining development patterns in a country in terms of urban-rural divide. Hence for many studies and CD practitioners, the concern on centre-periphery paradigm “has been to assess whether there is convergence or divergence in development between the centre and the periphery and the factors associated with the ‘success’ of core regions or the atypical success-stories in peripheral areas.” (Gren, 2003).

The strength of this theory lies on the fact that well-endowed regions will have the opportunity to develop further if they are able to marshal the economic power that they have to take advantage of the resources of other regions. There are two main weaknesses of the theory. First, it discourages competitions among spatial regions

and allows the state to take total control of the distribution of resources for development. Second, the relative economic advantages of the centre serve as the pull factors thereby encouraging migration from the periphery to the core. This phenomenon certainly comes with its attendant problems.

### **2.15.2. THE DIFFUSION THEORY**

Diffusion is the process by which members of a certain community adopt an innovation. The idea of the theory is to change the backward mindset posture of enclosed typical rural communities for development through innovative means. This is supposed to lead to community acceptance of innovative ideas in disciplines spanning from agriculture to marketing. In other words, development takes place through innovative diffusion. Yates (2001) traces the chain of reactions that is required in adopting an innovation. He states that: "There are four factors that influence adoption of an innovation. These include 1) the innovation itself 2) the communication channels used to spread information about the innovation, 3) time, and 4) the nature of the society to whom it is introduced".

This chain of reactions places some responsibilities on CD practitioners. First, CD practitioners should be concerned about the social and cultural feasibilities of their proposed innovative ideas and projects. Second, CD practitioners must actively encourage the use of local resources and communication packages in disseminating the innovative ideas and projects. Also, whether the society is urban or rural will also affect how the innovative ideas or projects are disseminated. The main advantage of this theory is that it attacks conservatism and encourages conservative regions/districts/communities to develop. On the other hand, its main disadvantage is that it discourages the sustainability of endogenous knowledge systems and institutions. There might be collective interest to preserve some indigenous beliefs and systems which serious targets of innovative ideas and projects are.

### **2.15.3 THE GROWTH POLE THEORY**

The Growth Pole Theory engenders spread effect in the hierarchy of development. The theory induces development in specialized designated areas – poles with spread benefits to peripheral districts. The theory "assumes that growth does not appear everywhere at the same time, but it manifests itself in "points" or "poles" of growth with

variable intensity and spreads through different channels with variable terminal effects on the whole of the economy” ( Perroux, 1950). It was believed that beneficial “spread effects” from growth poles would eventually induce development in the remaining peripheral areas, and that they would have a significant relay function in the process of innovation diffusion through the urban hierarchy. It is important to stress the “functional character” of the theory in that the spatial qualities of the theory are obvious such that the cities, towns and locations that serve as growth poles are able to encourage developments in other areas. Also, another thing that underpins the theory is the importance of its “geographical base” that can bring about “structural change” in other places (Gantsho, 2008).

## **2.16. MODELS OF SOCIETAL DEVELOPMENT**

### **2.16.1 CAPITALIST MODEL OF DEVELOPMENT**

Capitalist model of development refers to the type of model in which the means of production are owned by private individuals and the whole economic system is aimed at private profit. The market related factors like supply, demand, price and distribution of products or commodities are decided by private sectors. Profit is distributed among the factory owners, and wages are paid to the workers who work in the factories.

Capitalism is defined by some scholars as an economic system, where the forces of production are privately owned. Some loosely defined it as a system where the most sources of productions are in private hands, while others refer to the latter as a mixed economy biased towards capitalism. More fundamentally, capitalism is defined as a system where commodities are produced to generate profit or surplus value. Private ownership in capitalism implies the right to control property, including determining how it is used, who uses it, whether to sell or rent it, and the right to the revenue generated by the property (Bessete, 2016:637).

As stated by Mooney and Evan (2011:18), perhaps a fundamental basis of capitalism globally is the existence of private property rights, internationally, and the freedom to trade such property rights. Of course, property rights and the freedom of exchange are also the basis for markets. Such rights can be held in respect of the means of

production like land, financial capital, natural resources, and one's own labour. Naturally, the output of any business units or companies, whether products or services, also can be openly traded. Markets can only operate on a global scale with free and transparent trading, supported by international trade law.

The effects of capitalism depend largely on how open the societies are that involved. Problems usually attributed to global capitalism can also be viewed as a problem of the respective individual countries, particularly that their more localized markets have not been fully articulated. In other words, using a fundamental definition of capitalism as exchange-based on the establishment of property rights, problems may arise if property rights are not rigorously or justly defined. For example, a nation may not define within its laws the ownership of natural resources in a way that the populace accepts as fair. Workers who exchange their own labour may perceive the wages they receive from international companies as insufficient. Indeed, consumers at the other end of the commodity chain may argue that wages condition are unjust. Or smaller family businesses and business units may be driven out by international competition which is seen as causing changes in culture that are not acceptable.

### **2.16.2 SOCIALIST MODEL OF DEVELOPMENT**

Socialist model of development is suggested as an alternative to the capitalist model. Socialism is a model that advocates public or common ownership and cooperative management of means of production and allocation of resources. Newman (2015) in *The Blackwell Encyclopedia of Sociology* (Cox 2017:4557) wrote that socialism refers to the doctrines and practices sharing a pattern of family resemblances centred on collective property, social equality, cooperation and communal forms of economic and political association. Beyond these shared attributes, socialism as doctrine and practices is characterized by immense diversity and competing claims to authenticity, which be lie the frequent eliding of socialism with Marxism. The internal diversity was already present when the term was first used in English in the 1820s and in French and German in the 1830s, as well as in earlier political and religious movements that anticipated future socialist practices.

A society can be called as socialist when its social and economic structures are planned on the basis of equal power-relations and where the hierarchical and

bureaucratic form of governance is found absent. As Hoffman (2016: 589) wrote in *"The Cambridge Dictionary of Sociology"*, the socialists give an optimistic view of human nature, stress the importance of cooperation, see freedom in terms of material resource and support equality. Socialism is more than a notion that individuals can only survive in a society, since socialists challenge both conservative ideas of hierarchy and the liberal notion that humans can only flourish when they acquire private property and produce through market. For the Marxists, socialists can be of either Utopian or scientific. The Utopians link socialism to supposedly timeless values like equality and justice.

Nineteenth-century Utopians sought establish egalitarian communities rather than transform the whole societies. However, they are criticized by the Marxists for failing to connect socialism to a particular group in society, a particular period of history and revolutionary political project. Marxism claims to be scientific socialism on the grounds that socialism is tied in an empirically demonstrable way of material interests of workers. Although individuals from other social classes can join the socialist cause, only the working class has the organizational experience to bring about a socialist society. The socialist model backs the argument that when there is high level of income inequality and incompatibility in wealth distribution among the bourgeoisie and the working class, revolution should bring transformation in society by introducing socialism. It advocates for a classless society where the state itself withers away. Although Marxists see capitalism as an immoral system, socialism is not merely ethically desirable but historically necessary.

### **2.16.3 MIXED ECONOMY MODEL OF DEVELOPMENT**

A mixed economy is an economic model of development that includes a variety of private and government-controlled features that reflect the characteristic features of both capitalist and socialist models of development. *'The Oxford Dictionary of Sociology* notes that the mixed economy combines the elements of market economy with elements of command economy, i.e., combines the characteristics of capitalism and socialism. In a mixed economy, some but not all of the activities of production, distribution and exchange are organized by state. The state generally plays a larger role in setting policy, rules and objectives, and in controlling labour, that would occur in a purely market economy. The term is also sometimes used more loosely to refer to

an economy which includes any elements other than a pure market economy, for example, pockets of subsistence farming in particular areas of a country. Mixed economy model is an endeavour to gain the advantages of freedom without reducing governmental control. It is an economic system where both state and private individuals play a role in the management of economic and other activities. In the set-up of a mixed economy, there are two sectors, private and public that entrusted with economic and other functions. Both these sectors are expected to work in harmony. Along with it, the national economy is regulated and governed by both government and the market (Gokhale and Kadam, 2011:263).

## **2.17. COMMUNITY DEVELOPMENT STRATEGIES**

In community development there are many community development strategies that are at the disposal at the mercy of community development practitioners. The community development practitioners should practice all these community development strategies because community needs are not the same and also the levels of poverty are just not the same. Ideally community development practitioners should be well versed on the practices. This would enable the community development practitioners to be conversant in the whole process of delivering community development programmes.

### **2.17.1 EMPOWERMENT STRATEGY**

Craig, (2016:13) defines empowerment in the community development context as, the creation of sustainable structures, processes and mechanism, over which local communities have an increased degree of control, and from which they have a measurable impact on public and social policies affecting those communities. In this view empowerment should embrace the assets of that particular community.

For Swanepoel & De Beer (2017:52) empowerment means political power. The authors furthermore claim that teaching people power does not necessarily mean they have been empowered. Swanepoel and De Beer (2017:53) in their book on *Community Development: Breaking the cycle of poverty* argues 'that people must have power to make decisions coupled with certain skills of enablement'. They suggest that a combination of associated skills needed for decision making is the fact that people can only make enlightened decisions if they have adequate information (Swanepoel & De Beer, 2017:52). Thus, empowerment is a power source assist people to make

good informed decision making possible. Their view affirms or verifies that informed poor community members can participate in development activities and make informed decisions.

Sender, et.al (2020:19) concurs that empowerment has been an objective of social policy for several decades, but it has been never had such a specific and high-profile commitment in policy agendas as now. Thus, in establishment of policy deliberations empowerment is usually promoted as a key concept to a healthier, comprehensive and fully functioning society, and is being included in policy development applied to the whole population. For Swanepoel and De Beer (2017:80) empowerment leads people to evaluate their own developmental goals. These authors acknowledge that empowerment enhance peoples knowledge who possess the characteristics of empowerment to begin to evaluate their own activities.

