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SOCIAL ENTREPRENEURSHIP AS A PRAGMATIC CONCEPT FOR SOCIAL WORK PROFESSIONALS' MANAGEMENT COMPETENCE IN SOUTH AFRICA

by

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A thesis submitted to the Faculty of Commerce, Law and Management, University of the Witwatersrand, in fulfilment of the requirements for the degree of Doctor of Philosophy, PhD (Management)

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ABSTRACT

The South African Government has entrusted Social Work Professionals (SWP's) with the responsibility of humanizing the lives of the most vulnerable groups in society. SWP's are scrupulously trained to rehabilitate and heal the ailing community, but nowadays they are inadvertently incapacitated because their role has grown far beyond its original skill-base whilst their educational grooming and the legislation governing their role has remained stagnant. Furthermore, the Non Governmental Organisations (NGOs) within which they operate are unsustainable and many of them struggle for survival.

The prevailing socio-economic environment imposes various demands on both the SWP profession and the non-profit sector, forcing them to provide for their survival by performing commercial duties that they are not trained to perform. This practice has resulted in a disjuncture in the roles of SWP's and a brain-drain of professionals out of the sector. The study was split into two separate albeit related components employing a combination of qualitative methods and techniques to thoroughly investigate the source of this disjuncture and establish viable methods to address it.

The first phase was designed to understand the history of social work in South Africa spanning two political dispensations, assess the legislated role that SWP's should perform against the current role they are performing, in order to understand and explain the discrepancy in their role. Thereafter the second phase was conducted as a follow-up to explore how the concept of Social Entrepreneurship in conjunction with comprehensive management proficiency could provide possibilities of addressing and improving the shortcomings arising in the role of the SWP.

The first phase documented that SWP's are currently struggling in practice, with inadequate resources and lack of enterprise and management proficiency to fully facilitate their mandate. This deficiency suggested a shift in their role that is different from their usual rehabilitating role. Social Policy Frameworks were identified as the possible hindrance for the current lack of enterprising in the social sector, followed by socio-economic pressures and insufficient education and training of SWP's. A paradigm shift to acknowledge and qualify the growth in the role of an SWP academically and legislatively was recommended, followed by relevant intellectual construction of knowledge.

The second phase of the study acknowledged that Social Entrepreneurship is a fairly new concept in academic circles. In addition, most reviewed literature on Social Entrepreneurship suggested that the African landscape was either not fully understood by the authors or not yet catered for since most of the solutions were not fully commensurate with problems experienced in (South) Africa. Therefore, the researcher approached available scholars globally with primary data depicting real problems that are experienced on the ground and which seemed to challenge their presented solutions from the reviewed literature.

This process systematically examined the concept of Social Entrepreneurship, accentuating how a different set of resource combinations of its aspects customized for the South African socio-economic environment could open up a new window of knowledge to enhance the impending social transformation, notwithstanding the view that further research for African needs was strongly encouraged. Findings from the first phase strongly suggested specialisation in the profession of an SWP in the short term and the development of a new cadre of enterprising SWP's in the longer term. The second phase's findings validated the suggestion from the first phase to split the role of an SWP, introduce entrepreneurial and management competence designed for social benefit as a new and special role, and develop a new cadre of professionals over time who will specialise in the new competence.

Findings from both phases of the study have led to the conclusion that the role of an SWP has shifted and grown far beyond its original skill-base. This conclusion has notable policy implications for legislation governing SWP's. Whilst this study has acknowledged and qualified the growth in the role of an SWP academically as entrepreneurial and management deficiency, to complete the acknowledgement, this growth has to be recognised legislatively within the policy frameworks.

Specialisation in the profession of social work would also need to be legislated to enable academia to provide intellectual leadership on the new role, define research needs, develop a new curriculum, then recruit and develop a new cadre of enterprising SWP's. These findings lead to a further conclusion that policy frameworks governing SWP's are not entirely congruent with the prevailing socio-economic environment and might benefit from a review that underlines SWP's' core function, education and training that is commensurate with the needs of their role, especially the needs of the shift experienced in their role.

DECLARATION

I declare that this thesis is my own, unaided work. It is submitted to the faculty of Commerce, Law and Management, University of the Witwatersrand, Johannesburg, in fulfilment of the requirements for the degree of Doctor of Philosophy. It has not been submitted before for any degree or examination to any other University.

Furthermore, I declare that this study is a continuation of my three previous theses, each designed to establish an avenue of relief for Social Work Professionals (SWP's). The B Com (Hons) thesis initially investigated the urgent requirements that needed to be integrated into the education and training syllabus of SWP's. The MBA research project investigated and defined Competencies required for Social Work Professionals Managing Non Governmental Organisations, specifically institutions housing Children-In-Need-Of-Care in South Africa. Finally, the MCom (Financial Management) research dissertation designed Financial Management tools customised for the NGO sector. Legae (2003) and the author of this study is one and the same person.

Zanelle Mngadi

22 November 2012

DEDICATION

I dedicate this Thesis to the upliftment of the Social Sector in South Africa.

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I would like to express my sincere appreciation to the following people and academic institutions for the significant role that they played in the completion of this study:

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CHAPTER ONE

INTRODUCTION TO THE STUDY

1.1. INTRODUCTION

The Minister of Social Development as the guardian of social welfare policy frameworks has formally appointed Social Work Professionals (SWP's) as legal custodians of the most vulnerable parts of society. Their legislated role which they are meticulously trained for, is to rehabilitate and heal the ailing community. Unfortunately nowadays they are inadvertently incapacitated because their role has shifted and grown far beyond its original skill-base whilst their educational grooming and legislation governing their role has lagged behind.

Growth generally means the act, process or manner of growing and implies movement to a better state and/or completed development. Throughout this thesis the words grown and/or growth are used in a slightly different context, specifically to highlight that the role of an SWP has been stretched beyond its original size but the extension has not been a natural progression, rather an impedance to the natural flow of social work. This growth has not been acknowledged and/or formally effected, thus the movement has not been to a better state as yet, neither is the growth of SWP's role complete. It is that incomplete but present shift that this thesis is trying to address.

The Non Governmental Organisations (NGOs) within which SWP's operate are often unsustainable and struggle to survive. The prevailing socio-economic environment imposes various demands on the SWP's profession and the non-profit sector, forcing them to provide for their survival by performing commercial duties that they are not designed to accomplish thus neglecting their core function of rehabilitation. These unqualified observations present a disjuncture in the role of an SWP that has frustrated the profession and SWP's to the detriment of their protégés.

Exploring a few questions on the lips of respondents during research highlighted the depth of the disjuncture and the effect it has on various sectors of the economy. Respondents ask why has the South African government (public sector) failed to support a group of professionals to whom it has entrusted an imperative task of rehabilitating the most vulnerable population in the country? Why has corporate South Africa (private sector) failed to support a group of professionals whom they rely on to stabilise the social order where they do business? These questions came especially from SWP's, who are disheartened by their role, as they maintain that they are burdened by all sectors of the economy to fulfil a mandate of national importance without adequate resources, support and/or education.

During the research, government acknowledged the oversight, stating that its role is to design, implement and enforce legislation, and blaming academia for the lack of foresight to recognize the unplanned growth creeping and update the Education and Training of SWP's. Dr Zola Skweyiya, the previous Minister of Social Development, claimed that there is a disconnect in the profession of social work that government is not equipped to resolve. He added that the problem has frustrated the vocation with dire consequences. As a direct consequence, government has had to formally declare Social Work a scarce profession in South Africa, in 2009.

Reasons cited for this move included the SWP's career change to other professions, the brain drain of SWP's to other countries and a reduced output of SWP's from South African universities, an eventuality because of lack of interest in the career in recent times (Personal communication, August, 2009). The private sector also acknowledged the oversight but complained that government has inadvertently imposed the responsibility of financially supporting SWP's on the shoulders of corporate South Africa, adding that the global economic downturn since 2008 has negatively impacted on most companies' profits and rendered them unable to continue donating to charity. Corporate South Africa has proposed that academia should devise a strategy to educate SWP's to fend for themselves and sustain their organisations.

These observations from SWP's, the public and the private sector prompted the researcher to probe the origin of the claim, and its validity, in order to establish the basis of all three sectors of the economy placing the central responsibility of this disjuncture at the door of academia, which only has the function of educating SWP's. Or has Academia neglected to recognise the impeding growth in the profession of social work and/or to seize the opportunity of addressing a special educational requirement of national importance?

1.2. MAKING A CONTRIBUTION TO THE BODY OF KNOWLEDGE FOR SWP EDUCATION AND TRAINING

Findings from both phases of this study present a hypothesis that the disconnect in the profession of SWP's emanates from neglecting the evident shift in their role. The core function of SWP's has grown beyond its original skill base of rehabilitation, and now incorporates compulsory commercial and management responsibilities as demanded by the socio-economic environment. This shift has neither been formally acknowledged nor qualified academically and/or legislatively. SWP's educational requirements have increased and require augmentation of the diverse and needed skill-sets.

The hypothesis generated from this study, as mentioned above and discussed in detail in chapter four of this thesis, is suggested as a contribution to the knowledge base of SWP's, taking into account the added benefit that it is generalisable to other public sector roles. This knowledge has brought forward the overdue need of introducing an entrepreneurial specialisation into the profession of Social Work and probably to other public sector roles. Furthermore, an important suggestion of developing a new cadre of enterprising SWP's (and/or public officers) came out very strongly during the study. This knowledge enlightens government as to the importance and benefit of amending and consistently aligning policy frameworks that govern the role of SWP's and the vulnerable population within the prevailing socio-economic landscape.

The researcher's original idea for this study was to design a comprehensive commercial curriculum customised for the social work vocation. This was a need determined through previous research by Arkava and Clark (1979); Hammack (1995); Legae (2003) and Earle (2008), amongst others. Eight months into this study, the researcher inadvertently uncovered a deeper problem that required three preceding scholarly steps before curriculum development, a channel which the researcher eventually chose to pursue systematically. Consequently, during this study the researcher methodically engaged three prerequisites that needed to be addressed before developing a curriculum, namely:

1. A paradigm shift to acknowledge the growth of the role of an SWP, qualifying the growth through research, highlighting its importance and the responsibilities entailed in the emergent social vocation by government, academia and all sectors of the economy;
2. Acknowledgement of restrictions imposed on the SWP's' role by the social policy frameworks and suggesting amendments thereto; and
3. Intellectual development and theoretical construction of knowledge to address the discrepancy in the Education and Training syllabus of SWP's.

In addition, during this study the researcher developed two methodological processes as a contribution to the body of knowledge of Methodology as discussed in detail in chapter three of this thesis. These were:

1. A variation of the traditional case study methods, where case studies were formulated as a tool to consolidate extensive data, then presented as the foundation for the next phase (Yin, 2003);
2. Another variation of the validity process, where Stake (1988) and Merriam (2002) advocate credibility through triangulation at a micro level. The researcher extended this validation step to a macro-level where authentication involved the entire process of this study, mainly the primary data from the whole investigation, secondary data deduced from literature review, the first and second phases of the study as the three pillars of the triangle.

The validation entailed a further review of the literature through some of the main authors who specialise in Policy, Social Work, Social Entrepreneurship and Management that were invited into focus groups to validate their claims, in view of data generated during research conflicting with their theories. In addition to the above-mentioned benefits, the research study intensively involved important players from the welfare side of government's Department of Social Development, a large pool of SWP's through the different associations that represent them, a wide donor community, different faculties in academia and appropriate members of the community. This inclusive and interactive process pioneered significant awareness in all relevant sectors, which also suggests a contribution to the body of knowledge as it started a movement to delve deeper into the problems and immediately take further steps to implement the findings of this study.

1.3. JUSTIFICATION FOR THE TIME PERIOD OF THE RESEARCH

From the researcher's previous studies conducted during her Bcom (Hons), MBA and Mcom degrees (which all investigated an avenue to empower SWP's to fulfil their mandate with ease and dignity), it became apparent that further education was an obvious tool needed to augment SWP's' diverse skill-sets. Consequently, the researcher's original approach for this investigation was to develop a comprehensive commercial curriculum customized for the social work vocation to be integrated into the education and training syllabus of SWP's. The researcher started by systematically diagnosing the exact educational needs, a comprehensive process which lasted approximately eight months.

The feedback and challenges that emerged during that period suggested a different and much deeper problem. They highlighted the extent of intellectual leadership and theoretical construction of knowledge that needed to precede curriculum development. The researcher realised that she did not fully understand the core subject of her study. As such the researcher had made an error of judgment in her choice of school as her base for this research.

The first delay was based on having to change schools from operational intervention at the business school to intellectual intervention at the Wits School of Public and Development Management. Notwithstanding, the data collected during the initial period proved to be instrumental in diagnosing the real problem and formed a solid foundation for the new approach.

In six weeks, the researcher changed schools and resigned from her job and subsequently spent twenty-nine months working full-time at various Non-Governmental Organisations (NGOs) observing SWP's' daily operations, what their challenges were, who solves them, using which methods and at what turnaround time? In addition the researcher was able to acquire an understanding of the history of social work in South Africa through varied documentary analysis. Three-and-a-half years later, the researcher had a concrete academic problem to investigate. It took a further two-and-a-half years to conduct the research, analyse and conclude the study, in total six years.

1.4. BACKGROUND

While it has been eighteen years since the end of apartheid which oppressed the majority of South Africans, the nation is still grappling with profound economic disparities left by the combined political legacies of colonialism and apartheid. Despite persistent government and corporate interventions to curb rising rates of unemployment, millions of South Africans remain entrenched in cycles of extreme poverty, economic exclusion and inferior education systems, affecting especially the most vulnerable parts of society which encompass women, people with disabilities and children in need of care who are raised in orphanages (Legae, 2003). This disparity is also reflected in "the gap between South Africa's rich and poor, which is among the widest of all the world's nations" (Ensor, 2005; Thumbadoo and Wilson, 2007, p.16). SWP's are entrusted with the responsibility of humanizing and uplifting the lives of the ailing community, yet they are under-capacitated and unable to fulfil their task of rehabilitating vulnerable citizens and assimilating them into the mainstream of society (Earle, 2008).

Their role has grown far beyond its original intention of rehabilitation and now incorporates entrepreneurial and management responsibilities which they are not sufficiently skilled to execute (Legae, 2003). SWP's are disillusioned with their noble task (Ashoka, 2000) since they neither have sufficient proficiency nor resources to fully facilitate their mandate. This oversight has eroded the skill-base of SWP's and frustrated the social work vocation. Consequently, this research endeavoured to investigate the origin of this problem, identify the exact fissure then suggest the requirements for SWP's to enable effective delivery and fulfilment of their legislated mandate.

The Department of Social Development and Welfare has officially declared Social Work a "scarce skills profession" in South Africa, confirmed by the former Minister of Social Development, Dr Zola Skweyiya (Personal communication, January 2009). This declaration is the result of the 'brain drain' of SWP's to other countries, and a reduced number of SWP graduates from South Africa's academic institutions. The SWP's who have left the country and/or those that changed careers cite unfulfilling careers in South Africa precipitated by insufficient training and development as their main grievance (Earle, 2008). The Social Work Professionals who are still practicing in South Africa feel inadequate in their profession, (Wolf, 1999).

The nagging problem of brain drain persists partly because government, business and academia have tended to neglect the importance of the role of SWP's, and overlooked following up on development which should start with intervention and progress through to broad empowerment of the custodians of social ills with capacity to manage their processes within a corporate governance framework that promotes full accountability. This process would enable social transformation of organisations managed by SWP's that are dependent on donations to learn skills and explore new opportunities to fund and manage their organisations using a more sustainable approach.

The researcher advocated investigating suitable tools to catalyze solutions for the development of SWP's, in addition to bridging the identified skills incongruity, and to make an informed suggestion for a review of the social welfare policy framework. This study comprises seven sections, the introduction, literature review, research methodology, presentation and analysis of data and a detailed discussion thereof, and then a detailed conclusion of the findings, including the potential value added by this study, the policy implications and future research options. The introductory section provides the foundation for the proposed investigation in detail. It starts by discussing legislation that underpins this investigation's domain of analysis.

The objectives are designed to meet the socio-economic demands within the bounds of the prevailing social welfare policy framework; it then describes the perceived problem, and finally discusses the research questions that frame the core purpose of this study. Subsequently, a corpus of literature is reviewed on SWP policy frameworks, aspects of social entrepreneurship and general management to gather secondary data to further inform this study. The literature review starts by discussing the architecture that configures the core of this study within the discourse of development, then a generic literature review that explores management competence in the social vocation.