However, Tremblay & Gutberlet (2012:282) point out that empowerment is often used to characterize approaches based on social mobilization. Further, these authors affirm that empowerment is not fixed but a one time experience but rather a continuous process. Thus, empowerment is an essential strategy that when applied accomplish community development activities which take particular account of the one discipline with skills, analysis, methods and experience. It is perhaps a useful tool in getting poor communities to act.

Bennett (2008) in Tremblay & Gutberlet (2012:283) describes this process as mobilization empowerment which builds on the skills, information and linkages needed for livelihood empowerment. Mobilization empowerment is connected to new self-understanding, solidarity and capacity for collective action (Bennett (2008) in Tremblay & Gutberlet (2012:283). However, Hinshelwood (2016) argue that, "while community empowerment is a key criterion for many community developments implementing agencies, it is questionable whether this can really occur while outsider holds financial control, and therefore retain the ultimate decision making". This implies that decision making lies with the pulse holder. For the people to be empowered and participate, skills acquisition and information are the main ingredients for citizen participation.

### **2.17.2 CITIZEN PARTICIPATION**

Citizen participation has long been considered as the brand of a democratic society. However, Bowen (2008: 65) argues that, "community development practitioners are among the strongest proponents of citizen participation as an integral element of economic improvement social change efforts". For Lister (2018:226) community development can be understood as an expression of citizenship traditions in action. Citizen participation is a link between community development and community action in a democratic way.

Lister, (2018:226) noted that there is a synthesis of two different citizenship traditions proposed so that citizenship is understood both as a status involving rights and as a practice involving political participation. Thus, a practical and useful strategy if appropriately implemented that gives every citizen an opportunity to voice their concerns. In its usefulness Daemane (2012:92) comments that public participation brings together the involved stakeholders, including the powerless, voiceless, and vulnerable and the poor in decision making processes that have an impact on their lives. This can be done in the form of objectivity that can break the silence syndrome of the poor communities. Social capital as a skills inventory available in all communities is discussed below.

### **2.17.3. SOCIAL CAPITAL STRATEGY**

Evans perceives social capital as a relationship between and among individuals and organizations and defines it "as characterized by shared trust, shared norms and values, reciprocity, cooperation, social cohesion, volunteerism, mutual benefit, neighbourliness, and a variety of other conditions that relate to relationships between and among individuals and the organizations through which they conduct the civic business of the community". De Filippis (2017:784) noted that social capital is defined by its function. Narayan, (2020:1) agree that it refers to the norms and social relations embedded in the social structures of society that enable people to coordinate action and achieved desired goals.

For Putman, (2017) in Saeger, Thompson and Warren, (2019:5) social capital can play an essential role in strategies to combat poverty in several ways; firstly, it can help make investments strategies work. Secondly, to the extent that the poor can act collectively and forge alliances with outside actors, they stand a better chance of

commanding the greater resources that are necessary for combating poverty. Thus, social capital is seen on one hand as a community asset and by implication assumes the existence of a homogenous community with community interests and shared values, and on other hand a community group in which power and the production of group inequalities (Narayan, 2018:1). Social capital is a method for building networks mainly in participation and economic empowerment.

Narayan, (2020: 225) points out important facts on the connection between community approaches that pertains to economic development and it is one of the community development strategies that help to bridge orthodox divides among scholars, practitioners, and policy makers. Woolcock and Narayan, (2020:225) provide us with four distinct approaches that embrace social capital; communitarian, networks, institutional, and synergy.

From the literature social capital strategies can provide a foundation for decision making for the poor. For, Putman (2019:5) empowerment prepares the ground for political power for the poor. Social capital suggests a swing toward seeing the poor as active agents in the betterment of communities.

In view of the above discussion social capital can generate and has the greatest realistic support and lends itself best to all-inclusive and consistent policy prescriptions. Community development practitioners facilitate community members to act together as they trust and rely on one another's capability through community efforts to solve their communal problems. Building networks enable community members to gain economic freedom and help communities to contribute to others.

#### **2.17.4 COMMUNITY ECONOMIC DEVELOPMENT STRATEGY**

As Giloth (2018:343) explained that "community economic development is a strategy and practices that became a buzzword in the 1980s". Giloth (2018:343) defined community economic development as "the self-help development of local jobs, business, and human resources by and for communities". This strategy gained prominence in 1960s with the invention and public and private support of the community development corporation (Giloth, 2018:343). According to Westoby & Morris (2016:154) community dialogue highlights the horizontal direction of

development work sometimes thought of as building community. They suggest that such work requires the conscious rebuilding of social fabric of community as a good in it.

Recently community development corporations are more specialized and strategic in their initiatives which include advocacy and legislative lobbying. Giloth (2018:343) observed that "there are more diverse sets of community institutions that are pursuing four types of community economic development: public/private balance sheet, capital pools, enterprise development, and new market strategies". This means that this strategy remains actively used today since the economic and social disparities that gave rise to community economic development in the 1960s remain today. Further, economic development help people to realize their potential hence help themselves.

### **2.17.5 SELF-RELIANCE AS A COMMUNITY DEVELOPMENT STRATEGY**

According to Anyawu (2017:3) self-reliance is one of the foundations of effective community development in Cameroon as it is in most of Sub-Saharan Africa. In fact, the concept of self-reliance is located centrally within the discourse of community development and is connected to related concepts like self-help, mutual-help, indigenous participation and rural development (Anyawu, 2017:3). It advocates the need for people to improve their condition using local initiatives and resources in their own hands. The concept is fast being accepted as a new formula for community development. Its widespread acceptance in the development planning of most African countries has the tendency to give greater stimulus and cohesiveness to community development in these countries.

Anyawu (2017:3) argues that "in most African countries community development has depended significantly on voluntary cooperative efforts". This follows a traditional trait that clearly underscores the virtue of self-reliance. This explains the emerging trend in community development, which sees it as an important point of take-off for better living. The emphasis is to involve groups of people in planned programmes from which they may gain skills that will enable them to cope more successfully with the problems of their everyday life.

## **2.18. COOPERATIVES COMMUNITY DEVELOPMENT STRATEGY**

According to Radel and Zeuli (2015:43) cooperatives are viewed as an important vehicle for community development because they mobilize local resources into a critical mass and their structure allows them to be more community oriented. The potential contribution of cooperatives to community development is that it can be used as a strategy under three contemporary community development paradigms: self-help, asset based and self -development (Radel & Zeuli, 2015:4) since these approaches overlap in many areas Zeuli and Radel (2015:47) argue that the potential role for cooperatives will be additive rather than comprehensive.

In Lesotho, Daemane (2014:82) notes that cooperatives are a seedbed for development, personal and collective development of the country and can be instruments for alleviating extreme unemployment and income disparity in the country as well as poverty reduction. This implies that cooperatives make financial returns on local financial capital. Cooperatives therefore help communities overcome a significant obstacle to business development, lack of equity capital by mobilizing local financial capital (Daemane, 2014:82).

In view of the above discussion on community development strategies community development practitioners need to start from an assessment of a community's resources and think about how to mobilize those resources for the benefit of the community. This activity requires that community development practitioners to explore all the different community development strategies and further use their experiences in implementing those strategies.

### **2.18.1 PUBLIC SCHOOLS STRATEGIES**

Using public schools as community development strategy Chung, (2019:1) pointed out that public schools are strategies for community-based developers. This view acknowledges that it can have a profound impact on the social, economic, and physical character of the neighbourhood. Chung (2019: 1) affirms that public schools are important as they are regarded as a good point of entry for community-based developers to place their work in a comprehensive community development context. Thus, community developers can probably bond and buttress public schools and neighbourhood because they are an asset to the community. However, Chung

emphasized that community developers can, learn from as well as contribute to current community-based efforts particularly in disinvested urban areas to reinforce the link between public schools and neighbourhoods.

Chung (2012:1) perceives that there are policy implications of including public schools in comprehensive development strategies and asserts that reinforcing the link between public schools and neighbourhoods is not only good education policy but also good community development policy and practice. This view affirms the role of public schools in communities.

In view of the above discussions Mayo, (2018:93) presents an opposing view from that of the above that "most of these strategies are neatly articulated in project documents but are rarely put into practice mainly due to excessive donor demands which forces many stakeholders to look for short cuts". The paper strongly identifies with this statement. Batten in Craig et. al (208:45) concur with this view and mentioned that so much *effort* has on the whole, resulted in relatively so little actual betterment and more especially for the poor and underprivileged people who need betterment the most. However, be as it may, social capital knit neatly norms and networks that enable community members to act collectively.

## **2.19. THE RELATIONSHIP BETWEEN SOCIAL ENTREPRENEURSHIP AND COMMUNITY DEVELOPMENT**

Academic institutions, companies, foundations and practitioners around the world seem to be very hopeful of a new growth in the social entrepreneurship market, as it seeks to work through both profit and non-profit mechanisms to meet the social needs of the society (Khatiwada, 2014). According to Lekhanya (2015) Social entrepreneurship plays an important role in ensuring the engagement, prosperity and economic development of local communities. Social enterprise is a controversial concept which has become a forum for policy action in many countries. Lekhanya (2015) perceives social entrepreneurship to be different from other forms of enterprises where the promotion of social value is given priority over making profits and financial gains.

Currently, there are many challenges that surround communities and are linked to community development, however social entrepreneurship is thriving as a tool in tackling these problems (Ipangui & Dassah, 2019). Ipangui further Adds that social entrepreneurs are known as agents of change for the developing world, irrespective of whether they are privately owned or charitable organisations.

Lekhanya (2015) states that social entrepreneurship is a set of activities established by individuals or a group of people with the objective of create, maintain, and distribute social or environmental value through enterprise development in their societies. Lekhanya (2015) further adds that social enterprises such as profit sectors that offers social services, intends on solving problems faced by communities and finding ways to improve the social condition to ensure social and financial inclusion to the oppressed individuals.

## **2.20. CONCLUSION**

The following chapter was mainly focusing on the explaining the term social enterprise and community development and its relationship and strategies and its impact on developing communities. The next chapter explains in detail the research methodology and activities undertaken during data collection and analysis in the study.