The next section discusses the methodology the study utilises to gather, analyse and decipher relevant data to draw accurate findings that will answer the questions posed by this study, followed by presentation and analysis of all the data gathered, covering both phases of the study. In conclusion, the main findings of the study are discussed, firstly as a response to the questions posed in section one of the proposal and secondly as tools recommended to catalyse the transformation that the social sector requires. Finally, the researcher explains the value added by this study including the policy implications, and provides a list of all referenced literature. The background that guided this study is underpinned by the guiding principles of the social welfare policy governing SWP's and the most vulnerable parts of society.

Furthermore, legislation encompassing a two-pronged unit of analysis is investigated by this study namely the non-governmental organisations (NGOs) and Social Entrepreneurship as a concept designed to counter the prevailing socio-economic environment and its demands on the professional life of SWP's. The Department of Social Development and Welfare Services stipulates that only committed candidates are allowed to take care of vulnerable community members. Three major aspects of the policy are negatively affecting SWP's, NGOs and the delivery of the service they are mandated to provide.

- Education of Social Workers: The Social Services Act No. 110 of 1978 and its amended version, the Social Work Amendment Act No. 102 of 1998, define an SWP according to the council and association as someone who has qualified with a four year Bachelor of Social Work degree (BAsw). The curriculum for a BAsw is impeccable and is not in question here since it has consistently produced a high calibre of social services professionals over the decades, despite the prevailing socio-economic conditions of apartheid that placed a burden on SWP's. SWP's are more than adequately trained to perform a role of rehabilitation which forms the foundation of their occupation;

However, they are now facing challenges to their careers that are unexpected. They are now expected to perform commercial duties that they are not equipped to execute. Oliva (2005) advocates that as the needs of society increase and/or change, education of the custodians should likewise be augmented appropriately, to empower them with current and sufficient skill-sets to adequately fulfil their mandate. Since they are expected to perform entrepreneurial and management functions in their daily life as SWP's, it makes sense to educate them with the necessary proficiency and incorporate this education requirement into the Act that governs their qualifications.

- Government subsidy is an amount of money that the Department of Social Development (DSD) contributes to NGOs, according to the DSD Financial Awards Policy. It is designed to supplement resources fundraised by SWP's for day-to-day administration of NGOs and/or to feed children in need of care. It is currently a per capita contribution of R1 600 monthly per household, an amount that ten years ago would have been valuable. Previously, this government subsidy provided for seventy five per cent of NGOs monthly budgets. This subsidy has now declined to approximately thirty per cent of their budgets because of inflation, increases in costs and number of services in addition to other economic indicators. The problem is that Funding of Social Services is premised on the Financial Awards Policy.

This policy is generated by the DSD and is designed to regulate how social services are funded. Social Services were previously funded along racial lines and this led to disparities in provision. This policy, without distracting from its predecessor's institutional arrangements, attempts to rectify the disparities by coming up with arrangements that compel organisations/services providers to transform, be accessible to the broader community and be responsive to the basic needs of society. This policy is unfortunately failing the practicing SWP's, their protégés and the organisations that house their processes (Mr Solly Mokgata, Practicing SWP, personal communication, July 2009).

This method of subsidising NGOs is not working for SWP's and government's monetary contributions therefore require review. It has inadvertently dragged down the SWP's' role to a level of incompetence, since SWP's have been forced to neglect what they know for a role that they have no real training in how to perform. Raising a missing seventy per cent of a budget consistently is a full-time job and places a heavy demand on SWP's in addition to the crucial role of rehabilitating community members in need.

The SWP's' valid argument is that you cannot rehabilitate a hungry homeless child. You first need to feed, clothe and house them, and then you can educate and rehabilitate them, keeping in mind that the providing role repeats itself a few times to build capacity before there is time for education and rehabilitation (Mrs. Mazibuko, Director: Orlando Children's Home, Personal communication, June 27th 2006). This part of the policy is a very steep requirement since SWP's are not formally trained to source, grow or manage funds (Earle, 2003). Notwithstanding, the same policy allows SWP's to collect donations from a variety of benefactors within certain parameters, which raises the third policy aspect that poses a problem, even though that is how NGOs have survived for decades.

- Fundraising is currently the main source of income for NGOs, according to the Department of Social Development's Financial Awards Policy, which clearly states that the government's contribution is an amount of R1 600 per child per month. Furthermore, SWP's have to raise the majority of their budgets to augment the government subsidy. SWP's state that this subsidy amounts to approximately twenty to thirty per cent of their monthly budgets. Sourcing the discrepant seventy to eighty per cent of the budget presents a problem with the role of an SWP. This unplanned activity demeans SWP's and consumes their time in that time is given to fundraising. It must be noted also that the private sector is beginning to resent the responsibility imposed on them.

A CEO of one of the four big banks, who requested to remain anonymous, highlights that the socio-economic environment has seen a global shift, including in South Africa. Therefore, profit-generating organisations are struggling for their own survival; their budgets are unyielding and no longer allow for perceived luxuries like donating to charitable causes. Since the economic downturn and the stricter governance rules placed on organisations, the begging bowl approach is increasingly becoming difficult as a source of income for SWP's and the NGO sector. Whilst many companies now have a designated Corporate Social Investment (CSI) department, it focuses more on quantity to fulfil scorecards and not quality as in long-term sustainable income for SWP's.

Companies tend to choose projects that benefit their line of business and diversify as much as possible to fulfil the criteria of various requirements as stipulated by the Financial Services Charter. Every cost centre within the organisation has to show a return on investment and unfortunately donations have no monetary returns, thus SWP's need to look at reinventing themselves and their environment by investigating alternative feasible methods to earn income without contravening social welfare policies. This section discusses legislation in detail to highlight pertinent aspects of the policy as the necessary background to understand where the alleged problem emanated from, the boundaries with which the problems were investigated by this study and the limitations to the proposed solutions are confined, unless the policy framework is amended in accordance with the economic demands presented.

The majority of SWP's find themselves immersed in positions well above their field of proficiency, which constrains their ability to excel in their core area of expertise that they are trained and employed to perform (Oliva, 2005). The social sector is heavily regulated in South Africa precisely because government is the legal custodian of, and is officially authorized to intervene in, the lives of the most vulnerable members of society. Furthermore, government controls how and by whom such interventions should be carried out in addition to prescribing the extent of resources to be allocated to each sector of the disadvantaged population. This legislation further outlines the performance of SWP's to augment financial requirements for NGOs.

Accordingly, SWP's are very often short of funds to sustain their daily needs in their organisations, despite aggressive fundraising initiatives and the consistent financial assistance from corporate South Africa and various donors globally, precisely because they have no management grounding to plan, organise or administer commercial enterprises. This study is by no means advocating for turning NGOs into commercial enterprises but merely draws attention to the fact that the SWP's' role has grown beyond its original skill-base.

The often dire financial position has forced SWP's to neglect their core duties of rehabilitation to spend their time trying to raise funds to provide for their institutional survival, further confirming lack of management capacity. Entrepreneurial and management responsibilities are thrust upon SWP's, which forms no scope in their professional area of expertise. For generations SWP's, psychologists, and church ministers, motivated by love and passion, rendered an exceptional service to the communities by overseeing the fundamental task of managing NGOs and rehabilitating the vulnerable community (Legae, 2003).

Notwithstanding that the above-mentioned professionals are essential to the expedient resolution of the problems experienced by the community, an imperative motion was enhanced by a competency-based review (Mole, Plant & Salaman, 1993) which highlighted that there is a glaring deficiency of management skill-base that has incapacitated the NGO sector (Legae, 2003). Acknowledging and addressing the aforementioned needs expediently would be the first developmental step toward remedying the impasse. An NGO needs managerial capacity and entrepreneurial skills as it has to be administered as a non-profit organisation while incorporating all elements of managing a productive and self-sustaining organisation (Drucker; 1998).

Despite the fact that SWP's are not trained to perform entrepreneurial or management functions, they continue to endeavour, with limited success, to operate within a cycle that requires improvement. Legae's (2003) study therefore recommended that in the near future the duties of rehabilitation of children and the management of the organisation should be separated and performed by relevant specialists who are trained for the specific vocation, unburdened by financial considerations. Since Social Work skills are clearly no longer sufficient as previously contemplated, it would be preferable to further endow SWP's with an entrepreneurial agenda which highlights various aspects of management; this must be developed for integration into the SWP's' education and training syllabus.

Oliva (2005) concurs that as the needs of the community and society have changed, and continue to evolve, a new approach, a new strand of knowledge will have to be adopted to address the prevailing community needs and bridge the skills gap. In view of the aforementioned impasse, the researcher conducted a first phase to determine the current state of affairs with SWP's then examine the NGO sector as a starting point, as well as investigating an ideal position for SWP's and their constituencies as a desired end point to allow the study to determine the exact gap and accurately scrutinize the processes necessary to close such a gap. The intention was also to investigate alternative methods to capacitate SWP's to promote effective social activity, build social capital and restore dignity to their profession.

1.4.1. Social Welfare Policy

The social sector is heavily regulated in South Africa precisely because the state is the legal custodian of, and is officially authorized to intervene in, the lives of the most vulnerable members of society, in addition to controlling how and by whom such interventions should be carried out. Furthermore, as Walton (2005) explains, "despite the fact that worldwide social work started off predominantly as an expression of religious compassion directed into the establishment and administration of a multitude of voluntary organisations and individuals, secularization and the weakening of its links with religious, voluntary and charitable efforts have coincided with a strengthening of state legislation and government control" (Walton, 2005, in Earle, 2008, p. 16).

The State has officially decided to entrust SWP's with the responsibility of implementing its welfare policies that aim to address the national priority issues of poverty, unemployment, rehabilitation of children in-need-of-care, HIV/AIDS and most social ills. In this context the state has enacted legislation governing children in need of care and vulnerable persons in general guarded by various legitimate associations that strictly govern the welfare organisations, the designated interventions and both the implementers and the recipients of its social welfare policies.

The service provider community is essentially a structure that has grown stronger over the years but was originally a community-based response to the deficit in the provision of basic needs in the community. The service package has evolved and has largely been supported by the general public and despite the fact that government was initially the major funder of these services over the years, there has been a decline in the government contribution from the original seventy five per cent to approximately thirty per cent, which points to the subsidy as the main source of the problem.

At the moment there are various debates around this subsidy and its adequacy to support services. The issue of salaries and the scarcity of staff are directly related to the issues of subsidy. This is so because the subsidy is the means through which salaries and operational costs are paid monthly. It is obvious that with the reduction of the subsidies, organisations struggle to pay salaries, which has motivated staff. Although there is strong determination from the government to retain the Financial Wards Policy used for the last fifty years and utilize the Social Service Delivery as a framework to move service delivery in a particular direction, there is strong resistance from organisations to continue to support this model and policy.

The Office of the Minister of Social Development has mentioned an effort of developing legislation to consolidate all the above issues. Work in this area is at an elementary stage which gives academic institutions an opportunity to develop appropriate educational programmes in conjunction with new policy frameworks. Some of the issues being raised are that the funding mechanism is punitive; the amounts awarded are not always equivalent to costs of the services rendered; and there seems to be bias towards emerging organisations.

1.4.2. Non-Governmental and Non Profit Organisations (NGO)/(NPO)

According to the Oxford Dictionary (2007), an organisation is a co-ordinated group of people with a particular purpose, and an institution is a Non Profit or Non Governmental Organisation (NGO) providing residential care for people with special needs encompassing various avenues within society. The Non Profit Organisations Act No. 71 of 1997 was developed by the South African Government to ensure that NGOs and NPOs within the new South African dispensation enjoyed freedom of association. The Act aims to create a facilitative environment within which these organisations can flourish by establishing a voluntary registration facility.

In order to register in terms of the Act, an NPO/NGO must develop a founding document or constitution which complies with the stipulated requirements of the Act. Drucker (2001) highlights the various kinds of organisations within the only two divergent parts of an economy and organs of state. It is either a private sector, which has various categories of business, or a public sector which is government. Drucker (1990, p. xiv) highlights that both these sectors have distinct roles and deliverables that measure their effectiveness within society. A business has discharged its task when the customer buys the product and is satisfied with it. Government has discharged its function when its policies are effective. Neither of these sectors is fully inclusive of all societal activity as NGOs do not belong to either sector thus not catered for.

Nasser and Vivier (1995) point out the shortsightedness of the global village that ignores other potential sectors, based on tunnel vision created by an endless exposure to the traditional way that organisations are classified; this results in the failure to break out of the conventional wisdom to see a ‘new generation’ organisation. Drucker (2005) advises of a desperate need to redefine a prehistoric organisation that plays an imperative role in society but belongs to an uninhabited sector that has never been given its rightful place, and Hansmann and Henry (1980) concur with this view.

NGOs' activities have been around for a long time (Ruddock, 1969) but the role of the sector has been grossly misunderstood, to an extent that the resources and tools directed at this worthy endeavour have been misplaced. The "non-profit" institution neither supplies goods, services nor controls; it encompasses aspects from both the public and private sectors but does not wholly belong in either. Drucker (2001, pp. 329-336) classifies a non profit organisation as a third but undefined sector, a "social sector", which is tasked with a significant responsibility of healing human ills, an endeavour that benefits both the private and public sectors.

The "product" of this third sector is neither a pair of shoes nor an effective regulation. Its product is a *changed human being* (Drucker, p. xiv). The non profit institutions are human change agents (Reamer, 2006), a long-term and meticulous role in society. Their 'product' is a cured patient, a rehabilitated drug addict or criminal, a child that learns, a young man or woman grown into a self-respecting adult; a changed human life. To fully understand and appreciate the role of this sector we need to readjust our mindset to meet new challenges, redefine players, customers, deliverables, and tools necessary to execute effectively (Nasser and Vivier, 1995).

This study investigates entrepreneurial capacity and management comprehension of an organisation that is neither a private nor a public sector entity but a social organisation that comprises a co-ordinate group of SWP's whose exclusive purpose and focus is to rehabilitate the ills of our society (Dean & Middauch, 1991). Oliva (2005) questions the ability of this sector to carry out its duties effectively if their existence in society is not even appropriately defined or acknowledged. The absence of recognition for the social sector in the economy and/or the important role of SWP's who manage it disrupts the social order in every community, resulting in despondency which in turn leads to the loss of qualified SWP's to other countries and other professions (Tombari, 1984). This promotes increased family violence, drug and alcohol abuse.

In addition to a variety of crimes and most importantly neglect of the majority of vulnerable children-in-need-of-care (Sobey, 1977, pp. 3-6). Social Work Professionals' core competence has been widely defined and training thereof has been well designed and transferred. However, entrepreneurial and general management skills that were previously thought as not being essential have been excluded (Legae, 2003). In reality, the escalating economic demands from the communities have unconsciously amplified the contradiction in the traditional role of SWP's within NGOs since their training has not conformed (Oliva 2005). The next sub-section will further explore the discrepancy in SWP's' proficiency, and then articulate the expertise necessary to bridge the gaps.

1.4.3. Social Work Professionals

Flexner (2001, pp.160-165) describes social work as any form of persistent and deliberate effort to improve living and/or working conditions in the community; furthermore, to relieve, diminish or prevent distress, whether due to weakness of character or to pressure of external circumstances. This role has been refined to include social change, problem-solving, and liberation of people and to enhance well-being. "Many of the hopes and aspirations of South Africa's new democracy depend upon the production of professionals who not only have globally competitive knowledge and skills, but who are also socially responsible and conscious of their role in contributing to the national development efforts and social transformation" (DoE, 2001, p. 5, in Earle, 2008, p. vii).

In the social work vocation our hopes are delegated to SWP's with the numerous roles they are responsible for in society. As a result their environment is heavily legislated to protect the state, the social welfare policies and the most vulnerable parts of society. Firstly to be classified as a social work professional in South Africa, one must be registered with the South African Council for Social Service Professions (SACSSP), which can only happen after successful conclusion of four years of University training that involves social welfare theory and practice.

In addition, different organisations, the South African Welfare Council and other state departments of welfare and trade union representatives have been entrusted with the responsibility of developing and safeguarding a different avenue of welfare policies that govern social work practice in South Africa. The previous governing National Welfare Act No. 100 of 1978 has been amended and replaced by the Republic of South Africa Constitution Act No. 110 of 1983 which states that: "*To provide for the establishment and constitution of a South African Welfare Council and of regional welfare boards and certain committees; and to define their powers and functions; to provide for welfare programmes and for the registration of welfare organisations; and to provide for incidental matters".*

This Act has four chapters that articulate all welfare policies, who should implement them and the welfare councils that administer the management thereof. To take on this responsibility one must be devoted to impersonal ends and one's own satisfaction is largely through the satisfaction procured by efforts made on behalf of others. SWP's have subordinated their egos to serving their respective communities. Accomplishing that role means they have a responsibility to consistently develop as people, develop their skill-base and competence to enhance their ability (Drucker, 1990, pp. 221-222). Arkava and Clark (1979) points out that the numerous activities included in current social work practice have provided a compelling reason for continuing debate on several major issues. Briar (1977) questioned the core foundation that all social workers around the world have in common.

Further questions are posed as to where and when professional specialization is appropriate in social work Muldary (1983) asks what is a common base between SWP's and what issues are detrimental to the effectiveness of SWP's in South Africa? The findings identified that society demands more from the profession than they are equipped to deliver. The question of specialisation is also being raised again in recent times (Personal communication, members of SACSSP, 2009). As a result, entrepreneurial and management expertise customised for the social sector was top of the list of proficiencies needed and suggested.

The need for the SWP's' skill base in rehabilitating and healing society is not in question here; however, an underlying and supporting role of structuring, financing, managing and effective administration is, since it has started to overwhelm the core functions of an SWP. Logically, every segment of the economy needs entrepreneurial skills and strategies to meet the demands. However, SWP's are singled out and deprived of economic and entrepreneurial education and participation, as Benedict (1991) characterised them as mute healers. How are they supposed to survive since any activity needs money and management to succeed?

It is notable that commercial and entrepreneurial studies in South African universities encompass twelve different specializations, ranging from Law to Information Technology but exclude a Social Development specialisation. Every discipline needs entrepreneurial preparation to survive in today's shifting global economy, so why are SWP's different, asks Edwards and Hulme (1996). SWP's are no different as they need customised financial management discipline and business administration more to manage NGOs than professionals managing normal revenue generating organisations, precisely because they lack the discipline of the bottom line (Drucker, 1998, pp. 131-132).

Integrating business principles, entrepreneurship, strategic management and governance are essential in bringing about improved conditions and standards of living in South Africa. Various social entrepreneurs pioneered in both first and developing countries worldwide. At the moment no South African university offers entrepreneurial skills, financial management and/or business administration training customized for the NGO sector and the social work vocation, which is indispensable since their income stream and operations are special and very different from customary business models. This oversight has cost South Africa dearly as the country has lost its SWP's to other countries and to other professions (Shortage of social work, 2009). This study is intended to establish an undisputed foundation for introducing these necessary skill sets to the social vocation.

1.4.4. Children in-need-of-care

Act No. 38 of 2005 as promulgated by the President of South Africa on 8th June 2006 states that: "*To give effect to certain rights of children as contained in the constitution; to set out principles relating to the care and protection of children; to define parental responsibilities and rights; to make further provision regarding children's courts; to provide for the issuing of contributing orders; to make new provision for the adoption of children; to provide for inter-country adoption; to give effect to the Hague Convention on inter-country adoption; to prohibit child abduction and to give effect to the Hague Convention on International Child Abduction; to provide for surrogate motherhood; to create certain new offences relating to children; and to provide for matters connected therewith".*

In addition to the Act, these children also qualify for rights as set out in Section 28 of the Constitution that establishes a society based on democratic values, social justice and fundamental human rights that seek to improve the quality of all citizens and to free the potential of each human being. This Act is intended to protect all children of South Africa irrespective of their creed, colour, religion and/or prevailing circumstances. Chapter 9 of the Act appoints Social Work Professionals as designated caregivers of all children in need of care and protection in South Africa and clearly describes a child in need of care as a human being between 0 and 18 years of age, *who has been abandoned or orphaned, without any visible means of support;*

A child that displays behaviour which cannot be controlled by the parent or care-giver; lives or works on the streets or begs for a living; is addicted to a dependence-producing substance and is without any support to obtain treatment for such dependency; has been exploited or lives in circumstances that expose the child to exploitation; lives in or is exposed to circumstances which may seriously harm that child's physical, mental or social well-being; may be at risk if returned to the custody of the parent; is in a state of physical or mental neglect; or is being maltreated, abused, deliberately neglected or degraded by a parent or care-giver.

Whilst this study has not listed all the vulnerable groups of South African society individually, the researcher has chosen one group that is most protected by the state, being the children in need of care. Taking into consideration that these children are potentially the leaders of tomorrow if groomed properly, the researcher focused on the care they are supposed to receive in institutions, and evaluated what hinders it and its caregivers. The South African government, corporate South Africa, and educational institutions all seek to be partners in the achievement of a sustainable social and economic environment (Jack, 2007), since they propose to integrate knowledge and resources to realign the discrepancies of the past, assimilating previously disadvantaged individuals into the mainstream of the South African economy.

Notwithstanding, all the hard work, effort and resources directed at this imperative initiative of uplifting the previously disadvantaged, it is not sufficiently inclusive, it continues to exclude South Africa's most vulnerable and disadvantaged community of women, people living with disabilities and children in-need-of-care who are generally abused, abandoned, orphaned, living with HIV/AIDS and have to be parented in orphanages (Pursell, 2000). Their plight often manifests in human rights abuses like poverty, substance abuse and in extreme cases a negative mental state.

The vulnerable community amounts to a sizeable mass of South Africa's population and children who are the next generation whom Barker (1992) estimated as being approximately 34% of the whole population; Briggs (officer at the DSD, personal communication, 2010) estimates this as 39% of the population, showing an increase of 5% in eight years. Thus it is imperative to constructively incorporate them into society. Currently, they have no prospects of ever participating in the mainstream of the South African economy unless there is a drastic and concerted intervention that will ensure they are afforded a stable platform, solid upbringing and education. SWP's responsible for the important task of rehabilitating the aforementioned groups of disadvantaged people are inadequately equipped to handle their role and duties convincingly (Legae, 2003).

Furthermore, they have to perform several other tasks, some of which clearly fall outside their mandate and expertise. Their role has grown in the community, consequently their existing educational grounding is proving to be inadequate, and they continue to receive limited support from government with no adequate financial resources, glaringly and demonstrably confining their ability to fully rehabilitate their protégés.

1.5. OBJECTIVES

Edersheim (2007) maintains that all organisations must have proper and comprehensive management structures to succeed. Drucker (1998, p. 132) supports this notion and adds that Non Governmental Organisations (NGOs) and Non Profit Organisations (NPOs) need management and financial discipline far more than revenue generating ones, precisely because NGOs and NPOs do not have a conventional bottom line. Legae (2003) identified competencies that are paramount but missing in the education and training syllabus of SWP's for effective administration of NGOs as entrepreneurship and comprehensive management. Earle (2008) concurs that the lack of entrepreneurial and comprehensive management is the competency deficiency that needs to be addressed in a manner compatible with the social welfare policy.

These competencies still do not form part of the SWP's' education and training syllabus, an oversight that has undermined the hard work done by SWP's in our communities, in addition to disturbing the management flow of the NGO sector. The Social Work Profession will thus diminish from a "scarce profession" as declared by the former minister of social development to a "dead profession" as it will not survive much longer if the growth in their profession is not formally acknowledged and addressed academically and legislatively. Understanding this urgent need, the original objective of this study was to develop a comprehensive commercial curriculum to integrate into the SWP's syllabus to bridge the evident skills gap. To initiate the process the researcher conducted a study which eight months later revealed substantial challenges that were not obvious before.

The most poignant observation was that it was not appropriate to start developing a commercial curriculum since there were three important research-validated steps that had to happen beforehand. Furthermore, responses from the initial interviews suggested that the social policy framework was the biggest hindrance to this process.

This discovery changed the direction and the objectives of the study.

1. The main objective then became raising awareness with legislators that Policy Frameworks governing vulnerable populations and their custodians are perceived to be outdated and incongruent with the prevailing socio-economic environment through a research-validated process;
2. There was a need to evaluate and highlight the growth in the role of an SWP through a research-validated process; and lastly
3. Assess if Social Entrepreneurship could provide pragmatic information suitable to start addressing the needs raised by the growth in the role of an SWP academically?

The new direction of the study presented two evidence-based streams that were sequels but needed different research techniques. The first stream would be to achieve objectives one and two, where the researcher needed to delve deep into the history of social work spanning two political dispensations, understanding what happened differently under which circumstances and what brought the SWP's' situation to where it is today. The second stream would be an academic specialty to address objective three, where the concept of Social Entrepreneurship is unpacked by academics specialising in Policy Frameworks, Entrepreneurship, Social Work and Management to assess if it would be a suitable tool to be suggested as part of a solution to address some of the concerns of SWP's. Consequently the researcher decided to split the study into two phases, a "first phase" to address the first research stream and feed into the "main phase" to address the second research stream.

1.6. PROBLEM STATEMENT

The most vulnerable parts of society are trapped in poverty and exclusions of all human and economic processes in South Africa. They have no prospect of ever bettering their lives. Their only hope is assistance from social workers. SWP's in South Africa are struggling in practice, furthermore disillusioned as they are not coping with the vocation, particularly the various demands imposed by the prevailing socio-economic environment on their profession (Briar, 1977, pp. 1529-1530; Earle, 2008; Legae, 2003; and Wolf, 1999). In addition, the restrictions imposed by policy and the expectation from government to effectively fulfil those demands frustrated the profession (Dr. Zola Skweyiya, then Minister of Social Development, Personal communication, April 2008).

Much research has been conducted on the subject of management competence of SWP's globally, their immediate responsibility, and the training they are afforded to satisfy the numerous activities subsumed by social work practice in society (Arkava, Clark & Associates, 1979; O'Hagan, 1996; Reamer, 2006; Sobey, 1977). In South Africa, Legae (2003) has established that precisely because of the vast societal requirements, the role of SWP's has grown far beyond its original skills base, hence the urgent need to review the Social Policy Frameworks and the SWP's education and training to effect reasonable solutions.

Drucker (1998, p. 132) highlights that decades ago entrepreneurship, business innovation and management were dirty words for those involved in NGOs and NPOs. Notwithstanding, today SWP's are expected to compromise their core function of rehabilitating vulnerable parts of society for the roles of enterprising and comprehensive management of their institutions, as demanded by society and the prevailing socio-economic climate. The fundamental problem is that SWP's are not educated in management proficiency or entrepreneurial skills. Having varied management functions thrust upon them negatively interferes with effective execution of the foundation of their profession of rehabilitating.

Managing an NGO is a specialised management function which should be accomplished by a meticulously trained and seasoned management incumbent with a degree of entrepreneurial dexterity and experience in social vocation (Legae, 2003). Patently ignoring the growth of the role of an SWP has frustrated the occupation with dire consequences, such as people leaving the field and burnout in various countries worldwide (Wolf, 1999, p.12). The government, through the Department of Social Development, has confirmed the outcome of this oversight by officially declaring Social Work a "scarce profession" in South Africa.

This decision followed brain drain to other countries, diversion to other professions, and a reduced product from the Faculty of Social Sciences because of lack of interest (Dr Z. Skweyiya, Minister of Social Development, Personal communication, April 2008). Given that the needs of the communities have amplified and now demand more responsibilities from SWP's, incorporating commercial expertise in the social vocation, it makes sense to reconsider the prevailing education and training syllabus, after government has given permission to reinforce it.

Dr Skweyiya has acknowledged the need to amend policy but alluded to the fact that government is not equipped to make such fundamental educational changes without direction from scholastic establishments. It makes sense for the South African academic fraternity to acknowledge the growth in the role of an SWP and urgently modify their current education and training (Oliva, 2005, p. 36) to bridge the skills incongruities. Precisely because of this concern, this study was pursued to acknowledge that growth and establish the basis of empowering SWP's with entrepreneurial and management skill sets, innovative new methods of sourcing income to create sustainable social value, and promoting a culture shift in society to restore dignity to the profession.

1.7. PURPOSE STATEMENT

The purpose of the study was to highlight the growth in the role of an SWP, academically and legislatively. Furthermore, it aims to establish the basis of developing entrepreneurial and management expertise designed for the social work vocation, to address the growth and capacitate SWP's with a skill set that will empower them to sustain themselves in harmony with the social welfare policy. Nearly four decades ago, Briar (1977, p. 1531) queried the consequences societal behaviour has had on the effectiveness of SWP's and questioned the lack of enterprising in the NGO sector.

In recent times (Dees, 2002; Legae, 2003; Earle, 2008) have asked the same question in different ways. Briar (1977) suggested that we explore the basis of professional specialisation in the vocation of social work, to suggest innovative strategies of searching for new opportunities and alternative funding vehicles that will overhaul the culture of social work, create and sustain social value (Dees, 2002) supports his suggestion. On this occasion, for the sake of progress this study's added purpose was to address these questions with an appropriate audience, the legislators and custodians of SWP's, the Department of Social Development and Welfare in South Africa and academia. The sensitive nature of the research necessitated special permission from governments and the ethics committee of the University.

1.8. RESEARCH QUESTIONS

The study was guided by the following research questions:

- How has the policy environment influenced the growth in SWP's roles, and how will it affect future attempts to change SWP's roles?
- What is the nature of the growth in SWP's roles?
- Can Social Entrepreneurship provide insights and influence future curriculum development for SWP's, particularly in terms of building entrepreneurial and management capacity?

1.9. METHODOLOGICAL FRAMEWORK

This sub-section is a precursor to chapter three of this thesis which stipulates the detailed methodological techniques used for the whole process. Only the framework, the reasons and benefits for splitting the study will be discussed in this section. The researcher was concerned with understanding the social world, the people who operate in it, the organisations that house their processes, and the structures and tools they use to navigate their processes within that world. The previous sections have articulated legislative frameworks that envelope the phenomenon studied by this research, which inadvertently became part of the investigation.

The restrictions imposed on SWP's and NGOs by the social welfare policies versus the socioeconomic demands imposed on SWP's and NGOs necessitated this study to investigate feasible methods to provide a harmonious working environment between the social sector, government and the prevailing socioeconomic for the benefit of the most vulnerable society and the South African community at large. The researcher was also concerned with understanding the social nature of the suggested techniques, being entrepreneurship and management as tools applied to catalyse the transformation needed in the social sector and to empower SWP's to achieve this integration (Steyaert & Hjorth, 2003; Ryan, Scapens & Theobald, 2002).

Since the subject and unit of analysis of this study is multi-faceted, this study has selected a dual methodological framework approach to analyse each aspect of the research topic and to decipher every characteristic of social entrepreneurship and management as suitable commercial concepts to partly answer the research questions posed by this study. This study explored interpretative and critical agendas as the best joint social frameworks to decipher precise findings. The term *interpretative* research reflects a methodology perspective which is concerned with making sense of the social character of daily life (Ryan, Scapens & Theobald, 2002).

In a general sense, interpretative research endeavours to describe, understand and interpret the meanings that human actors apply to the symbols and the structure of the setting in which they find themselves (Baker & Bettner, 1997, pp.292-293). Social actors are investigating and formulating truth, but the truth is not fixed since it is based on a belief in a socially constructed, subjectively based reality, one that is influenced by culture and history. When culture changes so must the truth. SWP's in South Africa have survived two very different political dispensations under two very different cultures, leadership and constituents. Their socialisation was drastically altered but structures remained stagnant.

The *critical* research acknowledges that the truth is not fixed so when it does not serve its true purpose any longer, critical research decisively challenges the prevailing truth. For example, concepts like entrepreneurship and management have conventionally privileged technical knowledge over those demonstrating that commercial education is not created in a social vacuum; as a result much of it may be highly contestable and applicable in unconventional settings (Roslender, 2006). The recent emergence of a complementary set of critical insights is now widely recognised as a sign of conceptual maturity for Social Entrepreneurship as an academic discipline (Dees, 2002) as well as providing a basis for developing enterprise and management as a set of socially responsible practices that are useful for all organisations, including non-profits.