## **CHAPTER 3: RESEARCH METHODOLOGY**

### **3.1 INTRODUCTION**

This chapter will give a general overview of the research philosophy, research approach and data gathering techniques used to achieve the research aims and objectives.

### **3.2 RESEARCH PHILOSOPHY AND PARADIGM**

Research philosophy incorporates different views and assumptions that determines the research design and data collection techniques that a researcher uses in their study (Corbin and Strauss, 2015). The assumptions that a researcher make at every level of their investigation is impacted by the research philosophies (Burrell and Morgan, 1979). This can be understood through three key concepts which are; epistemology, ontology and axiology.

Duberley et.al. (2012) described ontology as exploring whether the social phenomena exist independently of human knowledge or as a result of it. This gives rise to two school of thought on social reality known as subjectivism and objectivism (Easterbysmith et.al., 2012). This paper adopts a subjective methodology due to the importance human perspection and interpretations. This is also consistent with what constructionists believe as axiology which proves that the researcher significantly contributes to the research process (Heron, 1996). This is clear from the research which placed high value on human connection and so shown that researcher had played an equally important role in shaping the phenomena.

The research onion showed in figure 5 below underlines the methodological layers followed in this study:

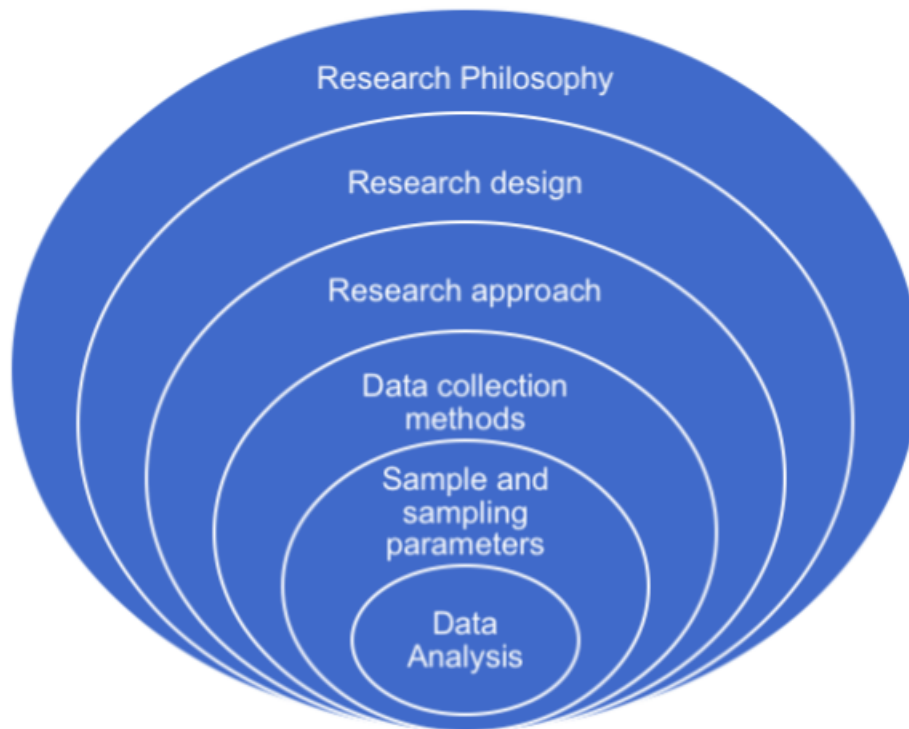


Figure 1. : Research Onion [adopted from Saunders et.al 2009]

### 3.3 RESEARCH DESIGN

Although social enterprises appear to be helpful at face value, there is little empirical evidence to support their value or contribution, and this gap must guide future research (Haugh, 2005). In his assessment of the South African setting, Hall (2008) advocates for case study research that would enable others to learn from the benefits of social enterprises. In this research a case study research design was used. This research design was deemed suitable to addressing the research questions since it would allow for the exploration of the phenomenon across various contexts with various groups of players. A single case study method was found to be suitable for this study in order to gain deeper insights into social entrepreneurship and its role to

community development (Yin, 2003). The reason this study used a single case study, as the research design, was to gain in-depth insights into the social entrepreneurship in Makwane village in QwaQwa in the Free State.

### **3.3.1 CASE STUDY**

The exploratory case study was the method of research chosen for this study. Burns (1990) outlines six justifications for employing the case study approach in research:

- i. They offer information that precedes more research;
- ii. They present opportunities for in-depth research;
- iii. They offer both broad and specific findings;
- iv. They can challenge stereotype;
- v. It is impossible to control behaviour; and
- vi. They may cover unusual historical occurrence.

The case study was chosen for this study because it gave the researcher the chance to explore social entrepreneurship in its environmental setting and practical context (Burns, 1990; Baxter & Jack, 2008), while also allowing the researcher to gain access to multiple voices and points of view (Tellis, 1997) of the social entrepreneurship participants.

This, research was exploratory, because it was clear from the literature assessment that South African researchers needed to do ground -breaking work there, and that exploratory research was particularly important when studying the phenomenon at its inception. In addition to the abovementioned justification for the suitability of the case study approach, the multi outlook (Baxter & Jack, 2008; Tellis, 1997) opportunity that the case study gave through various sources of data, allowed the phenomenon of social entrepreneurship to be viewed from the different lenses of the various social entrepreneurship role players.

### **3.4. RESEARCH APPROACH**

This study adopted a qualitative paradigm that led to a single method design. To gain deeper insights and an understanding of the complex phenomena contained in social entrepreneurial organisations, the researcher conducted a case study analysis (Baxter

& Jack, 2008). This involved the use of individual semi-structured interviews and a focus group for the data collection. Thematic data analysis was used to analyse these instruments.

The qualitative research approach is aimed at providing ways for the researcher to gain an understanding of a phenomenon through observation or interaction with the individuals or participants of a particular study (Boru, 2018). Qualitative methods are often regarded as providing rich data about real-life people and situations and being better able to make sense of behaviour and to understand behaviour within its wider context.

### **Advantages and disadvantages of Qualitative Methods**

The qualitative methods can provide detailed and all-inclusive information. Additionally, qualitative methods use independent data and participant observation to define the context or natural setting of variables in the setting. It seeks a wide thoughtful of the entire situation (Merriam, 2013). On the other hand, other limitations come with qualitative methods. The subjectivity of the inquiry leads to problems in establishing the consistency and rationality of the approaches and information, and it is very hard to notice researcher induced bias. Lastly, its scope is restricted owing to the in-depth wide-ranging data gathering approaches required (Tracey, 2012).

### **3.5. DATA COLLECTION METHODS**

Qualitative research offers a multitude of data collection methods to give the researcher an opportunity to gather rich data (Leedy & Ormrod, 2015). The benefit of using qualitative methods of data collection is that they offer a good opportunity for the researcher to explore and gain insights into deeper perspectives, while availing room for interpretation (De Vos et al., 2011).

This study used semi-structured interviews and a focus group as tools to collect data. Both tools are introduced in the section below.

### **3.5.1 INTERVIEWS**

In this study semi-structured interviews were conducted with the participants and the interviews scheduled. Semi-structured interviews were used in order for the researcher to be more open-minded about areas of what he or she needs to be knowledgeable about, so that the models and theories can materialise from data (Bryman, 2012). The semi-structured interview questions were designed in English and translated in Sesotho, the most spoken language in and around Makwane Village. The researcher clearly understands and can speak fluent Sesotho, which puts her in a good position to investigate and prompt the individual respondents. During the interviews the researcher begins by asking general questions in order to create a conducive environment for the respondents and then encourage them to speak freely about the topic in their own comfortable language. The advantages of semi-structured interviews is that it provides rich data and creates an opportunity for follow up questions, probing for additional information, seek for clarity or justification on previously answered questions and to establish connections amongst several issues (Queirós, et al., 2017).

The semi-structured interview schedule was of importance in this study as it was the most important activity for collecting data in order to meet the overall objective of the study. Therefore, the researcher consulted literature on the crucial variables of the subject matter. It was imperative for the researcher to comprehend, have some data, background information to contextualise the topic and develop an interview schedule.

The following was addressed when planning the semi-structured interview program; the length of the interview questions, attendance, order and phrase in which questions responses are outlined. During the interviewing process the instructions and expectations was made very short and brief, and the questions detailed and numbered in order to avoid repetitions. Questions such as, what role do the social entrepreneurs play in your village with regards to development of the community, this was used as the first question in order ensure that the respondents are not intimidated, and then the questions related to the study was followed. The questions were designed in English, but the researcher was considerate of the preference of the respondents when conducting interviews so that when the need arise for interpretation

was carried out accordingly. The appointments was made on time in order to ensure the availability of the participants on time.

### **3.5.2 FOCUS GROUPS**

Focus groups involve group interactions, whereby even the shy participants are able to take part and express their perspectives and feelings. Therefore, data generated in focus groups tend to be rich in content and group dynamics can be an important aspect for data analysis (Salkind, 2012). This technique was beneficial as it gave the researcher an opportunity to gain various perspectives that emanated from the discussions about operations at social entrepreneurship in Makwane village. The researcher also learnt much more from the interactions between the participants on the various benefits brought about by the establishment of Social enterprises (De Vos et al., 2011). Salkind (2012) further highlights the benefits of the interaction that occurs among participants. It offers the researcher insight as the participants' ideas are able to feed off each other, thus generating rich content that benefit the study. This usually occurs when unsolicited comments and new perspectives emerge easily during focus group interactions; hence, they can offer invaluable inputs to the study (Salkind, 2012).

For this study, a focus group was a beneficial tool to engage the stakeholders, who are also community members, to gather more in-depth information about the social entrepreneurship in Makwane village. The researcher selected the relevant population sampled during data collection; the sampling design is outlined in the following section.

### **3.6 SAMPLING STRATEGY**

Given limited time and financial resources, having an entire population participating in any study is not practical. The sampling technique therefore assists the researcher to extract scientific samples that are representative of the research setting population (Creswell et al., 2016). Contrary to quantitative research's goal of generalising results from the population to interpret data, the objective of qualitative research is to try to solicit insights and perspectives from the participants in order to understand the practices within the research setting (Onwuegbuzie & Leech, 2007).