This method of research has enabled the researcher to establish a series of long-standing and continuous problems through historical analysis and long periods of observation of prevailing issues in NGOs that affect SWP's, such as, for instance, the legislated educational requirements to become an SWP. A dimension of critical research may also require interpretative school of thought, but critical research adopts a particular point of view regarding the research question, whereas interpretative research purports to take a 'neutral' stance (Baker & Bettner, 1997, p. 293). Its purpose is to critically question the prevailing truth versus real-life demands; for example, on the educational role of an SWP the method critically questions the previous truth with a view to amend it to reflect a current and indispensable truth.

Government as the legislator has a fiduciary duty to consider acknowledging the growth in the role of an SWP, and subsequently amend policy to incorporate the misplaced commercial aspect needed by social services professions in their legislative requirements as a prerequisite to qualify as an enterprising SWP. Amendment of policy would allow academic institutions to achieve two milestones for SWP's' education and training. Firstly, the role of rehabilitating the vulnerable population from the role of managing an NGO should be separated, which would allow SWP's to specialise in the branch of social work they prefer.

Secondly, develop a customised curriculum to groom a new cadre of enterprising and administrative SWP's to manage NGOs in a methodical and sustainable fashion. The study was split into two phases and conducted using both frameworks as guiding principles, a preliminary exploration to diagnose the extent of the problem and investigate the best concepts to accurately tackle the SWP's' skills incongruity. The first phase's unanimous outcome unequivocally recommended Social Entrepreneurship as a comprehensive model to integrate social value creation with business imperatives to phase in the competence needed to address this need (Steyaert & Hjorth, 2006; Dees, Emerson & Economy, 2001, 2002; Defourney, 2000; Drayton, 2002).

Subsequently, a main study was conducted to theoretically hone in on the proposed unit of analysis with scholars specialising in Policy Frameworks, Social Work, Management, Entrepreneurship and Social Entrepreneurship, to methodically interrogate the concept and customise relevant aspects to the South African socio-economic and political environment. It should be noted that Social Entrepreneurship is not suggested as a panacea to the problems experienced by SWP's in South Africa but rather as a positive gateway to open up further dialogue.

1.9.1. The First Phase – Interpretative Framework

The study involved investigating evidence-based methods of upholding legislative policies whilst empowering custodians of an ailing society with education, resources, and dignity to enable them to create sustainable social value using business principles. This study attempted to examine the unique historical development and management of institutions so that these may help establish a foundation of understanding the existing lack of enterprise in the NGO sector and explain respective practices, frameworks, participants, and outcomes. Documentary analysis was an invaluable tool in this part of the research by providing irrefutable information from archived conversation and correspondence, notes from various meetings and filed documents dating three decades ago.

There are different types of NGOs in South Africa, which, whilst they have varied duties and diverse cultures, share a purpose and mission, namely rehabilitating the most vulnerable segments of our society. Some use unresearch-validated methods to solicit donations and to manage their funding as they have no defined structures. The researcher spent twenty-nine months working at different NGOs that house children in need of care, to observe, learn and understand the deeper underlying problems that SWP's cannot articulate.

The researcher noted that the lack of enterprise in the majority of South African NGOs is homogeneous and thus decided to extend the study outside the borders of South Africa to solicit a different view from other developing countries like Russia, India, Chile, China, Argentina and Brazil. These linkages corresponded with the requirement for respective institutions being regarded as cases suitable for studying. With the number of different problems that were emerging, the researcher decided to group similar problems and code them accordingly, and through casing, the researcher was able to look at both the factors and actors internal to the process, while also examining the external contributing ones (Merriam, 2002).

At the end, the first study employed the reverse case study approach to consolidate the findings of the first study, to properly diagnose the different aspects of the problem faced by SWP's and the NGO sector in South Africa from the researcher's point of view. Documentary analysis and participant observations produced immeasurable insights but left gaps that could only be filled by the human element during in-depth semi-structured interviews. This step also helped to augment the data gathered through case studies, mainly to understand how the stakeholders comprehend their problems and how they foresee a resolution. Consequently, a questionnaire was distributed to the chosen population encompassing donors, practicing SWP's, government officials, practicing South African social entrepreneurs, and academics specialising in management and entrepreneurship.

1.9.2. The Second Phase – Critical Framework

The main phase started its research with a wealth of information already collected by the first phase which has provided a solid foundation to build on. The information was extensive, incorporating different time spans, space, organisations, players, etc. As such the researcher decided to group those components into case studies, firstly to separate the issues then to go deeper into understanding the issues at hand. Six case studies emerged that articulated the history of the subject and the unit of analysis investigated by this study in addition to their continuing struggles.

The second phase of the study was designed to integrate elucidation, inquiry and politics as expertise to elicit various uses of social entrepreneurship from experienced scholars. Focus groups were used as collective conversations where theory, research, pedagogy and politics converged; they offered unique insights into the possibilities of critical enquiry as a deliberative, dialogic and democratic practice that is already engaged with real-world problems in the distribution of economic and social capital (Bourdieu & Wacquant, 1992).

Scholars from the most academically outstanding Social Entrepreneurship institutions globally were identified as specialists in each aspect of social entrepreneurship, to engage with and interrogate the material from the South African case studies. It is vital to note that the focus group participants were not confined to members of the chosen institutions mentioned below; rather the institution was tasked with a responsibility of recommending appropriate contributors from its academic social networks. Five institutions were identified as hosts for each of the five focus groups.

- Academic Institution 1 specialises in articulating the role policy issues play in the social sector and how it can be used to benefit the subjects instead of hindering their progress;
- Academic Institution 2 was tasked with articulating the advantages and disadvantages of Social Entrepreneurship and how they could benefit SWP's;
- Academic Institutions 3 and 4 comprised a bigger group which was requested to host a group of scholars from Europe who specialise in Management Education of Non Profit Organisations, Humanities and Social Transformation; the integration of policy, business imperatives and social activity;
- Academic Institution 5 was tasked with customised social enterprise and scaling up of social enterprises;

The researcher distributed five of the six analysed case studies to each of the aforementioned focus groups, with each focus group getting a different case to consider. These case studies were designed for information only and were already analysed by the researcher. Each focus group had two meetings within a week facilitated by the researcher to discuss the cases which were emailed with a questionnaire to each participant two weeks before the first meeting to enable them to familiarise themselves with the landscape of the South African social sector prior to the discussions. The sixth case study was reserved for the South African group on my return.

1.9.3. The structure of the Thesis

The researcher was overwhelmed by the extent of work on this research and decided to take a deconstructed approach. The thesis was split into two phases because it was too intensive to deal with it as one study. Furthermore, the other limitation was that there was no benchmark or precedent for this research so every step was trial and error. The first phase, the "first phase" was designed to just diagnose the problem, unpack it into smaller manageable problems, delve into the history of social work and use all that data as a foundation for the main phase of the study. The population for the first phase was varied and included ex and practicing SWP's, government officials, the wider donor community, academics, and members of the community. The problem was heavily loaded and was later unpacked into major findings that needed attention. The findings were later used as the foundation for the second phase of the study called the "main phase".

The main phase was the most streamlined and professional process as it was designed to theoretically quantify the growth in the role of an SWP and authenticate the acknowledgement thereof. Furthermore, it constructed the intellectual basis of reinforcing SWP's' education and training and the suggestion of the amendment of the social policy frameworks. Only expert authority in the field of public policy, social work, social entrepreneurship and management could have the capacity to fulfil this role, and therefore academics specialising in the aforementioned fields globally were used as the population for the main phase.

The benefit of splitting the study into two phases allowed for a smooth process and examined every step thoroughly. Because of the intricate and complicated circumstances, the researcher had to get special permission from the Ethics Committee of the University of the Witwatersrand to (1) deconstruct the role of an SWP in South Africa; (2) to approach government on the prevailing social policy frameworks, pointing out the flaws that are restricting SWP's and suggest amendments; and (3) to interact with public officers and physically work at NGOs, being exposed to confidential materials including information about the most vulnerable citizens.

CHAPTER TWO

LITERATURE REVIEW

2.1. INTRODUCTION

At this point the researcher would like to explain two concepts that form part of the unit of analysis of this study. NGO – Non Governmental Organisations; and/or NPO ─ Non Profit Organisations; and SWP – Social Work Professionals:

NGO/NPO encompasses a wide variety of organisations that house the most vulnerable population groups and/or provide a product or service designed to empower them and the community at large. For purposes of this study the researcher is concentrating on a special avenue of the NGO/NPO that is concerned purely with the comprehensive rehabilitation of a child-in-need-of-care in South Africa and the legal custodian entrusted with the role of humanizing their environment.

SWP's are experts who are comprehensively trained to rehabilitate the most vulnerable parts of society. In South Africa to qualify as an SWP you need to graduate with a four year Bachelor of Social Work degree. According to Flexner (2001, pp. 160-165) social work is described as any form of persistent and deliberate effort to improve living and/or working conditions in the community, furthermore, to relieve, diminish or prevent distress, whether due to weakness of character or to pressure of external circumstances. This role has been refined to include social change, problem-solving, and liberation of people and to enhance well-being.

Badenhorst (2007, pp. 6-7) advises that evidence is an imperative source of truth in academic research. Furthermore, there are two main sources that can validate evidence, primary substantiation and published sources. The researcher understands literature review as a process where one reads various sources that discuss different aspects of a specific topic, written by different scholars from diverse schools of thought and frames of reference and critically analyse the presented concepts for a certain purpose. This study will explore two main concepts, entrepreneurship and management, and how they can be integrated with social activity to generate a tool to transform the social sector and create social value.

Throughout recent decades, the general assumption on which enterprising and management was set up derived from prevailing task contingencies, dictated by markets or the technology used, with the underlying culture vastly ignored. Traditionally, the social vocation is viewed in a different light and as not bveing deserving of these aforementioned practices (Earle, 2008). However, the current economic climate has raised new awareness and the call for more and extensive research on the connections between enterprising and management (Drayton, 2002). This section reviews various recent publications from different fields of study that relate to this study's phenomena in addition to old but still relevant literature.

It then integrates the gathered data as the main source of information to question the status quo and draw together recognized potential solutions that will potentially change the culture in the social vocation. This study will, in addition, employ the methods of documentary analysis to review other historical data to assist in understanding the past, present and the future of the investigated subjects, details of which will be expressed under the Methodology section. It is a traditional trend to start with a full review of literature in this section, and then end the analysis with a detailed conceptual framework. This section deliberately starts by articulating the theoretical architecture that characterizes the construction of this study, namely, Social Entrepreneurship.

Whilst the researcher is fully aware that introducing a literature review with the conceptual framework is unconventional, this study has consciously designed its review to emphasize the usefulness of the concept of Social Entrepreneurship by defining and operationalising it differently, and distinguishing meaningful variants within the concept for the purpose of improved dialogue and sharpened application (Brunie, 2009). Furthermore, it discusses the discourse of development that frames the core of this study which starts by identifying the problem, then recommending an appropriate intervention with a view to empowering the subjects of the study with skills sets to effectively execute their mandate with full accountability, and a successful formula to promote sustainability.

It then draws from the legislative content that governs the stakeholders involved in this study, namely SWP's and vulnerable groups of society, specifically children in-need-of-care, in addition to describing an organisation as understood by all concerned parties. The study further converses with reviewed literature from different aspects of management that contribute to the skills base that underpins entrepreneurship and defines structure in the new avenue of entrepreneurship, which is designed to benefit and transform the social sector.

2.2. CONCEPTUAL FRAMEWORK

2.2.1. Entrepreneurship customized for the social vocation

The previous section has described the educational challenges that SWP's face in South Africa, in addition to highlighting the policy restrictions that further complicate the situation. This section will articulate the proposed intervention to empower SWP's with tools to enable them to manage sustainable organisations. After extensive research this study has honed in on characteristics of Entrepreneurship as a foundation intended for rethinking management education and training customized for the social vocation (Hjorth, 2003). Alvord, Brown and Letts (2002) acknowledges that the challenges of finding effective and sustainable solutions to various social problems are considerable; hence they suggest that the

solutions may require integration of many of the components associated with comprehensive management and successful innovation in business creation. In recent times, society has established that government, independently, is inadequate to decipher social ills (Dees, 1998a). Thus increasingly the general population has turned to concepts like entrepreneurship and business innovation as essential tools for social problem-solving, combining profit-making enterprises with social impacts, innovating commercially for social benefit, and using social entrepreneurship as a technique to catalyze social transformation (Alvord, *et al.*, 2002, pp. 136-137).

The concept of entrepreneurship is well established in the milieu of business and economic endeavour, where the core premise has always been the creation of value through innovation (Hjorth, 2008; Schumpeter, 1951; Ziegler, 2009; Fenichell & Hollander, 2004; Fort & Schipani, 2004). Defourney (2000, p.11) suggests that social enterprises might be an expression of a new branch of entrepreneurship in the early stages of its development. O'Conner (2004) concurs and adds that this enlargement would encourage the participants to view social action through an entrepreneurial lens and explore entrepreneurship through a social lens.

In this context, it is logical that a concerned population has seized on social entrepreneurship as a new opportunity for development to curtail social concerns and create social value, despite the fact that there is still confusion in the use of the term social entrepreneurship (Thompson, 2002, p. 242). Steyaert and Hjorth (2006) declare that the term social entrepreneurship suggests a multi-discursive construction of business innovation that is beyond economic value but rather connected to social change and societal transformation. Gagliardi and Czarniawsk (2006) recommend re-contextualizing entrepreneurship, by introducing a new avenue of enterprise as a model to empower those involved with the social vocation.

The original skills base of entrepreneurship customized for resolving social ills would empower SWP's who choose to specialise in providing for their organisations to confidently transform their environments, and better manage their organisations in an effective and sustainable fashion (Purdie & Taylor, 1976). Would that render SWP's social entrepreneurs? Not quite. The ultimate definition of the term Social Entrepreneur is still being debated internationally (Steyaert & Hjorth, 2006). According to Dees (2001), various institutions and organisations often assert conflicting meanings of the term Social Entrepreneur, which has led to general confusion about the phenomenon.

Bill Drayton, the founder and chief executive officer of Ashoka - innovators for the public, is credited with coining the term "Social Entrepreneur" in 1980 and this study acknowledges his definition of the term. Drayton (2002) simply identifies a social entrepreneur as an individual with innovative solutions to society's most pressing social problems. Thumbadoo and Wilson (2007) incorporates a risk element to that classification by defining a social entrepreneur as a risk-taker who sees a new way of addressing a social problem at its root without replicating existing solutions in order to improve people's lives. Scholars have questioned the narrow definition that acknowledges an individual and ignores worthwhile social entrepreneurship by groups and/or organisations.

Nicholls and Young (2008, p. xii) advised that searching for one particular definition of Social Entrepreneurship encourages impotent activity, whereas the fundamental and indispensable quality of Social Entrepreneurship is refusing to be confined into any one category but chooses to rather be "fluid and adaptable" to a situation that needs addressing. In a sense, this combines a variety of resources and also involves a combination of all sectors of the economy. That inclusive and open-minded approach is the main reason for its success. For instance, in developing countries like South Africa, one-dimensional prescriptive approaches would never work. Social Entrepreneurship has the potential for opening a gateway to address problems experienced in the social sector particularly because of its "fluidity" where resource combination can be customized to the South

African landscape and a variety of legitimate players can act together towards a desired solution. That said, this study has and will rely on Mair and Noboa's (2005) definition because of its all-encompassing and inclusive approach: "*Social Entrepreneurship is the innovative use of resource combinations within or across the non profit, business, and public sectors to pursue opportunities aiming at the creation of organisations and/or practices that yield social transformation and sustain social benefits."* Whilst this study has explored various definitions from many scholars and some only describe a few characteristics of a social entrepreneur, the common theme that is woven through all of the definitions is undoubtedly the innovative character of the initiative and the fearless penchant to provide social solutions for poor and marginalized groups.

Bornstein (2004) insists that most of the energy devoted to a social entrepreneur tends to focus on how business innovation and management skills can be applied to achieve social ends by translating business acumen to the social sector, as the main purpose of a social enterprise practitioner is to create and sustain social value (Alter & Dawans, 2006). SWP's who choose to specialize in Management of NGOs are best placed to benefit from skilling that would identify how various concepts of entrepreneurship can create and shape social change. Innovation is the key element in defining social entrepreneurship, which means not all initiatives can be applied universally, (Roy & Sideras, 2006). This calls for careful research to identify solutions in a cultural context that are applicable at a local level.