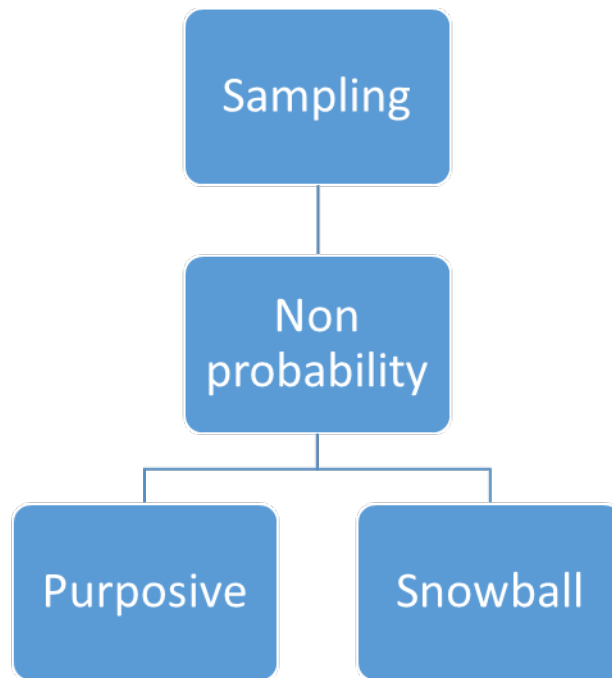


Figure1 Sampling parameters (adopted from Saunders et al 2016)

This study will be designated by means of non-probability sampling. The researcher will implore purposive and snowballing sampling. Purposive sampling enables the researcher to use their own judgement in the selection of participants with the most relevant expertise in the field of study. Snowballing a researcher will identify two or three people she will like to include in her study but then relies on those initial participants to help identify additional study participants (Saunders, et al., 2016)

### 3.6.1 SAMPLING SIZE

The basic principle of sampling is that by selecting some of the population elements, we can draw conclusions about the population as a whole. The population variable is the subject of the calculation. It is a research unit that we would like to make an inference. The sample size between 16 participants will be applied to the study and research objectives. The sample will consist of 1 representative from traditional leadership, 2 Municipality officials (1 ward councillor and 1 Local Economic Development), 10 community members and 3 members from Agape social organization operating in Makwane village. Mostly with interviews, the researcher continues to collect data until data saturation is reached. Patton (2002) states that saturation means that additional data are available to enable the sociologist to establish the properties of the category. When she sees similar instances over and over again, the researcher becomes empirically assured that a category is saturated.

In this study the researcher will ensure that she collects data until the gap in the theory is filled (Gentles, et al., 2015).

Table3: Sampling selection schedule

<b>Participants</b>	<b>Type of sampling</b>	<b>Method of data collection</b>	<b>Number of participants</b>
<b>Traditional Authority</b>	Purposive sampling	Semi Structured Interviews	01
<b>Government officials (Municipal officials)</b>	Purposive sampling	Semi Structured Interviews	02
<b>Community members</b>	Purposive sampling	Focus Group	10
<b>Agape foundation Volunteers</b>	Purposive sampling	Semi Structured Interviews	03

### 3.5.2 RECRUITMENT AND SELECTION

Recruitment in research recognizes and enrolls people to engage in a research project. Recruitment and selection in this study is made by the researcher in collaboration with community leaders and gatekeepers (that is, community members in official or unofficial authority), the chairperson of the social entrepreneurship will inform the participants prior the recruitment process in connection to the interviews to be conducted. The recruitment strategies are determined by the type and number of data collection activities in the study and by the characteristics of the study population (Cooper and Schindler, 2003). The researcher has selected traditional leaders, municipal officials and Agape social organization in Makwane village as key participants and relevant subjects for this study. Moreover, the researcher will concentrate on the participants between the 18-55 years and both genders (Merriam,

2009), as the researcher is aware that there are miners who are beneficiaries of the social enterprise the researcher will therefore require consent from the parents and or guardians and therefore perform oral interviews with the guardians of the miners.

### **3.6 FIELDWORK AND DATA GATHERING CHALLENGES**

Field notes were made by the researcher during the research process. There were, reflections and insights made during informal interaction and during times of reflection. The documentation of field notes is consistent with interpretive research that provides for the construction of the researcher as well as those of the participants (Duerleyet.al, 2012). Although these field notes were written by the researcher, an effort was made to ensure that they reflected the language used by the actors. The filed notes were also used as data sources and as such were coded along with other data sources.

Field work at Agape was extremely challenging and faced many difficulties. Interviews and focus groups under extreme climatic condition and without chairs and tables and there were very long waiting periods between research activities. Challenges such transport costs and availability which resulted in their inability to consistently comply with scheduled meeting times. The actual interviews and focus groups also took much longer. The researcher also observed that whilst the consent to participate in the research was provided enthusiastically and willingly, a degree of apprehension did arise when the research engagement actually began. The experience provided an interesting sample of behavior and revealed a level of protectiveness evident in the case study organisation. The social entrepreneurs' actors had worked hard and had made substantial sacrifice in order to achieve outcomes of their social enterprise and appeared to be a need to safeguard those achievement.

### **3.7 DATA ANALYSIS**

The qualitative analysis consists of Hermetics, content analysis, narrative analysis, and how concepts interconnect. The researcher will use content analysis/thematic analysis. Once fieldwork is completed, the researcher uses the following steps to interpret and analyse data: Firstly, the researcher thoroughly arranged collected data by translating all audio and interview notes into text format. Secondly, the researcher then arranged information in an organized way, and then she will go back to study goals and arrange information based on research questions (Saldaña, 2015). Thirdly

the researcher used coding of information. In a qualitative study, coding is an important phase. Coding involves categorizing and assigning collected properties and patterns. Fourthly, validating data is one of the significant steps in qualitative research. Thus, the researcher needs to validate the accuracy of the research design and reliability in order to produce accurate data. Lastly, it is necessary for the researcher to finally conclude the information and to present findings (Merriam, 2013).

### **3.8 ETHICAL CONSIDERATION**

As a general principle the “epistemic imperative” described by Mouton (2001) prevailed in this research study. This is the moral covenant that stipulates that the researcher has to have integrity and objectivity, maintain an ethical relationship with the participants, and ensure that all data are authentic, accurate and transparently handled.

The centrality of the participant in the research led to careful consideration of participant treatment. The guidelines proposed by Cooper and Schindler (2003) were applied to this research study because of their emphasis on the ethical treatment of research participants. They suggest three key guidelines: explaining the benefits of the research to the participants; explaining respondent rights and protections; and obtaining informed consent.

During the course of the actual fieldwork and the data-reduction process, the following steps were taken to ensure adherence to the principles discussed above:

- i. When participant organisations were formally requested to be participants in the research, letters outlining the research objectives and process were sent to them;
- ii. An internal communication process was undertaken explaining the research and its objectives;
- iii. An informed consent form was signed by all participants. In the case of the cooperatives, their preference for group consent was agreed to; During the interview and focus group sessions the researcher made a personal introduction and outlined the research objectives and participants were given an opportunity to ask any questions or seek clarification; and

v. The ethical guidelines of the research were outlined prior to the one-on-one interviews and the focus group sessions.

### **3.9 CONCLUSION**

A detailed description of the research methodology and methods that were used in this study were provided in this chapter. The study used qualitative approach implored an interpretivist paradigm to an exploratory case study research design. Primary data collection methods were used in the form of semi structured interviews and the rationale was discussed .The data was then analysed using thematic content analysis, and the reasons for using this method was also substantiated. Ethical considerations were also outlined to ensure that the research procedure was conducted in an ethical manner. The sampling techniques and rationale that was used for selecting a purposive sample was also explained in detail. The presentation of the result follow in the next chapter.

## CHAPTER 4: CASE STUDY ANALYSIS IN MAKWANENG VILLAGE IN QWAQWA, FREE STATE

### 4.1 INTRODUCTION

This chapter's single case study descriptions present the phenomenon of social entrepreneurship from the various perspectives of social entrepreneurship participants. The researcher's goal was to gain an in-depth and detailed understanding of the case study "world" from the perspective of those who construct and experience it (Parkinson & Howorth, 2007; Jones et al, 2008; Moss et al, 2010) in order to reflect the journeys, experiences, and aspirations of the social missions as members of the social entrepreneurship community. Furthermore, the chapter will give findings using data tools explained in chapter 3.

### 4.2 CASE STUDY: Makwane village in QwaQwa

Makwane is a rural village located in Maluti-A-Phofung, a Category B local municipality in the Free State Province's Thabo Mofutsanyana District. The district is bounded to the north by Phumelela, to the south by the Kingdom of Lesotho, to the east by KwaZulu-Natal Province, and to the west by Dihlabeng. The Maluti-A-Phofung Local Municipality was established on December 5, 2000, in accordance with Provincial Gazette No. 14 of February 28, 2000, issued in accordance with Section 21 of the Local Government Notice and Municipal Demarcation Act 27 of 1998.



Source: [www.maps.co.za](http://www.maps.co.za)

### 4.2.1 SOCIO-STATUS

The Village is confronted with three challenges: poverty, unemployment, and inequality. Prior to 1994, the area was relatively prosperous, with over 250,000 people employed in textile and furniture factories, the majority of whom were paid a low wage. However, following a democratic election, South Africa's new government terminated industrial subsidies. As a result of that and labour agitation made factories uneconomic resulting to many closing. It is estimated that almost 50 percent of the employed in the Makwane village is youth engaged in elementary occupation. The majority of people earning salaries in the village are at low ranks than average South Africans. In summary it means more people in Makwane village are employed in lower paid semi-skilled type of jobs (Besharati, 2014).