In developing countries such as South Africa where the Apartheid regime has passed on social inequalities and higher poverty, the need for social entrepreneurs cannot be overstated. In an exploratory study based on seven successful cases of social entrepreneurship, Alvord, *et al.* (2002) identifies factors that lead to a thriving social entrepreneurship with long-lasting effects on the political, economic and social frameworks. South Africa has identified its own social entrepreneurs but there is a need to develop through education more self-sustaining social enterprises, build capacity to upscale successful initiatives, and merge social needs with existing business.

Thumbadoo and Wilson (2007, p. 17) speculated that a few characteristics of South Africa, such as the fact that it is a rights-based society, the changing nature of its Social Sector and the donor environment today make it a particularly ripe economy for encouraging social entrepreneurship. The need to develop social entrepreneurs that will reverse the trend by devising suitable and tailored solutions to the multiple issues facing poor households is a matter of urgency. Academic institutions such as the Wits Graduate School of Public and Development Management (P&DM) and the Wits Graduate School of Business (WBS) should develop programmes that encourage young people to become involved in integrated approaches of social entrepreneurship at early ages whilst building skills capacity in the existing pool of SWP's.

Social Entrepreneurship is one of the few phenomena that the global village agrees on (Drayton, 2002) and as a result there has been some reluctance to inspect critically how social change is understood, imagined and practiced. Thumbadoo and Wilson (2007) suggests that theory has lagged behind in introducing social entrepreneurship as a concept whereas in reality this has been practiced by preceding generations for decades. Some scholars claim that naming Social Entrepreneurship as a new concept will either excite or scare the very people we are trying to draw into the fold. We do not have to change the usual terms or schools of thought; we must rather highlight new paradigms attached to what they know.

For instance, Alter and Dawans (2006) builds on leadership, funding and social programmes, integrating these three schools of thought that are very familiar to the social sector as necessary tools to catalyse their sector and develop new social enterprises. As such, Davidsson, Low and Wright (2001) suggests that to formalize this sector and educate the social vocation will encourage more research and improve awareness. The government needs to increase its investment in this sector to empower academic institutions to develop an entrepreneurial skills base and management proficiency as an impetus for the social vocation (Thumbadoo & Wilson, 2007; Alvord, *et al.*, 2002; Steyaert & Hjorth, 2003, 2006).

This study reviewed additional literature to explore the depth of entrepreneurship in a social context to enrich the data and indicate how entrepreneurship might be social by changing the landscape of doing business to impact social change; this centres on the notion of change as a form of development "from within" in contrast to change as adaptation "from the outside" (Steyaert & Hjorth, 2006, p. 11). Whilst we concede that not all existing SWP's can be entrepreneurs, this study has established that most of the young practicing social workers are yearning for this skills base and have declared an overwhelming enthusiasm for exploring entrepreneurship as a tool to effect large-scale social change through innovative solutions (Personal communication with various SWP's, May 2007).

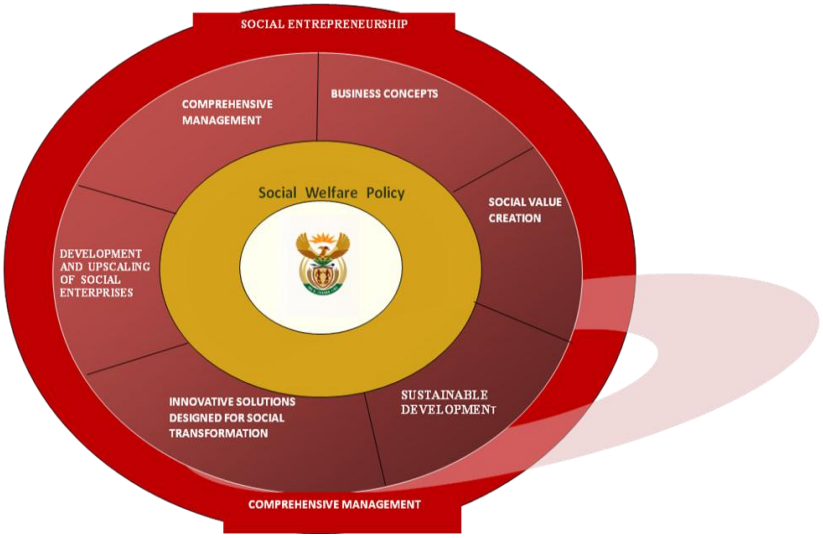
Social Entrepreneurship is the core of this study, notwithstanding that the study comprises various business and management fundamentals that are crucial to the grooming of SWP's as social entrepreneurs. Legae (2003) reviewed literature on competencies required by SWP's, and given that it is still relevant, this study will, in addition to a wide range of published and unpublished materials, draw from the same sources. This study will further evaluate literature in extensive managerial concepts that are pertinent to SWP's recognizing new tools necessary to navigate an entrepreneurial path toward effective and sustainable management of NGOs, some aspects of which would be irrelevant for general management in a customary revenue-generating entity (Drucker, 1998).

Examining the skills sets of entrepreneurship and management, customizing them as tools to empower the social sector and SWP's, has long been discussed by various scholars notwithstanding the captains of respective industries have disputed their relevance. In today's economic climate the question of relevance has fallen off and the discourse of development emerges as the imperative thread woven through the skills sets. In summary, therefore, social entrepreneurship, whilst a new concept, is proving to be the best tool to catalyse social transformation by integrating business imperatives and social activity using management characteristics.

Social activity is always intertwined with government policies; accordingly, it is of the essence to ensure that social welfare policies are carefully observed and relevant aspects factored into any proposed solutions. To illustrate the proposed solution to the needs of SWP's we placed the social welfare policy as the nucleus of the diagram, encircled by various commercial tools and policies customised for the social sector. The main result sought is to generate innovative solutions designed for social transformation and to create sustainable social value through development. An integration of business concepts and comprehensive management policies is best placed to develop social enterprises and duplicate them to promote self-sufficiency in the social sector.

Figure 1 below represents a model that is designed for the South African social sector and is underpinned by the social welfare policy. Social Entrepreneurship as a concept is a multi-discursive construction or resource combination that goes beyond economic value but is rather connected to social change, social value creation and societal transformation. This model selected all resources that would make a difference in the South African communities and ensured that all processes adhere to social policy frameworks.

Figure 1: Social Entrepreneurship For Social Worker Professional's Model



Source: Mngadi, 2012

2.2.2. Discourse: Development (Intervention-Empowerment-Accountability-Sustainability)

Development is a process of improving a current status to a more advanced state of growth and progress. To enable development to prosper, the need for the change must first be acknowledged, then decide on the most appropriate course of action to explore measures to facilitate full development. In this case the study has established the growth experienced in the role of an SWP as determined by the needs imposed on it by society, and proposes to intervene to empower them with relevant tools to advance their vocation. Intervention as a concept is defined as deliberately interfering between events or periods to amend the direction of that practice.

Since discourse plays a significant role in structuring development practice, this process follows careful evaluation of the status quo in the South African NGO sector and identifies corrective measures. The important factor to understand is that by intervening, a value-add process of mediating a technique to restructure the original position is commenced, with the intention of producing an improved adaptation. The process of intervention thus does not entail a once-off action that ends with the interference; rather it is a progression of building blocks. Building blocks must start from first understanding the rationale for needing the transformation, then breaking the prevailing cycle, then progress to the enabling part where the facilitators empower the custodians of the practice with relevant tools to possess, drive and manage the improved phase in a sustainable fashion.

A significant part of this process is building in accountability and governance as management imperatives throughout the different phases (Bebbington, Woolcock, Guggenheim & Olson, 2006; Kao, Kao & Kao, 2005; Jankelowitz, 2007; Rothchild & Cousens, 2002). The intervention necessary to respond to the needs of the social sector in South Africa is firstly acknowledging that the professional role of SWP's has increased far beyond its original skills base and now demands enterprising and comprehensive management proficiency.

Academic institutions therefore need to mediate the process by conducting related research to establish the basis of integrating management in various faculties as a core competence and furthermore determining the exact management concepts that are relevant to the effective management of the social vocation to bridge the skills gap. Management concepts should incorporate people management, strategic planning, constructive fundraising strategies, entrepreneurship and financial management to ensure self-sustenance. Once that stride has been firmly established the precise steps for transfer of skills need to be defined and transferred by the business schools, in order to empower the SWP's with comprehensive management tools (Oliva, 2005).

The next step would be constant evaluation to assess if the programme is effective and accountable to its various constituencies. It is imperative that SWP's are involved throughout this process to authenticate the sequence. Sustainable empowerment requires constant evaluation, despite contradictions inherent in non profits, namely, the economic need to earn financial resources and management thereof versus the humanitarian values entrenched in charity work (Hammack, 1995). This is becoming progressively more important in the global economic downturn as "NGOs work in an increasingly demanding environment characterized by growing competition for shrinking aid budgets while under increasing pressure to demonstrate that the recourses they are given by government and various donors make a visible and lasting impact" (Britton, 2005, p. 4).

Accountability is essential for governance and organisational continuity, as "a distinct binding mechanism of life in organisations" (Fry, 1995, p. 182), but also because it "provides the possibility for shared vision and appreciation of the complex social context of humans in organisations". Another concern that requires resolution prior to one's assessment of an organisation's accountability is that this accountability falls upon government, the appointed board, clients, donors, the community-at-large, and/or staff and volunteers (Bogart, 1995; Brown & Kalegaonkar, 2002, p. 231).

The beneficiaries of development NGO activities are typically different from those who provide material support, so NGOs are accountable to multiple constituents (Jankelowitz, 2007, pp. 15-20; GRI, 2002, 2005). Most importantly, however, accountability is at the core of the manager's role in any leadership position. In an analysis administered by Vigola-Gadot and Yuval (2003), it was discovered that effective and efficient administrative performance was obligatory for 'managerial quality' and a condition of stakeholder trust. Nevertheless, accountability, "while important to funders and other external stakeholders, may not necessarily be key to improving organisational effectiveness or performance" (Bonini & Emerson, 2005, p. 27; Fetterman, Kaftarian & Wandersman, 1996).

Hence, an NGO and an NPO need to comply with basic legal governance, and need to define together with the relevant stakeholders further accountability degrees that fit the particular organisation. Accountability is comprised of more than delivery; it also encompasses systems needed to document the delivery of services. Similarly, "corporate governance is concerned with holding the balance between economic and social goals, and between individual and communal goals. The aim is to align as nearly as possible the interests of individuals, corporations and society" (Cadbury, 1999, in King II Report, 2001, p. 8). Governance has become a core issue for all organisations (King, 2006) profit and non profit alike, and refers specifically to being both accountable and responsible.

Kihato (2001) cautions that the financial insecurity and daily struggle to access funds within an unstable funding circumstance facing the majority of South African NGOs results in a far less effective civil society sector and places governance at the bottom of priorities as opposed to survival. James, Oladipo, Isooba, Mboizi and Kusiima (2005) furthermore suggest that the extent of demand placed on NGO leaders, such as organisational, communal and funder, further restrain their ability to function adequately. These important issues need to be catered for in the planning for effective interventions, to ensure that they do not become bigger problems and divert the focus to manage and actualize sustainable organisations.

The study has suggested Social Entrepreneurship as the solid theoretical foundation toward SWP's' development. Notwithstanding, Entrepreneurship is toothless without constructive management structures that inform the development process. Social Entrepreneurship has sufficient relevant material to conceptualize the phenomenon investigated by this study, in addition to navigating through all the steps articulated in the discourse of development to ensure sustainable progress.

Social welfare is heavily legislated to protect the most vulnerable people in society and their caregivers, and hence any development of its custodians will be informed by strict parameters. The next section will discuss the legislation applicable to the epistemology of this study, its relevance and/or hindrance for the proposed development, and lastly evaluate if this development proposition would invoke any policy transformations. Consequently, this study will review management concepts in the main body of the literature review to reinforce the importance of acknowledging entrepreneurial culture.

2.3 – 2.8 GENERIC LITERATURE REVIEW

2.3. COMPETENCIES OVERVIEW

2.3.1. Management Competencies

Scholars have variously defined the terms "competence" and/or "competency". An additional problem is the variety of contexts in which it is used, each of which suggests a different meaning or connotation. Meyer (1996) defines competency as the integration of knowledge, skill, personal attributes and value orientation, demonstrated to a defined standard in a specific context. He indicates that it can be defined and measured only through behaviour or performance. Dubois (1993) explains a job competence as being the employee's capacity to meet or exceed a job's requirements by producing the job outputs at an expected level of quality within the constraints of the organisation's environment.

Brautigam, Gerlach and Miller (2006) observe that, within the National Qualifications Framework (NQF), competence can be recognised as a qualification. This means that a progression pathway of qualifications would express different levels of competence, which, in turn, would further help to define the career pathway in NGOs with a specific set of competencies for management roles. Spencer and Spencer (1993) defines a competency as an underlying characteristic of an individual that is causally related to criterion – referenced, effective and/or superior performance in a job.

Underlying characteristic: defines that the competency is a fairly deep and enduring part of a person's personality and can predict behaviour in a wide variety of job tasks. *Causally related*: defines that competency causes or predicts behaviour and performance. *Criterion referenced*: defines that the competency actually predicts who does something well or poorly. For the purposes of this study, Meyer's (1996) definition is deemed the most appropriate. Legae (2003) has defined competencies for SWP's responsible for managing institutions for children in-need-of-care. This section attempts to integrate the reviewed literature from different disciplines within the management and business administration faculties into information that can be analysed for the benefit of this study (Cresswell, 1995). Cook (2001) insists that in defining management competencies there is a wide range of approaches, and has further distinguished managerial competencies into three different types, namely:

- Competencies refer to tasks in a job/role and are measured by outputs from the job. One could also think of these as being individual skills (e.g. Managing the performance of others).
- Competencies refer to what the person is capable of doing, usually in clusters of skill, attitude and knowledge. They are inferred by observing behaviours (e.g. Interpersonal effectiveness).
- Meta-competencies refer to underlying attributes, which are required to develop these competencies and express them in different contexts (e.g. Emotional intelligence).

Cook (2001) maintains that in general terms South Africans have a long way to go before they turn competency into a competitive advantage. However, this is not true in the area of childcare, as the performance of the majority of directors of children's institutions is superior and can comfortably compete with international institutions that the study has assessed. They have a wealth of experience, skill and knowledge in childcare issues. Their deficiency is only in managerial competencies (Bussin, 1992) purely because they were never trained in that faculty.

Hamel and Prahaled (1990) emphasised the importance of identifying and building individual competencies, especially in Management and/or Leadership roles in comparison with middle management and below where teamwork is vital. Within top management, people are required to identify, develop and lead all the teams in the organisation. Hamel and Prahaled (1990) further state that "Leaders in the twenty-first century will be judged on their ability to identify, cultivate and exploit the core competencies that make growth possible".

2.3.2. Operational Competencies for managing Children's Institutions

James (1989) notes that therapists choose their work expecting that they will help people alleviate their pain and feel better. Although this is the ultimate goal, it involves a lengthy and complicated process, in which the desired result is not always possible. Although there may be a specific treatment or approach unique to working with traumatized children in need of attention, many practices that may not be commonly used in other types of jobs become routine when working with these children. Children may react to traumatic experiences with destructive and abusive behaviours. They need genuine caring from committed professionals whose expertise will facilitate their progress back through their pain so that they can acknowledge their losses and gains and move forward with their lives.

The input needed to heal the ills of society is so great that SWP's cannot afford to divert their attention to another equally important role, that of business administration and management of institutions, as has been happening in most children's institutions. This is an oversight which has compromised both the rehabilitation of children and the managing aspects of the institution respectively. Legae (2003) advised that it is imperative to professionally separate the roles, and this study supports the suggestion for the survival of both the profession and the institutions.

Since each institution sets its own standards it is difficult to maintain consistency, but government has acknowledged initiatives from various professionals to standardize services offered in children's institutions to ensure that there is consistency and that services can be measured. Child and Youth Care (1998) encourages quality assurance as a method of implementing minimum standards and reviewing funding policy. Ho (1976) suggests that a well managed institution that is open to peer reviews and quality assurance by donors and government is a healthy institution managed by a healthy organisation, which advocates a healthy community within the institution.

2.3.3. Managing the Non Governmental (Non Profit) Organisations

For the purposes of this study, the term non governmental organisation (NGO) refers to a formal organisation which has corporate objectives concerned with humanitarian aims concerning groups outside the organisation, which are non-profit-making and are outside the direct control of government (Green & Matthias, 1997). Whilst the organisation has to declare a surplus to survive, it is not organized to make a profit, has no shareholders that are tracking their earnings and is only concerned with a service to the public instead of economic benefits (Wolf, 1999). This has rendered specific economic measures and management thereof in this sector is nebulous because they relate to the somewhat abstract concept of public service, which is not an accurate reflection of the role they are playing in society.

Drucker (1990) argues that this misconception is the reason for the lack of discipline in the non profit sector and advocates a separation of roles, as very few incumbents can successfully merge the softness of humanitarian aims with the ruthlessness of business practices and pursuing economic benefits (Easly & O'Hara, 1983). In South Africa there is limited co-ordination of this sector, and as a result, each NGO sets its own standards and policies. However, most NGOs may accept the need to conform to government-imposed procedures such as registration, because of benefits such as tax concessions, funding and subsidies. They are less willing, however, to accept the suggestion of NGO accountability for the actual technical, operational or management activities.

In view of the diversity of the NGO sector, it might seem unrealistic and inappropriate to suggest model management systems. Whilst there is a number of particular management-related issues which may concern NGOs more than other types of organisations, they still need to operate within the basic management framework required of any good organisation. These include policy-making and planning structures together with systems required for managing resources (financial, human and physical), logistics, information, monitoring and evaluation (Evers and Rush, 1996). Bratton (1989) suggests that NGOs need to strengthen their internal management procedures, in particular planning, programming, budgeting and financial control, because currently many NGOs are reactive rather than proactive in their management.

Drucker (1990) insists that one cannot strengthen what does not exist; one must first develop it, put structures in place, then populate them with skilled and seasoned incumbents. In the childcare sector, management structures cannot be strengthened, as they do not exist (Legae, 2003). The internal management procedures should be properly developed and customised to the childcare sector, and implemented by trained and experienced management specialists, which is a completely separate role from nurturing. Without adequate and appropriate management systems, NGOs are unlikely to achieve their full potential as dynamic and proactive organisations.

Knight (1993) advises that there are three challenges for management in the NGO sector: the need to ensure achievement, maintain internal authority, and be externally responsive. For management systems to be appropriate, they need to be related closely to the objectives of an organisation. External welfare promoting objectives were identified as being one of the primary characteristics of NGOs: they must be consistent and represent not only the ends but also the means of an organisation. Drucker (1990) says that a business has discharged its task when a customer buys their product, pays for it, and is satisfied with it. Equally, government has discharged its function when its policies are effective and the country is managed smoothly.

However, the non profit institution neither supplies goods, services, nor controls. Its product is neither a pair of shoes nor an effective regulation but "a changed human being". The non profit institutions are human change agents. In the case of children's institutions, this translates into a rehabilitated and cured child, a child that learns a solid value system, growing into a self-respecting and self-reliant adult, a completely changed human life. To achieve this result by any measure is an illustrious task that needs specific skill and focus (Kearney, 2000), especially if the initial creation is "damaged goods".

It is necessary to work harder to achieve a normal result. In regular business practice the shoemaker, for example, is not distracted by management or financial issues, but concentrates on developing the product. The shareholders ensure that management issues are in exceptional hands to achieve the desired economic benefits. This study is by no means suggesting that children's institutions become businesses but merely highlights the discipline that ensures success in business structures and processes that non profit entities must learn from. Notwithstanding that, not everybody can lead and/or manage, hence the rigorous training that business leaders undergo theoretically and in practice.

Imagine a shoemaker who is thoroughly trained to understand the human foot, to manipulate leather, cotton and needles to produce a comfortable but aesthetically good-looking shoe for a huge part of society; this shoemaker is given no other training. Would the board rely on this shoemaker to raise capital for the business, manage it, and also be in control of other aspects of management like human resources, strategy, marketing and maybe even budgets for each financial year, grow market value, and derive positive economic benefit? This is highly unlikely.

However, it seems that government expects a Social Work Professional who is only trained to nurture and rehabilitate troubled population, entrusted with an emotionally demanding role that needs undivided attention, to excel in various management functions that she/he is not trained to perform while still discharging the core function adequately. Therefore, this study advocates that since SWP's are now expected, over and above their core competence of rehabilitating children in-need-of-care, to manage their organisations, raise and manage capital and operational funding, strategize and manage staff; they should officially grow their role by formally integrating entrepreneurship skills and comprehensive management structures into their core responsibilities, (Wolf, 1999).

2.4. SOCIAL ENTREPRENEURSHIP

The field of Social Entrepreneurship, as articulated in the conceptual framework, has flourished over the last decade, attracting scholarship, media attention, building of social and professional networks, financial resources, stimulating further research and the creation of curricula at the best business schools. It is imperative to recognize that Social Entrepreneurship does not entail aspects of the social sector exclusively; rather it is the integration of community concerns with business imperatives and government participation to cure societal ills; hence one cannot operate without the other. NGOs in general are desperate to leave behind their outdated image of a begging bowl and to start earning a decent living for their institutions in a sustainable manner.

Social entrepreneurship is a good concept but it has its own shortcomings. It has applicability to many start-up NGOs doing new work; however, it is not helpful to many organisations providing core social work services who rely on funding and who do not have the means and capacity to fundraise let alone set up businesses to fund their operations. Hence this study intends to investigate the use of principles of Social Entrepreneurship and general management principles to design concepts that suit the South African social landscape. Thus far, the social entrepreneurship lobby has confused funders and most social entrepreneurship experts do not understand this conflict.

This study recommended the designing of concepts to empower incumbents to act in an entrepreneurial and charitable manner simultaneously, by successfully merging the softness of humanitarian aims with the ruthlessness of business practices and pursuing economic benefits to transform their community environments. This section will discuss in detail business initiatives that are appropriate for amalgamation with social needs in the South African environment, in addition to the benefit of exploring the culture and ethics of wealth and how the social sector should employ the incorporation of ability, affluence and social responsibility for the benefit of the community. Professionals in the Non Profit sector identify with and understand the poor communities implicitly.

This section intends to indulge them with the deep comprehension of entrepreneurs, the wealthy and affluent to empower them to exploit the laws of supply and demand in their sector by merging their initiatives with core business. The circumspect selection of literature listed below has been identified as appropriate sources to stimulate the achievement of the above-mentioned goals, whilst articulating a deeper meaning of the concept and investigating methods of scaling up a successfully set up and managed social enterprise.

2.5. BUSINESS ADMINISTRATION AND MANAGEMENT OF NGOS/NPOS

2.5.1. Introduction

Clark, Arkava and Associates (1979) question the professional roles SWP's play in society, despite their core competence of rehabilitating and solving societal ills. They furthermore question if they are adequately equipped to handle the additional roles. After a thorough needs analysis of the role SWP's play in South African society, it has become clear that communities are demanding much more from them than they are equipped to contribute (Legae, 2003). Tanner and Tanner (1995) insist that in any profession when a segment of another field of expertise starts to be a dominant feature, it is time to re-examine the role it plays in one's own profession and evaluate if it is necessary to incorporate customized elements to complete the offering to prospective customers.

To meet the new demands from one's consumers, Oliva (2005) suggests that the best way of incorporation is through redesigning a new education and training curriculum to integrate into the management of both practicing and prospective incumbents. Business Administration and Management has become an imperative but is lacking in the responsibilities of SWP's (Legae, 2003) to an extent that limited proficiency hinders their progress. This section is specific to a non-profit organisation that is an institution that houses children in-need-of-care. The only guaranteed income for children's institutions is a government grant representing approximately thirty per cent of their annual budget.

Lack of strategic planning, marketing skills, fundraising techniques, short and long term financial planning, investment planning and management tends to reduce the opportunities that such institutions may have to effectively raise the majority of the funds required to sustain the institution and the aptitude to spread and/or grow the grant given by the government. This study will propose eight different fields of study, which have skills/competencies that are necessary to revitalise this sector.

In this section the study will review literature for each facet of management that can contribute positively to a different mindset and responsible approach that leads to self-sustenance. In spite of annual increases in the fiscus to the grants made to children's institutions, this study argues that constantly giving the fish to this sector is detrimental in the end; rather they should be taught how to fish and sustain themselves.

The budgeted funds to increase the grant should be redirected to a more worthwhile course of subsidizing the education and training of practicing practitioners and equipping them to be self-sufficient. Benefactors globally have taken a more modern approach of contributing to this sector in terms of ability, skills, time and other useful resources, a method which South Africa is slowly taking up. An institution needs a high level of management proficiency to benefit from this method of contribution. Donors are reluctant to continue funding the sector and want geater accountability. The next section will introduce a few kinds of philanthropy that could benefit SWP's as an alternative source of income.

2.5.2. Philanthropy

Philanthropy is considered to be the general concern shown for fellow human beings, as demonstrated in kind and generous acts that benefit large numbers of people. Druyen (2005) describes philanthropy in a German expression, "*Vermögen"* which means an ethical response by the accomplished and affluent individuals that either have wealth and/or ability to contribute expertise, time, capacity, financial possessions and/or other resources for the upliftment of less fortunate people within a community while expecting nothing in return. Handy (2007) defines philanthropy as an act by men and women who have made their own fortunes, extended their financial success to try and help those in need not only by giving money to charities but also by helping actively. Both authors caution that it has become a fashionable pastime of the rich, as they feel that the wealthy give generously to belong to the club of the rich and famous.

Unfortunately, philanthropy has been misused and has become an afterthought tool to donate funds for the wrong reasons such as to obtain tax breaks by organisations. Noted South African social commentator, Dr Mampela Ramphele, criticised this act as short-sighted and insulting, whilst encouraging an innovative principled process of embracing the poor in an ethical way. South Africa has seen a huge increase in the middle class since 1994. This increase encompasses the majority of people who were previously disadvantaged and trapped by the apartheid regime in South Africa.

This has now been abolished and the citizens enjoy a liberated world which allows them opportunities to exercise their human rights and reclaim their worth. This development increases the number of "wealthy" people who also have the duty of extending a hand to the poor. Druyen (2005) insists that it is the responsibility of those who have skills, ability, wealth and wisdom to ease the suffering of those who do not have. As a result, Druyen (2005) has classified different kinds of benevolence to encompass all social and entrepreneurial activity to achieve the same foundation of alleviating poverty in the society.

This is in part a role which SWP's have been performing with little acknowledgement from government, the private sector or civil society for some years. Compounding the oversight, the SWP's have only been partly trained to perform these duties with very limited resources. Their role has grown far beyond its original intentions in the social order but training has not been designed or transferred to meet the new demands being made by society (Oliva, 2005). Philanthropic activities are one of the major sources of income for charitable deeds. This study intends to examine the kind of proficiency that would endow SWP's with a comprehensive skills base to manage all duties as custodians who support the nation's mental and emotional health (Briar, 1977) by confidently gathering and disseminating the relevant tools.

2.5.2.1 Ethics of Wealth, Ability and Affluence

Druyen (2005) discusses the ethics of wealth, ability and affluence in relation to fellow citizens in detail and explores the most modern culture of Vermögen that has gripped social circles globally. Understanding our ability and acknowledging our responsibility of living in a poverty stricken continent distinguishes the culture and ethics of wealth, ability and affluence. Characteristics of the few that have and share will assist this study to highlight the depth of expertise needed by SWP's in managing collective community needs in South Africa. According to the United Nations (UN), approximately US$ 150 billion would be needed annually to end extreme poverty globally. If the world's 2 000 richest families could be encouraged to fight poverty together, this could become a significant step in this regard. For the purpose of this study, the exercise is confined to South African needs and challenges.

Whilst it is normal to want to extend this responsibility to government, governments achieve only to a certain point, and civil society then has to take on the responsibility to bridge the gaps. Mathematically, the required sum is well below the ten per cent limit of such amounts of combined wealth in South Africa. Who is qualified to request, receive or manage those funds? The first problem is a logistical one, to identify all the richest families in South Africa and then sell the idea to them.

The second problem is at the heart of this study, to find an organisation with integrity and competence to manage the funds and resources to ensure that they are disseminated in an equitable and ethical way to all intended recipients. The group of people who have been working in this sphere with genuine intent are the SWP's, as formal custodians to manage societal behavioural and address challenges of poverty. For the purposes of this study, the core responsibility of living in a situation of poverty across Africa will be examined, as well as the burden of the expert role of SWP's in managing that process effectively whilst healing the communities of various ills.

The *Vermögen* of acknowledging the gift of being in the top one per cent of the population does not mean that donors need to take on the burden of managing the resources being contributed, but rather that they should take comfort in knowing that there are ethical organisations with integrity, whose main focus is philanthropic but who are also fully qualified and accountable for managing funds that flow to a particular cause.

2.5.2.2 Professional Philanthropy

Professional philanthropists practise long-term strategy and are always conscious that in order to pursue their own interests, it is necessary to help the poor and disadvantaged. Egoism and altruism are combined. Many of the super-rich make generous donations to education, the fight against poverty, medicine, and arts and culture. However, this personal commitment also requires a basic legal framework that actively supports this generosity. An appropriate constitutional framework guides the spirit of a culture and shapes the attitude towards the wealthy. In the United States, non profit foundations are treated more generously by the national treasury than in Europe or Africa. The humanitarian commitment is regarded as an indicator of the person's social status, and on this public platform, the constructive aspects of healthy competition can come to light.

However, donating is not an exclusive pleasure only reserved for the wealthy. Almost 75 per cent of the American population donates an amount according to their means: in the United States, on average, between 10 and 15 per cent of wealth passed down the generations goes to non profit organisations and foundations. The Social Welfare Research Institute in Boston calculated that, if the current donation rate is maintained, six billion dollars will flow into the non profit sector by the year 2052. In light of such research, it makes sense to speak of economics of generosity.

Bill Gates and Warren Buffett, the two wealthiest men in the world according to Forbes Rich List observed that the rich have finally woken up to their responsibility of supporting the less fortunate, which marks another milestone in a broader context of ethics and the culture of wealth and affluence. Their view, that private donors and foundations take bigger risks, are more flexible and more enduring than the state, should not be dismissed easily. After these great initiatives at the turn of the millennium, philanthropy is gaining in momentum.

The list of donors is getting longer and the networks are becoming ever more influential. In 1997, CNN founder Ted Turner donated US$ 1 billion to the United Nations. Another example comes from California, where entrepreneurs Marion and Herbert Sandler donated US$ 2 billion which they made by selling their mortgage company to a family foundation dedicated to fighting infectious illnesses in the third world. The founder of the Virgin group of companies, Sir Richard Branson, plans to invest €2.4 billion in climate change endeavours. In light of his estimated private wealth of €4.5 billion, such a donation can hardly be described as "peanuts". This is a reminder – without any irony of the archetype of charitable action, the Saint Martin principle, which is to share what you have when feeling charitable and not hand over things that are of no use to oneself and would have been disposed of in any event.

Whether we are talking about the boss of Oracle, Larry Ellison, founder of eBay, Pierre Omidyar, or the Google inventors, Sergey Brin and Larry Page, a growing number of the extremely wealthy increasingly fit into the concept of ethics of wealth and affluence. The reality, according to Owen (1964), is that all these generous donations were guided and managed by an expert hand. Of course, even projects with the best of intentions must endure criticism. The Economist speaks of "philanthrocapitalism", a somewhat negative term that does not do justice to the tendencies of ethical wealth. However, there are sensible reasons for suspecting danger in this new philanthropy where there are many private facilities that are set up according to the founder's personal outlook on life.

The question regarding the limits of their power and their influence on politics and society are legitimate. For example, according to the University of Indiana, sixty two per cent of all charitable donations in America are religiously motivated. The combination of activities with religious or ideological objectives can indeed be seen as cause for concern. The strongest objection against billion-dollar-humanitarian efforts is that donations of this dimension only become possible thanks to a growing inequality and great differences in income in the first place.

The winners of economic competition are rewarded disproportionably higher than the losers, and while the middle class finds itself under continuous pressure, unions are in danger of dissolving and traditional jobs are lost in the competition with low-wage countries. The editor of the financial section of the German paper *Die Zeit*, Thomas Fischermann, recognizes the imbalance: "Not only during George W. Bush's term was the tax burden for prosperous Americans reduced dramatically: More than 40 per cent of the country's economic performance flows to the richest 10 per cent, the income of the wealthiest is rising rapidly, as are the number of billionaires." From the perspective of a culture of wealth and affluence, the increase of people with high incomes increases the chances of making use of systematic investments and existing possibilities of being professionally generous.