### 4.2.2 DEMOGRAPHIC INFORMATION

Local municipality	Population	%	Dominant language
Maluti a phofung	360 780	49.70%	Sotho
Gender	Population	%	
Female	389 210	53.62%	
Male	336722	46.38%	
Ethnic group	Population	%	
Black African	690 852	94.17%	

TABLE 2 Source: Makwane village population distribution (Statistic South Africa census, 2021)

### 4.2.3 ENVIRONMENT

The Makwane village is featured by warm summers and cold winter. Annual temperatures range from a maximum high of 35 degrees Celsius in summer to a minimum of -5 degrees Celsius in winter and sufficient summer rainfall with average rainfall between 630mm-700mm annually. They area is represented by three biomes Grassland, Savanna and Nama-Karoo (Skinner, 2018).

#### **4.2.4 ECONOMIC ACTIVITIES**

**Tourism:** The tourism sector is the most important commercial sector in Maluti-a-Phofung, providing some 16.5% of all employment and contributing 17.6% to GDP. This is mainly due to the node's location along the N3 and its function as a main travel stop for people travelling between Johannesburg and Durban. The node possesses significant natural resources including the Golden Gate Highlands National Park, the Sterkfontein Dam and its overall proximity to the Drakensberg. Significant potential exists to expand the tourism sector by focusing on adventure, cultural and eco-tourism. The key challenge is, however, to package and market the node more effectively as an appealing destination.

**Manufacturing:** The manufacturing sector, despite the removal of previous State subsidies under the homeland regime, remains a key contributor to GDP (some 12.2%) and the main contributor to employment in the area (21.7%). Key products manufactured include textiles, clothing, footwear and furniture. Although the manufacturing sector is faced with the threat of cheap imports, some potential exists for a viable clothing and related manufacturing cluster. This is supported by good road and rail access, and relative proximity to key markets and export ports in Johannesburg and Durban. The continued presence of manufacturers suggests the availability of good skills and a reasonable overall cost base.

**Agriculture:** The agricultural sector (mainly for domestic / subsistence consumption) is important to the economy of the former QwaQwa homeland areas. However, agriculture contributes only 2.1% to GDP and employs 6.7% of the working population. A temperate climate, adequate rainfall and fertile land make the area conducive to farming. Current production includes livestock and a few crops including wheat, maize and dry beans. There is potential to increase the value of this sector by expanding the scale of production and introducing agro-processing activity into the area.

#### **4.3 SOCIAL ENTREPRENEURSHIP ORGANISATIONS IN MAKWANE VILLAGE:**

- **SUCCESS FOUNDATION FOR COMMUNITY DEVELOPMENT**

Success foundation for community development, was established in 2018 by a group of young people which consist of 3 girls and 3 boys and they are operating from SASSA office in Makwane. The foundation mainly focusses on youth development through providing aftercare by assisting scholars from the grade1 to grade 12 with their educational challenges. To alleviate crime rate in the area, they are hosting youth campaigns in schools in order to advocate the importance of education.

- **TEAM SPIRIT DAY CARE CENTRE**

Is an organisation that was established in 2010 by a group of 11 beneficiaries which consist of 10 females and 1 male. The organisation was established with the intentions of serving the vulnerable and needy children who resides in the area of Makwane village. However, the organisation is currently offering services to a total number of 123 children who come for feeding scheme purposes and these children are identified by the members of the organisation from different households. And the chairperson also alluded that they are working hand in hand with the Department of Social Development, and they have recently been given about 12 forester children that have been allocated to 2 household permanently. The organisation offers feeding scheme to children from grade R to grade 12 but they offer them on Monday, Wednesday and Friday.

- **THUSANANG ADVISE CENTRER**

Thusanang Advice Centre is a human right, non-profit making and community-based organisation which was established in 1995 in QwaQwa by a group of women of the Institute of Contextual Theology Unit who witnessed how women and girls had been sexually and physically abused by men/boys. These women therefore came together with the aim of contributing towards the reduction of high levels of Gender Based Violence associated with poverty and HIV/AIDS through the application of human and woman rights approaches and promotion of social justice. Target groups for the organisation are mainly women, young girls, men and boys from the surrounding villages of Mabilela, Thaba-Bosiu, Thaba-Tsoana, Tsheseng, Makoane, Namahadi, Bolata, Dithotaneng, Makgalaneng and Bluegumbosch.

The patriarchal traditional system in QwaQwa villages contributed to inequalities and discrimination between men and women. The following rights are violated as culture regards women as minors and men as decision makers of the following women's rights in particular; Sexual and reproductive rights, Economic Rights, Land Right, Educational Rights and Marital rights.

To ensure that their objectives are met, Thusanang Advice centre offer the following services to the rural communities:

- Information and Education,
- Victim Empowerment programme and Counselling
- Community Mobilization
- Advocacy and lobbying
- Temporary Shelter for abused women and LGBTI together with their children,
- Networking with other organisation of similar interest and stakeholders

The research is the single case study and it will focus on the Agape foundation as explained in Chapter 3 . The researcher have chosen to work with Agape foundation mainly because they are focused on community development through mainly the establishment of small enterprise development with the help of National Development Agencies and works closely with the University of the Free State and other relevant institutions. This foundation also provides soup kitchen for the vulnerable households in order to reduce the level of high crime in the area of Makwane.

However, Success Foundation for Community Development, Team Spirit and Thusanang Foundation were not nominated as they mainly focus on the after care, HIV and AIDS awareness, feeding scheme and the educational purposes.

#### **4.4 FINDINGS OF RESEARCH SINGLE CASE STUDY**

Presented in this section are study results using thematic contents analysis on the data collected as explained in chapter 3. The themes that emerged and framed the

case description were case context, background, making a difference, sustainability, social impact alignment and cohesion.

- **CASE BACKGROUND AGAPE FOUNDATION**

Agape Foundation was established in 2016 by Mrs Moloji who is working with volunteers the project leader identified the gap on the challenges that the rural communities of the Makwane village were facing and therefore realised that these challenges includes unemployment which led to high rate of theft in the area, HIV&AIDS, and a lot of kids dropping out of school. Therefore, the foundation mainly focuses on developing the rural communities through the provision of after care to both students and scholars, soup kitchen for both elders and young children, holding workshops, career guides and awareness day on HIV and AIDS, and training of youth in to becoming successful small enterprises in order to reduce crime activities and create employment in the Makwane area.

Agape foundation was selected as a case study because it was formed to meet one of the most basic of human needs – education and food security. The project is located in a very rural part of South Africa where there are limited skills and expertise, yet its members have demonstrated innovative and effective approaches to resource mobilisation in an environment lacking infrastructure, economic activity and institutional support. There is a strong reliance on earned income as a basis for sustainability, and the project has a strong community footprint. The cooperative has adopted a unique model that balances individual and group ownership

The social deficit: Education and food security

Poverty, limited resources, poor water supply and neglect in terms of economic development. A result of high unemployment is seen in what is described as the “male out” pattern whereby young males leave the community to seek employment and economic opportunities.

#### **4.4.1 SEMI STRUCTURED INTERVIEWS**

Interviews were conducted to support and provide complementary data to the questionnaire. The interview questions were designed in accordance with the research

questions in order to obtain more views regarding the Social Entrepreneurship and Community Development. The interviews were held with participants as shown in Table. 2

Participants	Method of data collection	Number of Participants
Agape foundation volunteers(Volunteers and board members)	Semi Structured interview	03
Traditional Authority	Semi Structured Interview	01
Municipal officials	Semi Structured	02

#### 4.4.1.1 Semi-structured interviews with Volunteers at Agape foundation

##### TELL ME ABOUT THE AREA IN WHICH YOU WORK? POVERTY/COMMUNITY

The participants were asked a question " tell me about the area in which you work?"

**Participant X** indicated that "the area that he works has a huge number of unemployed members of the community especially youth, therefore they have community members who are looking at their organisation to provide them with food parcels since they struggle to meet their basic needs".

**Participants Y** indicated that "Makwane is the community that has high unemployment. There is a lot of graduates that are sitting at home without work The statement is supported by literature according De Beer and Swanepool (2016) Rural communities in South Africa like Makwane village face many challenges that limit their ability to grow and develop. Amongst the most significant issues facing communities are unemployment and poverty.

##### CAN YOU TELL ME HOW YOU ARE CONNECTED TO THE ORGANISATION?

**Participant X Indicated** " I work at Agape foundation as a volunteer ".

**Participant Y Indicated** that " I'm one of the volunteers and tutor at Agape foundation for community development. My focus is on Math literacy and development of young people.

According to literature in chapter 2 social entrepreneurship is positioned in the voluntary sector, as it the predominant environment of social entrepreneurs (Thompson, 2000). The term civic innovation could be used to perhaps more accurately describe the social entrepreneurial activity that fall within the voluntary sector (Fowler, 2000) as it focusses on civic benefits and drawing of resources purely from citizen base.

### **HOW DO YOU SEE THE CONCEPT OF VOLUTEERISM?**

**Participant X indicated** “Volunteerism is giving back to the community .Is doing work out of love and not for the money and simply to make a difference I peoples lives .it is an important opportunity to learn new skills by working people and communities”.

**Participant Z Indicated** “is working out of love and not expecting an income out of the activities carried out ”.

According to literature Volunteering can drive a community to creativity, initiative taking and leadership. Furthermore, it enhances their engagement within local community for their own personal and professional growth and the collective growth of the community (Fowler, 2000).

### **WHAT DOES THE ORGANISATION DO?**

**Participant X indicated** “ There organisation do lot of things for the community like giving food parcel. Moreover give extra classes to learners and workshops”

**Participant Z indicated** “ Educational programmes such as assisting learners with their homework after school and develop their literacy and development”

### **DO YOU THINK THE ORGANISATION ENHANCES COMMUNITY DEVELOPMENT?**

**Participant X indicated** “ Yes the organisation support the goal of quality education for the vulnerable children from different background. It also alleviates hunger it has partnered with food forward organisation which supplies them with food to feed the

community. In addition, the organisation is active in crime prevention by mobilising **campaigns at schools.**

**Participant Z indicated** “Yes because it has a positive impact in a community by helping those people in a good way”.

According to literature Social entrepreneurship offers the broader field of entrepreneurship an opportunity to contribute to social change (Stryjan, 2006). The agape organisation has brought social change in Makwane by addressing the issue education, poverty and employment to those who volunteer in this organization.

### **HOW DO YOU THINK VOLUNTEERING CAN ASSIST IN ENHANCING COMMUNITY DEVELOPMENT ?**

**Participant X indicated** “ By volunteering people can come together to address social issues such as crime . In Makwane there are a lot of community watch dogs who monitor the community at night to check for any criminal activities”

**Participant Z indicated** “ We managed to change lives of the children in terms of school work. Because their progress is much better”

The respondents believe volunteering your time and skills is a great way of helping community. Moreover, volunteering allows you to connect to your community and make it a better place.

### **WHAT ELSE DO YOU THINK CAN BE DONE TO ENHANCE COMMUNITY DEVELOPMENT IN YOUR AREA?**

**Participant X indicated** “To enhance skills development and economic growth, there must be workshops introduced that teach old and young people skills that they can use to start their own business”.

**Participants X Indicated** “Building of schools with computer laboratories and laboratories to enhance skills development of young people in our community.

According to literature forming strategic partnerships with other institutions to deliver on their services was cited by Martin (2017) and as one of the key tools that enable

Agape to achieve a large-scale social impact. Due to limited resources, the Agape foundation collaborates with other NGOs to consolidate resources. The participant listed some of the NGOs Agape and government department that collaborates with on a regular basis, namely food forward organisation and the department of social development. Training activities were highlighted as an initiative these organisations collaborate on.

### **DO YOU KNOW WHAT SOCIAL ENTREPRENEURSHIP IS?**

**Participant X indicate** “Yes, I think it the connection between the people who are willing to start business and it is connected with improving the community”

**Participant Z indicated** “ Social entrepreneurship is when companies making profit give back to the community by introducing skills development programmes and give out food parcels to the poverty stricken community”

The participant’s response shows that the respondents know what social entrepreneurship is. However still need to be capacitated benefits of social enterprises and how they can benefit the community.

### **HOW DO YOU THINK SOCIAL ENTREPRENEURSHIP CAN BE USED TO ENHANCE COMMUNITY DEVELOPMENT IN THE AREA?**

**Participant X indicated** “ Yes Social entrepreneurship can be used in our community by creating job opportunities by revitalising infrastructure and factories that were closed so the unemployed can start to work”

**Participant Z indicated** “ Most of our youth in village are high school dropout and social entrepreneurship can bring schooling programmes that assist our youth to complete school”

The response of collected indicate that most people in Makwane village did not complete their schooling thus they did not attain skills that enabled employability. Improving the skills of the local people is critical as it will attract big companies to come and invest . In South Africa big companies and cooperates are reluctant to invest

in rural areas due to the issue that majority of people in the rural areas do not have the technical skills and government expects them to employ and give jobs local people however majority are illiterate and lack the technical skills.

#### **4.4.1.2 Semi Structured interview with Head at Agape foundation**

##### **WHY AND WHEN WAS THE ORGANISATION FORMED**

Participant D indicated that “ Agape foundation was and informed by the challenges faced by community members of Makwane. The people had challenges with health and could not go to the clinic as they were afraid of facing their daily challenges .In 2016 they then established a soup kitchen. This was followed by introduction of extra classes for the Grade 12. The purpose of starting this foundation address the social issues and to bring social changes”.

This response shows that the Agape was developed due to the social issues faced by community members in Makwane village. According to literature the purpose of social enterprises is to bring about some form of social change and in developing countries social entrepreneurs are viewed as agents of social change (Diochon & Anderson, 2011).

##### **WHAT IS THE AIM AND PURPOSE OF YOUR ORGANISATION?**

**Participant B** “ The aim and purpose is to improve the livelihoods of community in Makwane village”

According to literature social entrepreneurship employs innovative approaches to tackle social issues such as unemployment, health and education. In addition, it forms an important building block in sustainable development. The aim of social entrepreneurship organisation is to create viable socio-economic structures, relations, institution that yield and sustain social benefits (Mair and Marti, 2006).

##### **WHAT IS THE BEST ORGANISATIONAL MODEL FOR YOUR ORGANISATION? WHY?**

When interviewed the head of the Agape foundation stated the organisation was build on two principles social change and community development.

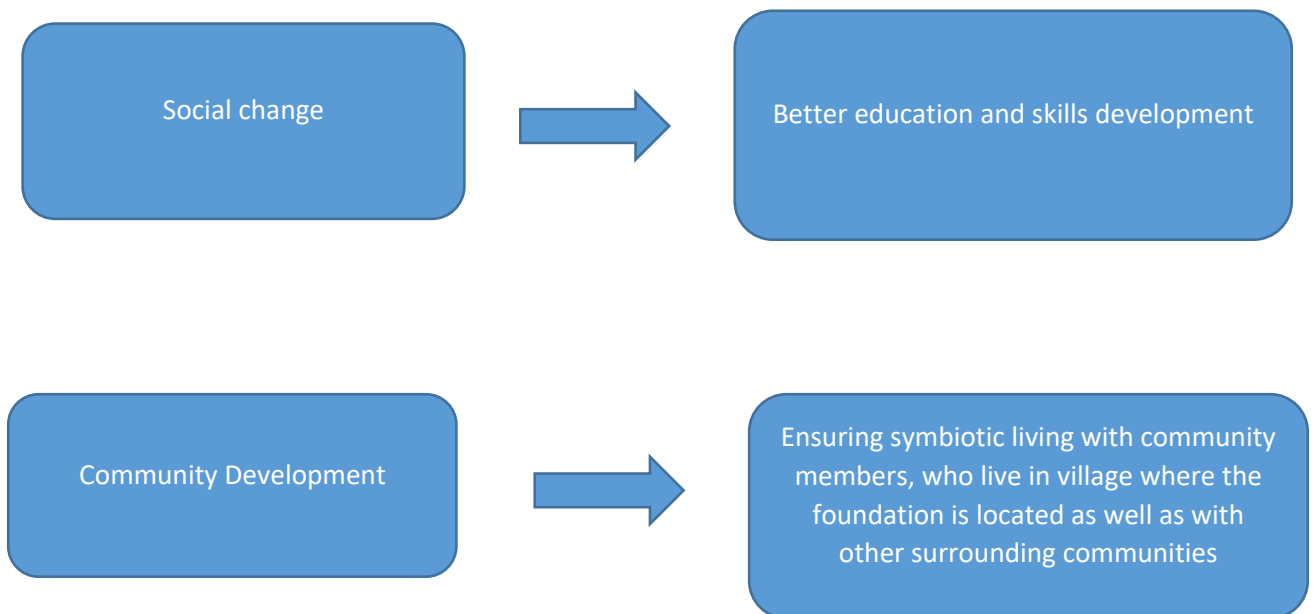


Figure2 :Business model at Agape foundation

The foundation's integrated rural development strategy places advancement of education as its main focus areas. Focus areas within education include resources centre facilities such as after school programmes, support packages for rural government schools and advocacy programmes to inform government policy. The second focus are areas of health and nutrition. The key focus areas include sustainable agricultural nutrition systems.

To maximise the impact and ensure the success of the programmes. Agape foundation has established a strong relationship with South African government to gain access to social services, facilitation of funding and the necessary support. The Agape foundation also has access to community programmes and unemployed local people a given an opportunity to do community improvement work through volunteering.

## **ELABORATE HOW YOUR ORGANIZATION IS FUNDED**

**Participant B indicated** " the foundation was funded with R 412 000 in 2017 by National Lottery Commission to build infrastructure for education centre.

The response shows that funding from donors and government institution assist a lot in laying the foundation for the social enterprises.

## **WHAT LEGAL FORM DO YOU USE TO RUN YOUR NPO AS THE SOCIAL ENTERPRISES.WHY**

**Participants B indicates** " the use constitution of the NPO and codes of conducts that is signed by volunteers on how to conduct themselves with the activities to be carried out. Moreover, they use financial policy on how to handle finances and governance.

According to literature social enterprises constitution is a governing document that defines how social enterprise. It sets out the rights and duties of people in the company i.e. members, directors and company secretary. Essentially, it's a document that includes details about how the social enterprise runs and how it is managed (Mair and Marti, 2006).

## **HOW DO YOU MEASURE YOUR EFFECTIVENESS AS THE ORGANISATION?**

**Participant B indicated**

According to literature although Social organisation are established for the purpose other than profit (Mair and Marti, 2006), the financial field should not take the entity's legal type into consideration but rather focus on the activities carried out and therefore on the goods and services realised. Nonetheless, it is important to measure efficiency and profitability to verify entrepreneurship as the basic component of assessing overall effectiveness (Mair and Marti, 2006). On the other hand, this will be carried out by means of financial accounting systems, institutional coherence and conformity with national and international laws.

## **WHO ARE STAKEHOLDERS THAT YOU WORK WITH IN YOUR REGION? HOW IS THE RELATIONSHIP**

**Participants B indicated** “we work with role players such as SAPS , University of Free State(UFS), Thusanang advice centre, Small Enterprise Development Agency(SEDA), Free State Development Cooperation(FDC) and National Youth Development Agency. We work well with this stakeholder as they support them on their campaigns. SEDA offers training on skills development.

### **HOW IS YOUR EFFECTIVENESS ACCELERATED THROUGH WORKING WITH YOUR STAKEHOLDERS?**

**Participant B** indicates that “ our foundation managed to get recognised and able to mobilise financial and non-financial resource for running of the foundation”.

According to literature stakeholders are important in social entrepreneurship they can help empower the people, create sustainable change, build better organisation, valuable source of information and increase success engaging influential groups (who might otherwise hold back) and turning them into supporters and advocates can boost chances of success (Mair and Marti, 2006).

### **WHO ARE THE BENEFICIARIES OF YOUR SERVICE?**

**Participant B indicated that** “ Our beneficiaries are learners from Grade R -Grade 11, Youth, older Men and Women”.

According to the response this shows that foundation cater for all levels in their community to ensure inclusivity for the elderly people who were disadvantaged due to segregation policy of apartheid which deprived many African people access to education.