Therefore it is not about limitation, but about how existing potential should be developed and implemented in a more effective way. How does South Africa compare in this 'New Philanthropy' scenario, and what does the subject have to do with Social Work Professional's competence? In the United States, historical roots have encouraged a special kind of philanthropic awareness. In the 19th century, as the settlers moved westward, there was no state welfare available for these pioneers passing through the American continent with everything they had. In the event of illness or poverty, people were completely dependent on the charity and kindness of others.

South Africa is largely still at that level, and while government contributes approximately thirty per cent of charitable needs, it is still not sufficient to encourage effective rehabilitation of children in institutions or other community needs performed by SWP's. This means that social workers are still dependent on charitable donors to raise the majority of funding to meet their basic needs, which forces them to neglect their core function of healing and spend much of their time focusing on survival.

Donors declare that whilst they respect the role of social workers in rehabilitating and healing the ills of the communities, they are hesitant to continue giving their money to them as they have proven that they are unqualified to manage it effectively, since they have established through research that at times their donated resources do not reach the intended recipients and/or causes (Personal communication with 20 donors, 28thJuly, 2008).

2.5.2.3 Social Philanthropy

Most wealthy countries such as those in the Group of 20, including South Africa, have been lagging in philanthropic pursuits but are slowly growing their awareness of doing social good. The majority of South Africans live below the poverty line and their main focus is survival. The philanthropic contributions that have been made have to some extent been undervalued as they become conflated with government's responsibility of solving societal problems. If all SWP's belonged to private companies, the situation would have been different and their role would be equally regarded and rewarded as lawyers or doctors.

SWP's have begun to realise this disrespect towards their profession and decided to either give their skills to countries that will acknowledge them and give them the necessary tools to keep up with the demands of society or they have changed careers and pursued more lucrative careers that acknowledge their contribution (DSD: Shortage of Social Workers, 2009). In response, the government through the DSD has declared social work a scarce skill in South Africa and is now prepared to act on all the complaints they have been receiving for some time.

The DSD has allocated hundreds of millions of Rands for the upgrading the education and training of SWP's to incentivise them. While government has blamed academia for the lack of current education for Social Workers, the important point is to draw on the opportunity being presented to apply the research results from various studies and to make the required improvements. According to donors, practicing SWP's and extensive recent research, the most essential but missing skills set is Business Administration as well as comprehensive management proficiency. SWP's do not need government to do their jobs; they need government for policy and regulation issues. If equipped, they would have a choice of deciding if they want to handle the administrative/management side of the social vocation or if they want to continue focusing on rehabilitating children in-need-of-care and solving other societal ills (Gillespie & Moon, 1995).

2.5.2.4 Entrepreneurial /Venture Philanthropy

These two vehicles work in a very similar fashion, where the only distinguishing difference is the participants. No entrepreneurial venture can succeed without a large injection of energy, ability, solid financial resources and personal skill (Handy, 2007). As a result, Entrepreneurial Philanthropists are individuals who have been extremely successful in their own right, with regard to their chosen career, have made money either in business or in their profession, and are often at their peak. Having made enough for their own needs they now use the same energy, proficiency, and financial resources to achieve things that are useful for society. Venture philanthropist are similar professionals but using someone else's resources, usually within a financial institution where they invest the organisation's money through partnering with social projects not for financial gain but for social good.

2.5.3. Financial Management for NGOs including Investments – depicting the importance of Financial Management Competencies in an NGO

Social workers and church ministers who are trained to nurture and rehabilitate abused children but not to manage people and structures currently manage children's institutions. The majority of them do not have a business background and manage the institutions on a day-to-day trial and error basis. As a result most institutions are struggling financially and largely dependent on the government subsidy and handouts, which is both inconsistent and insufficient for the institution's needs. The result is that children do not receive the prescribed rehabilitation due to the lack of funds, culminating with the management of bare necessities. In the end, this causes more harm than good. This study encourages the role of business and financial management to become more clearly defined as a core competence for every institutional leader.

In summary, training and development is required to generate business management skills and be recognized as a qualification and/or profession. The lack of Business and Financial Management skills deprives the institution of proper skills and tools to wisely manage, grow and spread the 40 per cent given by government (Firer, Jordan, Ross & Westerfield, 2001) which leaves the neighbouring community solely responsible for the institution's daily requirements. If the communities are not co-operative enough, the institution may close down and the children will be left with less support than previously.

Despite the significant differences between non-profit organisations and investor-owned profit-oriented firms, Financial Management is equally indispensable to both organisations. Both depend on the tools provided by Financial Management for efficiency and survival, but with an important difference. The non-profit organisation does not have stockholders, hence their goal is not shareholder wealth maximisation but rather to serve and be served. The inherent differences between investor-owned and non-profit organisations have profound implications for many elements of financial management, including defining the goals of the firm and how financing and capital budgeting decisions are made.

2.5.4. Impact Investment

Impact investing is a method of investing that generates financial profit while aiming to solve social or environmental problems. Social entrepreneurs team up with investment professionals and stakeholders seek to channel this capital effectively and efficiently as a powerful complement to philanthropic and government efforts to benefit the social sector. The investment environment is imperative for this sector to teach them to grow their own reserves, or even better appoint appropriate organisations that are geared to investing for social impact. Children's institutions have no source of income; they rely on grants and donations.

Carefully developed fundraising strategies could ensure a constant inflow of funds in addition to the known income which is the government subsidy. Even though insufficient, it is constant which can be a contributing factor to planning wise investments for the organisation. However, if not well invested, it leaves the institution vulnerable financially and continues to promote the "begging bowl" approach. Johnson (1983) has brilliant investment principles that could enable an institution to plan and invest the raised funds constructively, and plan ahead on how much needs to be raised to place the organisation in a strong financial position that allows for better delivery since the financial base is secure.

Baddely (2003) also contributes investment theories and analysis that could enhance the chances of an institution growing its own funds through investments, especially in developing countries. This study will explore all models of investment recommended by Baddely (2003) that are customised for non-profit organisations and modify the most suitable themes for the children's institutions in South Africa. Greene (2000) emphasizes the importance of planning, taking into account all the possible consequences, obstacles and twists of fortune that might reverse one's hard work. By planning to the end, one cannot be overwhelmed by circumstances. Instead one can gently guide fortune and help determine the future by thinking far ahead.

Kenny (2001) highlights the importance of understanding the value chain of one's own organisation and the applicable industry and guides on how to develop and measure strategy that focus energies in the right direction and lead to success. Hill (2005) draws on the lessons from the global village, especially the first world countries, and advises drawing on their strategies, and customizing them to a developing country. The first strategy an NGO needs to implement is the transformation of itself from a begging institution to a non profit making business. Drucker (1967) identifies the five practices that are essential to business effectiveness that can and must be learnt, namely: time management, choosing what to contribute to a particular organisation, knowing where and how to mobilise strength for the best effect, setting up the right priorities, and consolidating all of these with effective decision-making.

2.5.5. Marketing Management

Marketing in the non profit sector is a way to harmonize the needs and wants of the outside world with the purposes, the resources and the objectives of the institution. As previously stated, children's institutions have no source of income; they are dependent on grants from government, which makes up 40 per cent of the institution's needs. Sixty per cent of the costs thus have to be raised from willing contributors. There are many struggling NGOs in South Africa and the same institutions go to the same companies for donations. Corporate South Africa is not willing to donate funds to an unworthy cause and in any event, will have a limited corporate social investment budget. Corporates also expect a return on their investment. The return will obviously not be in monetary terms but it should reflect growth and development and be a strong advertisement for their corporate social investment contribution. Marketing a particular children's institution as a business to other businesses is an essential task that should be carefully and professionally handled.

Blythe and Zimmerman (2005) highlight a vital part of success in business marketing as the development and maintenance of customer relationships, as they assert that instead of simply looking at a series of transactions between two businesses, the successful marketer attempts to establish a long-term relationship. However, Day (2000) and Canon and Perreault (1999) are quick to point out that recent research shows that not every customer either needs or desires a long-term relationship. Therefore, an experienced marketer should be able to distinguish between all prospective and current donors whether to build short-term or long-term relationships. Doole and Lowe (2004) observe that social and cultural factors influence all aspects of marketing strategies in different parts of the world. Their publication dwells on how to customize a marketing strategy. Peter and Donnely (1997) provide an overview of the critical aspects of marketing and how to develop the end process of a marketing strategy.

2.5.5.1 Fundraising

The South African government contributes 40 per cent of every institution's needs and the institution is responsible for raising the 60 per cent shortfall. Social entrepreneurship acknowledges that begging for money to support basic needs is dehumanizing and it is thus important to find ways to integrate social needs and core business to effectively find ways of generating sustainable income for NGOs, like developing social enterprises. Fundraising is a big part of this project and currently the only viable avenue one can utilise to raise the required sixty per cent of the costs is by through encouraging donors to continue to support social needs. The publication illustrates brilliant strategies and a brief overview of what to expect from each strategy. This study will review this publication as a tool for choosing the best strategies for raising money in a consistent fashion. Research, marketing and public relations are all strong pillars that lead to successful fundraising. For a donor to be interested in one's cause, it is important to project a convincing image, what Stacks (2002) calls the management of credibility, a function that identifies and maintains mutually beneficial relationships between an organisational and the various publics on whom its success or failure depends.

Ritchie and Kinahan (1995) provides a list of valuable international funding sources such as trusts, foundations and other organisations. However, they are quick to point out that it would be a great mistake to write to everyone listed in their book for their assistance as not only will it waste valuable time and resources, it would also fail to impress potential funders. Their useful systematic guide to fundraising is meant to assist in planning and preparation, public relations and marketing, keeping in touch with one's donors, and innovative fundraising ideas (Roth & Ho, 2005).

In maintaining the theme of managing an NGO, it is imperative that the value chain of managing such an institution is properly understood (Phihlela, Pycraft & Singh, 2000). Equally important to understand are the processes that are essential for good management and governance. This study will draw on Krajewski and Ritzman's (2002) strategies and analysis of operations management and explore Dilworth's (2000) insights on how to provide good value on services through operations management.

The most important resource in any organisation is its people. Highly qualified team members are needed to act as "parents" for the children in question, as well as specialists in each of the abovementioned management areas, fundraisers, skilled psychologists to counsel the children in question and in extreme cases psychiatrists, administrators, maintenance in various forms, and volunteers from the community. To recruit the right calibre of staff, to manage and integrate all the required people into a highly skilled human resources team requires the necessary skills and leadership capacity.

2.6. TRAINING REQUISITES AND STRUCTURE

This study will recommend that the Wits Graduate school of Public and Development Management assumes the responsibility of ratifying the need to develop entrepreneurial ability and comprehensive management skills sets integrating Financial, Business and General Management into the Education and Training syllabus of Social Worker Professionals.

Since this initiative incorporates many disciplines, this study is reliant on the faculties of Education, Social Sciences, Commerce, Law and Management at the University of the Witwatersrand, specifically the Graduate School of Business, for guidance and support in defining and designing the pertinent training requisites and structure for transferring a wholly incorporated business skills set to SWP's responsible for managing NGOs.

The social sector is neither equipped to raise nor manage finances, but by default they have learnt how to solicit funding support to provide basic needs for their institutions. SWP's do not earn enough to sustain themselves, let alone to finance post-graduate education. If the childcare sector is not subsidized, the proposed intervention will not be possible. This study intends to suggest feasible alternatives and the government through the DSD, academic institutions and the private sector should join forces to support the custodians of our communities by jointly financing SWP post-graduate education.

Since ninety eight per cent of existing SWP's have a four year degree or diploma in Social Work already and the remainder have spent 3 to 4 decades in the profession and should be assessed on their wealth of experience in the vocation, there is no need to consider undergraduate studies. A year in advance, the institutions themselves could submit a business plan to the government tabling all their future needs for the forthcoming planning cycle. Based on the number of children in that institution, the government pays R1 600 per child, which normally covers approximately thirty per cent of the institution's needs per child, with the balance having to be raised by the SWP's themselves.

This study intends to empower SWP's to take on an entrepreneurial method of managing institutions as a revenue generating structure to cover the 60 per cent shortfall and invest it wisely to grow their funds. This study will propose that the National Qualifications Framework should be approached to formalize business studies as a requirement for SWP's and/or the management of NGOs.

The Department of Social Development is prepared to formalize this qualification as a prerequisite for managing institutions that accommodate children in-need-of-care and other NGOs (Dr Skweyiya, Personal Communication, 27th November 2007). The study will also propose that funding to subsidize the business studies must come from government, academic institutions and business to encourage the sector to acquire the necessary skills without any barriers to be overcome.

2.7. CONCLUSION TO LITERATURE REVIEW

This study has identified the proficiency gap among SWP's in performing their responsibilities in the NGO and NPO sectors. This gap is precipitated by the increasing requirements imposed on the SWP profession by the economic demands of financing and managing NGOs/NPOs as self-sustaining organisations. Furthermore, the study examined current development discourse to identify the best methods to bridge the skills deficits. Extensive literature review points to Social Entrepreneurship as a useful concept to ease the social sector into an enterprise-based model and to build management structures to create social value. Social Entrepreneurship is a somewhat recent concept in academic circles, which entails an extensive range of activities.

Defining the concept has proven to be a difficult task but a few elements are consistent in every scholar's definition: the fact that it targets the needs of the base of the pyramid which is the poorest socio-economic and marginalized groups; the innovative character of the initiative; the fearless penchant to provide social solutions; and the integration of skill, resources and ability by business, government and the non profit sector to develop solutions that target explicit benefits toward social development. This study relied on the all-encompassing and inclusive definition because of the way it captured the core purpose of this study:

> *Social Entrepreneurship is the innovative use of resource combinations within or across the non profit, business, and public sectors, to pursue opportunities*

aiming at the creation of organisations and/or practices that yield social transformation and sustain social benefits.

Three important elements emerge from the above definition: *innovation, social value creation* and *sustenance*. Innovation is central in entrepreneurship according to the Schumpeter model of entrepreneurship as well as various other scholars. Entrepreneurs are constantly seeking new and advanced ways to solve problems. South Africa, as with many other developing countries worldwide, has a struggling social sector, which is still reliant on government subsidy and donations to survive. The custodians' role has grown far beyond its original skills base and now demands entrepreneurial and management skills, in addition to accountability.

The oversight in capacitating SWP's to effectively address this need has left a skills gap that has caused damage to the social sector. This study has identified this gap as that of management grooming and entrepreneurial skills base to create sustainable social value. Whilst all reviewed literature articulates a promising roadmap dominated by social entrepreneurship, there is still a wide gap in terms of further review needed to customize the solutions to South African needs.

A country that dedicates a meaningful portion of its resources to research and development simultaneously experiences a high level of economic growth. South Africa is no different, and to identify precise and workable solutions to this study's phenomenon, it has to hone in on more social entrepreneurship and management research and customize its findings to its specific needs. Social entrepreneurs differ from business entrepreneurs as they dedicate themselves to create sustainable social value, hence, profit may not be their ultimate motive. Social entrepreneurship has the potential to rapidly improve lives and contribute to sustainable growth in developing countries, including South Africa.

However, it is just an instrument and without proper structured management integration and specific goal setting, it could not achieve much. There is sufficient

information available regarding comprehensive management proficiency that has assisted in defining competencies required for managing institutions for children in-need-of-care. More information has emerged since 2003 that highlights the need for and the benefits in exploring entrepreneurial aptitude as an innovative tool to address social challenges. This study also acknowledges the various philanthropic inventions that can be adapted to serve this study and the social sector.

Social Entrepreneurs worldwide have taken the initiative of contributing their time, skill, wealth, ability and other resources to address social deficits by starting self-sustaining social enterprises, in addition to matching social needs to existing businesses as their social responsibility. Honing in on entrepreneurial enskilling will empower the incumbents to scale up existing social enterprises instead of reinvention. The nature of NGOs does not necessarily require the same rigorous accounting and financial management principles that the business world expects, but rather seeks to integrate fundamentals of management that are relevant to the management of the child-care sector today. Entrepreneurship attempts to address root causes of social issues to generate a lasting impact and promote co-operation between the different sectors of the society.