### **WHAT KIND OF ASSISTANCE TO YOU GIVE TO YOUR BENEFICIARIES**

**PARTICIPANT B Indicated that** “our foundation assists in Educational programmes such as after care, career guidance.

### **HOW DO YOU THINK YOUR ORGANISATION (ENHANCES COMMUNITY DEVELOPMENT?**

**Participant B indicated that** “ Our foundation has enhanced the standard of education in our community. The educational programmes offered by our foundation has assisted many of our learners who have passed grade 12 to gain entry at the University Of Free State QwaQwa Campus. This achievement will help them find better jobs and improve their standard of living for their families. Moreover, the foundation have created job opportunities for the locals through volunteering. Those volunteering gets stipends though if we have received donations from donors so that they use transport cost and to buy food”.

The response of participants shows that social entrepreneurship enhances community development through social change .This supported by literature which states that social enterprises play a crucial role in communities by creating opportunities in terms of employment, income growth and enhanced provision of services.

#### **WHAT ELSE DO YOU THINK CAN BE DONE TO (ENHANCE COMMUNITY DEVELOPMENT IN YOUR AREA**

Participants indicated that “ The participant believe acquiring business knowledge and skills, supporting social innovation programmes and pilots where you combine new business solutions while addressing social challenges this can include grants to innovation studies and funding.

According to literature social entrepreneurs plays an important role in society or environment concerning development. However, many a struggling with funding to sustain their operations This is supported by Mittullah (2003), who highlights that financial services are essential for the development and security of the business. Moreover, access to finance is crucial for starting a business, diversifying and helping with the cash flow issues and even investing in business assets. Many social entrepreneurs are powerless and unable to borrow money from banks because they have nothing to put up as collateral for loans (Dewar, 2005).

## **WHAT ARE YOUR PLANS FOR GROWTH**

**Participants B indicates** "The plans is to see the foundation meeting both the financial and social goals"

## **WHAT ARE YOUR GREATEST CHALLENGES THAT YOU EXPERIENCE AS SOCIAL ENTERPRISE?**

**Participant B indicates** " we have capital challenges as we struggle to pay our volunteers "

This statement is supported by Mittullah (2003), who highlights that financial services are essential for the development and security of the business. Moreover, access to finance is crucial for starting a business, diversifying and helping with the cash flow issues and even investing in business assets. Many social entrepreneurs are powerless and unable to borrow money from banks because they have nothing to put up as collateral for loans (Dewar, 2005).

### **4.4.1.3 Semi structure interview Tribal Authority**

The researcher had semi Structure interview with the member of the tribal council Me Mamsia Mohale. The member has been in the village since 1988 she became the member of the traditional council in 2007 when his husband passed way. She indicated post 1994 due to closer of factories in QwaQwa many of members of the community have been faced with the challenge of unemployment and dependent on social grants for their survival. The tribal member indicated that she knows about Agape foundation, but she doesn't really know service that are offered, she only hears from the community members. She believes that government should with partner social enterprises to ensure that there is impact and sustainability of enterprise.

The response of the member of the tribal Authority indicates gap in consultation by social enterprises. The tribal authorities are influential leaders. They influence the perception of communities they lead therefore they should be at the fore front if social enterprises are going to successful.

#### **4.4.2 Focus Groups**

The focus group participants were identified via their organisations by the researcher. The focus group participants included a purposive sample of community members representing Makwane village. The focus group discussions began with a personal introduction, an explanation of the research objectives, an explanation of the focus group process, a confidentiality undertaking by the researcher, and the signing of the consent form by the participants. Focus group notes were taken by the researcher during the focus group discussion.

#### **TELL ME A LITTLE ABOUT THE AREA IN WHICH YOU LIVE**

**Participant C indicates** that “ the condition are good but few job opportunities “

**Participant D indicates** that “ the conditions are bad community struggle with poverty and unemployment”

**Participant E indicates** “the condition are bad most of the people are unemployed  
The response of participants shows many of the people in Makwane village are crippled by the issue of poverty and unemployment. This statement is supported by literature chapter 2. According to De Beer and Swanepoel (2016) rural communities in South Africa face many challenges that limit their ability to grow and develop. Among the most significant issues facing communities are unemployment and poverty (De Beer and Swanepoel, 2016).

#### **IS THERE ANY ORGANISATION THAT ASSIST PEOPLE IN THE AREA?**

**Participant B indicated** “ Yes, Agape “

**Participant C indicated** “ Yes, Agape and Thusanang Advice services

**Participant D indicated** “ Yes, Agape “

The response of participant shows that there are organisations in Makwane Village. However, many mentioned Agape foundation as the most active organisation in Makwane Village.

## WHAT DO THEY DO?

**Participant E indicated** “ it assists the learners with their school work and also provide them with food”

**Participant F indicated** “ it assists with food parcels to needy in the community”

**Participants G indicated** “ it assists school children, with their homework and community with the food parcels”

The response of shows that social agents make unique contributions to society which come in various forms namely: Improved access education and nutritional food. Education is the principle vehicle that is utilized to develop new eras and to change instruction to influence learning, for example, early childhood development; Reduced poverty - Social entrepreneurship could end up being the best plan in the battle against worldwide poverty (Haugh, 2012).

## HOW HASTHIS ORGANISATION ASSISTED

**Participant H indicated** that “ I was struggling as I am not working so there is no income and was not at the age where will get social grant. Since volunteering I’m able to get a stipend”

**Participant I indicated** “ I did not have knowledge and information about a lot things since going to the organisation the information workshop that they provide have assisted me “

**Participant J indicated** I am unemployed since volunteering I am able to assist with community activities. This has help me to stay away from criminal activities and alcohol. The response of respondents shows social organisation play a crucial role in community development as agents of social change.

## PLEASE TELL US LITTLE MORE ABOUT YOU LIFE BEFORE THE ORGANISATION

**Participant C indicated** “ As a working parent was struggling to cope with my child school work as you would find out that at times she will go to school without having done her work’.

**Participant D indicated** “ I was drinking heavily and used do house breaking because I have dropped out of school”.

**Participant E Indicated** “ I was unemployed and just setting at home “

The response of participants show that social Social entrepreneurship offers the broader field of entrepreneurship an opportunity to contribute to social change (Stryjan, 2006).

#### **IN YOUR OPINION, WHAT DO THEY DO TO (ENHANCE COMMUNITY DEVELOPMENT /REDUCE POVERTY) IN THE AREA**

In order to reduce poverty in the area and ensure community development, Agape foundation assists both young people and elders of the Makwane Village through the establishment of the small business, assist scholars with school work through extra classes, and soup kitchen which helps with the reduction of the crime rate in the area.

## **CHAPTER 5: CONCLUSION AND RECOMMENDATIONS**

### **5.1 INTRODUCTION**

In this chapter, the purpose will be to analyse and answer the research questions based on the findings and to provide a conclusion and recommendation.

### **5.2 SUMMARY OF THE STUDY**

The summary of the dissertation is highlighted as follows:

#### **Chapter One**

The chapter gave basis for the dissertation where introduction; overview; aim, background to the research problem; research objectives; research questions.

#### **Chapter Two**

In this chapter, an outline was provided of recent and past research on Social entrepreneurship, and Community Development. Moreover demonstrate the link necessary for empowering and innovating society.

#### **Chapter Three**

The research design, methodology and the methods of research were introduced and discussed. Qualitative methods were explained, and methods used to gather data were discussed. The purpose of a research design is to maximise valid answers to a research question. The chapter concluded with observing the principles of anonymity and to ensure that the participants were morally and ethically protected.

#### **Chapter Four**

The Findings from semi structured interviews and focus groups, conducted with people of Makwane Village in the QwaQwa area, were presented in this chapter.

#### **Chapter Five**

Chapter five attempted to answer the research questions that were listed earlier in the study. The chapter will be concluded with possible recommendations and a conclusion to the study will be provided.

### **5.3 LIMITATIONS TO THE STUDY**

- The first limitation is that findings of the study cannot be generalised due to the research design and methods that were used.
- The information was recorded from social entrepreneurs own experience and encounters and the accuracy of the data cannot be confirmed.
- Perception and opinions may change over time and participants could develop new views in the future.
- The methods constraints of using purposive sampling is that selection criteria was based on the researcher's biases and that sampling was not statistically representative of the population, thus excluding some potentially interesting cases.
- The novelty of this research field made it a challenge to access information and participants that met the criteria, this became a time consuming task.

### **5.4 ADDRESSING THE RESEARCH QUESTIONS**

The questions of the study were:

- What impact do Social Entrepreneurship have on communities?
- How can Social Entrepreneurship improve development in communities?
- What forms of support do Social Entrepreneurship need in order to effectively develop communities?

#### **5.4.1 What impact do Social entrepreneurship's have on communities?**

The most important outcome of SEs' impact on communities is that they promote local development. Their size does not matter because their activities aim to alleviate socioeconomic issues by assisting deprived communities through counselling, training, equipping youth, creating opportunities, and improving security and health. Communities benefit from social entrepreneurship by combating social exclusion, stimulating socioeconomic development, increasing awareness, and improving education.

In the case of Makwane village, social entrepreneurship has had an impact on children's delayed education, as well as an increase in education practitioners and skills, as well as the transformation of family relationships and parenting skills in the

community. Social entrepreneurship has brought about change in the community by doing what is necessary to reduce poverty and also by focusing on children to protect them from drugs. Social entrepreneurs also have an impact on the community by conducting the necessary evaluations in order to improve the quality and quantity of existing programs and thus positively impact community development.

#### **5.4.2 How can Social Entrepreneurship improve development in communities?**

According to the majority of Makwane village residents, the most important answer to this question is that community development necessitates social entrepreneurs involving local people in the process, as stated above. Involving local people in the pursuit of CD is important because local people are the ones who know what their community requires. That collaboration between social entrepreneurs and local residents is what results in better solutions to community problems. Furthermore, collaboration between social entrepreneurs and local residents allows all stakeholders to see a bigger picture of the problem and share common goals. Increasing the number of support workers to reach more people, as well as increasing marketing and networking efforts with stakeholders, is clearly beneficial to community development.

#### **5.4.3 What forms of support do Social enterprises need in order to effectively develop communities?**

The concern for financial and physical support was a significant response to this question. This assistance was required by social entrepreneurs in order to carry out their activities and accelerate development in deprived areas such as Makwane Village. More financial donations must be made available to sustain the flow of their activities that benefit the financially disadvantaged population. Physical support is essential as they work in the field and throughout the activities process. Physical assistance is required to meet the needs of volunteers, whose presence enables social entrepreneurs to increase the production and delivery of their activities. Equipment is also required to support their community development activities.

## **5.5 RECOMMENDATIONS**

In South Africa, social impact measurement is required to highlight the role of social entrepreneurs in community development. Social entrepreneurs must track the outcomes of their activities to ensure that they have a positive impact on community development. However, social entrepreneurs will sometimes use resources to monitor methods that are proven to be ineffective in achieving their goals. The following suggestions are made to improve this: In order to have more control and balance over what should develop the community, social entrepreneurs must involve local people in the process of community development. According to the research, if social entrepreneurs do not present their programs to local people, they will struggle to succeed in CD because the programs are unknown to the communities. Rather than waiting for local people to come to Social Entrepreneurs to find out what programs can meet their needs, Social Entrepreneurs should take the programs to the local people through any means possible, such as door-to-door distribution of detailed flyers, social media, or events.

To support community development, Social entrepreneurs have to request direction from those who know their needs and how it is supposed to be presented. Social entrepreneurs have to keep in mind that community development has to implicate the use of those classified as beneficiaries trapped within the socioeconomic problem. A plan to continue CD in an area such as Makwane village has to be clearly defined using simple means that the population understands.

To aid community development, social entrepreneurs must seek guidance from those who understand their needs and how they should be presented. Social entrepreneurs must remember that community development must include the use of those classified as beneficiaries who are trapped in a socio economic problem. A strategy for sustaining CD in a community like Makwane village must be clearly defined, using simple language that the locals can understand.

## **5.6 RECOMMENDATION FOR FUTURE RESEARCH**

The objective of this research was to conduct an exploratory study into a complex phenomenon that has not been adequately investigated in a scholarly manner in South Africa before. The research yielded an understanding of the experience of social entrepreneurship and provided concepts and themes that could initiate further research. As a result of the findings in the research, the social entrepreneurship theoretical lens is further sharpened, and additional avenues of investigation have been unearthed. Of particular interest is the contribution regarding the role of different socio-political contexts in framing the social entrepreneurship experience. The expansion of different South African context-based research projects would give the field much needed theoretical validation.

Arising from this thesis, specific areas of possible further research have been identified in relation to the six propositions of the theoretical framework. Each proposition presents an area of further interest and research in the South African context. These include social enterprises formed in the past ten years of the post-democracy period in South Africa. It would be of interest to understand how, in the absence of the apartheid struggle experience as a backdrop, social enterprises frame their purpose. This research thrust could also include both successful and failed social enterprises. It would also be of interest to research the extent of the impact that social entrepreneurship has in relation to identified social needs and the different strategies for measuring impact. Lastly, given the centrality of sustainability the different sustainability strategies applied by social enterprises could be explored.

## **5.7 CONCLUSION**

According to the research, social organizations and individuals' social entrepreneurs are those individuals who focus on deprived areas in order to address the needs of specific segments of society in order to create common interest. It is clear that their work is primarily intended to address socioeconomic issues. However, in the case of Makwane village, the interest in developing the community is heavily supported only by social organizations, indicating a lack of individual Social entrepreneurs to act as "change agents" alongside social organizations in these areas. Several reasons have been proposed, but the researcher agrees with Watters et al. (2012:2), who stated that

individual social entrepreneurs usually have only ideas in their heads that are not implemented, even if the ideas are conceived with the intention of contributing to development.

According to the findings of the study, most social organizations operate under an NGO as a legal structure and focus more on "Voluntary Association" as forms of structure in order to support Makwane's community development. Participation in community development in these areas appears to be mature, as the majority of organizations have been providing social activities for more than 20 (twenty) years. This demonstrates the determination to improve the lives of the people in the communities. The researcher agrees with the Maluti a Phofung local municipality (2011), which stated that significant progress has been made in recent years in terms of infrastructural deficiencies, with a consistent improvement in the provision of basic social services. However, poverty, high levels of deprivation, unemployment, violence, and crime continue to dominate the quality of life in Makwane village.

Geographically, the participating Social enterprises were limited to providing services such as improving the quality of health, education, unemployment, and training, while on the other hand educating and facilitating communities in various activities such as home-based care and developing children in creating space for them to develop talent and realize their dreams through those activities only at the "Local community" level. They have not expanded their activities beyond the immediate vicinity in which they have settled. Local communities are viewed as the only vulnerable area that is always looking for development. Community Development is also based on the idea that local people receive assistance from outside sources with the goal of implementing programs to meet their needs (Hall & Midgley, 2004:73). This means that, in order for Community Development to succeed, social entrepreneurs must combine and expand their efforts to reach not only the areas in which they operate, but also sectoral, regional, and national levels.

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## **APPENDICES**

### **APPENDICES 1**

#### **REQUEST FOR PERMISSION TO CONDUCT RESEARCH**

Dear : The Municipal Manager, Maluti-a-Phofung Local Municipality.

I am Thandeka Motsoane, students at University of Free State. I am doing research on Social Entrepreneurship and community development. I would like to request your permission to conduct the research within the local LED division, the council.

#### **DATE**

1 May 2022 to 30 November 2022

Social Entrepreneurship and community development: The case of Makwane Village, Qwa Qwa, Free State.

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

Thandeka Motsoane	2009032950	0783647837
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### **APPENDICES 2**

#### **Head / organizer, board members and managers working in the SE**

1. Why and when was the organisation formed?
2. What is the aim and purpose of your organisation?
3. What is best organisational model for your organisations? Why?
4. Elaborate on how your organization is funded? (Non-profit and for-profit)?
5. What legal form do you use to run your NPO as the social enterprise? Why?
6. What business approach do you use? Why?
7. How do you measure your effectiveness as the organisation?
8. Who are the stakeholders that you work with in your region? How is the relationship?
9. How is your effectiveness accelerated through working with your stakeholders?
10. Who are the beneficiaries of your services?
11. What kind of assistance do give to your beneficiaries?
12. How do you think your organization (enhances community development/ reduces poverty)?

13. What else do you think can be done to (enhance community development / reduce poverty) in your area?
14. What are your plans for growth?
15. What are your greatest challenges that you experience as a social enterprise?

**Family Centre** – 16. Tell me about your volunteer programme?

- 17. How do you think your volunteers can assist in community development?

### **APPENDICES 3**

#### **INTERVIEW / FOCUS GROUP: Community members and or Participants**

1. Tell me a little about the area in which you live (poverty / community)
2. Is there any organization that assists people in the area?
3. What do they do?
4. How has this organization assisted you?
5. Please tell us a little more about your life before the organization assisted you?
6. What do you think of the quality / quantity of services that the organization offers?
7. In your opinion, what do they do to (enhance community development/ reduce poverty) in the area?
8. What else do you think can be done to (enhance community development/ reduce poverty) in the area?

### **APPENDICES 4**

#### **Volunteers (Family Centre / Agape)**

1. Tell me about the area in which you work? (poverty / community)
2. Can you tell me how are you connected to the organization?
3. How do you see the concept volunteerism?
4. What does the organization do?
5. Do you think the organization enhances community development?
6. How do you think volunteerism can assist in enhancing community development?
7. What else do you think can be done to enhance community development in the area?

8. Do you know what social entrepreneurship is?
9. How do you think social entrepreneurship can be used to enhance community development in the area?

## **APPENDICES 5 Semi-Structured Interview**

### **Tribal Authority, LED officer and municipal councilor (QQ – Mosotoane)**

1. How long have you been in Makwane Village?
2. Tell me about the Makwane Village (community/poverty)
3. Do you know of community projects currently running in the Makwane Village?
4. Which NGOs deliver services in Makwane Village?
5. Do these NGOs enhance community development? How?
6. What else do you think can be done in Makwane Village to enhance community development?
7. Which stakeholders do you think can partner with the organization to enhance community development?
8. Do you know what social entrepreneurship is?
9. How do you think Social entrepreneurship can be used to enhance community development?

## **APPENDICES 6**

### **CONSENT TO PARTICIPATE IN THIS STUDY**

I, \_\_\_\_\_ (participant name), confirm that the person asking my consent to take part in this research has told me about the nature, procedure, potential benefits and anticipated inconvenience of participation.

I have read (or had explained to me) and understood the study as explained in the information sheet. I have had sufficient opportunity to ask questions and am prepared to participate in the study. I understand that my participation is voluntary and that I am free to withdraw at any time without penalty (if applicable). I am aware that the findings of this study will be anonymously processed into a research report, journal publications and/or conference proceedings.

I agree to the recording of the *insert specific data collection method*.

I have received a signed copy of the informed consent agreement.

Full Name of Participant:

\_\_\_\_\_

Signature of Participant: \_\_\_\_\_ Date:

\_\_\_\_\_

Full Name(s) of Researcher(s):

\_\_\_\_\_

Signature of Researcher: \_\_\_\_\_ Date:

\_\_\_\_\_

## APPENDICES 7



### GENERAL/HUMAN RESEARCH ETHICS COMMITTEE (GHREC)

13-Oct-2021

Dear Dr Deidre Van Rooyen

#### **Application Approved**

Research Project Title:

**Social entrepreneurship, poverty, and community development**

Ethical Clearance number:

**UFS-HSD2021/0803/21**

We are pleased to inform you that your application for ethical clearance has been approved. Your ethical clearance is valid for twelve (12) months from the date of issue. We request that any changes that may take place during the course of your study/research project be submitted to the ethics office to ensure ethical transparency. Furthermore, 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 submitting your proposal for ethical clearance; 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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