This study has established that there is an adequate entrepreneurial skills base in different sectors of the economy, assimilated with customized management training to decipher data and incorporate as relevant information to empower SWP's. Furthermore, the general population has encouraged and pioneered collaboration between core business, government departments and social initiatives for the benefit of the community. This study intends to carefully compile invaluable concepts from reviewed literature, various scholars, practicing general managers, social entrepreneurs and academics, in order to motivate for the basis of developing entrepreneurship and management for customized education and training for the social vocation.

This study is satisfied that there is adequate literature to support this developmental need, and furthermore to consolidate written information and the experiences from practicing social entrepreneurs, scholars and mainstream business people from all sectors of the economy. This corpus of information will benefit skills development in enterprise for social value and the establishment of management education and training tailored for the social vocation. this study acknowledges that the presented gap in all literature reviewed has indicated a further need for additional literature, performing further research and identifying new ideas that reinforce management and social entrepreneurship customized for creating social value as viable tools in promoting the work of SWP's.

CHAPTER THREE

RESEARCH AND METHODOLOGY

3.1. INTRODUCTION

Knowledge creation and research activity characterizes the epistemology of an extensive range of studies that investigate the nature of the being and things that influence it (Marshall, 1994). This study investigates methods of empowering SWP's and the NGO sector with proficiency to enable them to manage their organisations in a sustainable fashion without impeding the social welfare policy. The researcher started the study as an exercise to design and customise a comprehensive commercial curriculum to bridge the skills gaps in the role of an SWP and in the NGO sector. The researcher designed a questionnaire to ascertain what business topics would be relevant as aspects of the curriculum. The population used was practicing SWP's, non-practicing SWP's that had left the profession because of frustration, and the donor community.

The responses highlighted deeper concerns that rendered the researcher's anticipated intervention premature. The proposed resolution of curriculum development was pitched at a periphery level and thus would not address the existing problems. The deterioration of the sector was profound and needed a solution that would effect a mainstream paradigm shift at a core level. The responses also highlighted that the researcher did not really understand the full role of an SWP, the Social Welfare Policy that governs SWP's and NGOs, their objectives, their needs, and the whole value chain. Further research was thus necessary to address the real needs before designing any curriculum. As a result, the researcher needed a different approach, and a set of research tools to probe, collect, analyze and decipher information during the research to arrive at useful and precise outcomes that would address the existent problems more accurately.

After careful consideration, the researcher diverted all efforts to understanding the history of SWP's and NGOs, understanding policy frameworks governing SWP's and the NGO sector, investigating concepts that would counterbalance the prevailing socio-economic environment whilst empowering SWP's to effectively fulfil their mandate, and lastly to facilitate possible answers that would enhance the research-validated body of knowledge in the social sector and the human ability to apply it (Neuman, 2006). Addressing this new challenge was a task that needed the integration of various research tools and a varied set of stakeholders. The method used to gather, scrutinize and discharge the information was imperative to the truthful conclusions of the research. It should be noted that the disclosure of informants is as a result of permission and acceptance from the informants. Some respondents and most of the senior government officials requested to remain anonymous.

3.2. RESEARCH APPROACH

An investigation, is a research-validated and systematic process of collecting, analyzing and interpreting data from relevant stakeholders to source answers in order to enhance the understanding of the phenomenon about which one is concerned, that hopefully leads to a thoughtful resolution (Leedy & Ormrod, 2005; Denzin & Lincoln, 2003, 2005). This investigation was concerned with two different types of enquiry, an understanding of the history of SWP's spanning two political dispensations, and a deeper analysis of an academic concept.

The stakeholders relevant to maximise valuable input to this research were wide-ranging. Hence the researcher was indisposed to conduct one study as there was a concern that significant information from noteworthy sources will be neglected, lost and/or diluted. Thus, the crux of the problem would not be thoroughly explored, which in turn would result in a weak solution. To navigate through every aspect of the problem the researcher decided to split the study into two phases, a first phase and a main phase.

- The first phase was an exploratory study which utilised the varied stakeholders as the population to comprehensively understand the history of the sector, the role of an SWP, assess the presented problems, understand policy frameworks, their function and effect on the role of an SWP; and
- The main phase which was a deeper enquiry focused on one category of academic specialists as the population to examine the suggested solution, unpack it and align it with the social welfare policy governing SWP's, NGOs and the South African socio-economic environment. The process was designed to validate the findings of the first phase at a scholarly level.

Two foremost questions that researchers are presented with before engaging with their field of study, according to Johnson (1995), are: How do you know what you know? *This question was answered by the results of the first phase of the study*; and How does your new knowledge of the investigated discernible facts contribute insight to answer the unknown? *The main phase of the study concentrated on investigating the proposed solution in detail and assessing its suitability to the South African social sector*. The initial study was projected to understand the history of the role of an SWP in South Africa.

Starting by diagnosing the current financial position of NGOs, assess the current situation of the NGO sector and where they needed to go with regard to earning income by establishing all current and applicable sources of income for NGOs in South Africa, including the current methods used to solicit funding from all donors. The researcher needed to establish who manages that funding and how, where the money is spent, on what, and how soon it is spent after acquiring it. Finally it was necessary to establish the basis of integrating social needs with business imperatives as an ideal position or viable method of earning income in a sustainable fashion. During the first phase of the study the researcher also conducted an in-depth investigation on the best vehicle and route map to use to travel from the starting point to the intended destination.

The researcher deemed it necessary to extend the study to other developing countries, specifically India, China, Russia, Argentina, Chile and Brazil with the same questionnaire to compare the results and evaluate if there is scope for the South African NGO sector to learn from well-run institutions worldwide or if other developing countries have experienced the same problems and may be able to suggest solutions that South Africa could learn from. In an attempt to preserve the support that SWP's continue to provide to the communities, the researcher invited all stakeholders to contribute towards identifying tools that will strengthen their viability and existence. Accordingly, this section discusses the identified research methods and techniques that aimed to address all the questions reliably. After careful consideration of the task at hand, the researcher decided to utilize qualitative research methodology and its techniques to scrutinize possible solutions in order to arrive at accurate conclusions, highlight the relevance of research outcomes, and emphasize their authenticity, validity and reliability (Leedy & Ormrod, 2005).

3.2.1. Qualitative Research and Methodology

The foundation of qualitative research is to seek meaning that is socially constructed by individuals in interaction with their world. As such, this search has enabled the research question to probe the various aspects of the investigation, and to presnt outcomes that achieve the purpose of the study. Conversely, quantitative research methodology, which is largely viewed as the method *par excellence* of science in research, Marshall (1994), largely controls and restrains the relationship between the variables being researched as well as restricting the character of the data only to that which can be quantified (Henning, Smit & Van Rensburg, 2004). Given the chosen area of study that this research pursued, quantitative methodologies were not deemed the best technique to enable this research to investigate the basis of identifying and developing the most appropriate and necessary tools to bridge the skills gap in the social sector, as it would have reached substantively different conclusions. On balance, various scholars concur that the nature of the research problem mainly influences the methodology chosen for a particular research study (Leedy, 1997; O'Leary, 2005; Johnson, 1976).

3.2.2. Advantages and Disadvantages of Qualitative Methodology

This section briefly discusses the advantages and disadvantages of using qualitative methodology in research. The points mentioned below highlight the many benefits that the qualitative research methodology process, the collected data and data analysis has offered the study.

3.2.2.1 Advantages

- Qualitative methodology ensures that this research gains access to the many understandings, essences and distillations of the social-political-economic life through the lived experiences of those forming part of the research process, it gives a fuller picture.
- Qualitative research results in data's thick description (Henning, *et al.* 2004). Thick data descriptions are coherent, offer more than facts as the case would be with quantitative research, and interpret information based on the combination of empirical data and contextual theories.
- Interpretation of qualitative data can be advanced from the level of *understanding* to explanation (Gummerson, 1991) which allows for clarity through the process. Henning, *et al.* (2004) put this schematically by saying "description is incomplete if there is not some understanding of the social issues that have been researched and some insight into the life world of the research participants, whose conceptual richness should also be captured – in their *accounts* of their *lived experience.*
- Lastly, this research's reliance on qualitative methodology enables it to feed into various policy-making processes from a qualitatively data-thorough framework in the sense that it theoretically differentiates contexts, gives attention to specific and influential arrangements, advances knowledge on the area of study, and gives a universal account of the phenomena.
- As mentioned above, in the context of the proposed topic, qualitative research methodology *has the potential* to expose power relationships that have prevailed in the NGO sector; and would also highlight factors and the effect it has had on SWP's.

3.2.2.2 Disadvantages

It is important to note the arguments for *research-validated objectivity* that abound in all research. Specifically, these arguments pose a challenge to qualitative research when demanding of it to make sense of factual knowledge and normative knowledge. In other words, qualitative methods are thought of as simplifying the truth in facts. According to Johnson (1976) factual knowledge is the *what is* of the way things really are, comprising empirically observable matters, the natural causes of things and may not be interpreted. These must only be represented in their factual state without being interfered with by the human factor. On the other hand, normative knowledge is knowledge of *what should be* of ultimate purpose.

As factual knowledge is expected to be depicted and transcribed in a particular untainted manner, it therefore is only acceptable when it fits with certain norms. Consequently, qualitative research methodology is generally considered unresearch-validated because of its subject-intimate approach to a phenomenon, notwithstanding that Denzin and Lincoln (2005) assert that all research is research-validated, irrespective of the method chosen.

- Qualitative methodology may lead to the danger of misinterpretation (Tisdell, 2002) especially in instances where the researcher is studying an unfamiliar subject. Nonetheless, it is recommended that heightened alertness should be applied during the research process and in the relationships formed between the researcher and the research participants.
- Qualitative research assumes that the researcher will establish easy access into the intended communities (case studies) and thereby maintain a responsive yet unbiased and non-intrusive rapport with the research participants.

3.3 DATA COLLECTION

Data is an anthology of facts or items of information that collectively enlighten the interested party. It is imperative to collect relevant data as the wrong information could distort the results of the study. There are three major sources of data for a qualitative research study, namely, interviews, observations, past and current documentation (Merriam, 2002). Furthermore, the data collection strategy used is determined by the main question that the study is trying to address. Whilst it is possible to use only one method of data collection to gather all necessary information in a study, this study has benefited from a deeper enquiry that resulted from the combination of all of the aforementioned resources. In line with the research streams identified for this study, the researcher selected to split the data collection into two sections.

Firstly, a methodical but wide-ranging preliminary investigation during the first phase would build a solid foundation designed to inform the main study. The first phase used three techniques as this segment of the investigation was very congested. The researcher used documentary analysis as a method of gathering historical data; the archives of various NGOs were sourced, using minutes of past meetings, recorded conversations, internal dialogues and reports, speech discussions, conceptual papers and notes from strategy sessions.

Participant observations were used to experience the problems first-hand including the intricate ones that SWP's were either struggling with or reluctant to articulate. In addition, it must be noted that racial divisions are still prevalent in South Africa especially in this sector but SWP's do not appear keen to raise those concerns. An avenue of ethnography was necessary for this part of data collecting to understand the different cultures at play and objectively determine the present facts. In-depth interviews were conducted to augment collected data, correct any misconceptions and to bridge the gaps between all the sources of information. In view of the above, the researcher continuously used multiple methods during the first phase to enhance the validity of this study's findings.

Secondly, a focused core investigation was conducted that delves into the proposed unit of analysis using different specialised role-players to ensure accuracy. The data collection for the main study was through academic subject matter experts brainstorming in focus groups. Social Entrepreneurship is a new concept in academic circles, and as such literature is still very thin globally. Drawing its secondary data from published literature that is relevant to the phenomenon of this study and feasible to answer the research questions posed (Tarling, 2006, p. 122) proved to be insufficient and needed reinforcement.

The researcher approached all the available authors through their contact details on their published papers, journal articles and books and/or through the editors of those books. A standard letter was sent to all of them, thanking them for the material they are circulating but highlighting that primary data collected in South Africa is not congruent with the solutions they were suggesting in theory. They were then invited to avail themselves for focus groups to examine their theories in view of existing conflicting data. During interviews for the first study, supplementary instruments such as adding new questions to an interview protocol and/or questions to a questionnaire were used (Neuman, 2006).

This adjustment allowed the researcher to probe emergent themes that were originally not questioned but were exposed by different cultures and practices from other countries that were considered beneficial to the study. The unexpected information that emanated from first interviews allowed the researcher to take advantage of special opportunities which arose in given situations to enhance resultant theory (Eisenhardt, 1989). The following guidelines were carefully observed to authenticate the process of data collecting:

- All data instruments were carefully scrutinized, tested and first ed before conducting the actual interviews.
- Questionnaires with clear instructions and supplementary documentation were sent to the respondents in good time to allow them sufficient preparation. In addition the researcher checked with the prospective respondents if they had received the questionnaires in advance.
- The researcher ensured that data is of high quality and is fit for the purpose of achieving the objectives of this study and accurately addressing the questions.

Lastly, the researcher took great care in identifying and understanding the role-players that were crucial to providing accurate and quality supplementary primary data during the focus group discussions, including describing the perceived problems and drawing solutions from practicing entrepreneurs (Badenhorst, 2007). The stakeholders were consulted and involved throughout this process to encourage substantive contributions of specific knowledge and insights about their current role and their specific needs to improve it. This step helped the researcher to monitor the quality of the fieldwork, gain first-hand experience of the strengths and limitations of the methodology and of the data collected.

3.3.1 Population

Population is a large pool from which a researcher draws a sample and to which results from a sample are generalised. This study is split into two sections and used different populations for each part of the research. For the first phase the researcher carefully considered stakeholders from all sectors of the economy that are affected by the subject of this investigation, namely, practicing SWP's, Social Entrepreneurs, academics and the entire donor community as its population. The target population for the entire study is discussed as individual stakeholders in detail below. The second phase of the study investigated a specialised field which is this study's unit of analysis, thus the target population was restricted to academic scholars specialising in Policy Frameworks, Social Work, Management, and Social Entrepreneurship.

Leedy (1997) insists that the researcher must choose from the average population a reasonable sample that is supportable by logic. The researcher carefully considered relevant stakeholders to ensure accurate feedback. The chosen methods and techniques were aimed at allowing the researcher to spend an extended period on site and interact regularly with the people who are being studied in addition to gaining sufficient exposure to the programme studied, using a different lens from the narrators (Leedy & Ormrod, 2005).

- Directors currently managing NGOs gave their perspectives and experiences of their daily struggles and their ideas on what exactly would change their situation for the better as well as what they are willing to do to change their environment to enhance their profession and preserve their institutions.

- Volunteers ranging from homemakers, church ministers, educators, medical doctors and local community members all have a contribution to make, as they have worked in these institutions for years and through their varied training disciplines, they have observed and continue to observe different aspects and changes within the organisations. The volunteers' invaluable involvement could not be ignored by this study, and their experience and their frustrations within the institutions added value from various perspectives, hence the importance of qualitative versus quantitative approach.

- Academics specializing in all disciplines affecting entrepreneurial learning, such as Entrepreneurship, Business Administration, Financial Management, Comprehensive Management and Policy Frameworks were engaged to bring the academic and theoretical perspectives to the fore. Academics ensured that the whole process from identifying the problem to making recommendations for the solution remain research-validated and factual.

- These professionals moreover devised structures to integrate management and entrepreneurship to customize the imperative pillars for entrepreneurship in the social vocation; Practicing Business, Finance and General Management professionals and managers for both not-for-profit and profit-making organisations. They conveyed diverse perspectives since they operate differently given their different objectives. South African scholars focusing on Entrepreneurship, specifically Social Entrepreneurship, participated on both the first and the second phases of the study.

- International scholars who specialise in Management of Non Profit Organisations, Social Work, Policy Frameworks, social enterprises, and social entrepreneurship contributed an unbiased international perspective to the study through Focus groups.

- Donor community (foundations, philanthropists, international donor agencies, private and public corporate organisations and individuals) gave an emotional and factual account of how they observe the NGO sector and their needs. They raised the first alarm as they felt that their monies were not utilized effectively by NGOs, to an extent that most assert that the funds they donate do not reach the intended recipients.

- Finally, and perhaps most importantly, practicing South African Social Entrepreneurs were interviewed who had started their social enterprises with no resources but just determination and innovative ideas, as well as those who are seasoned in entrepreneurial expertise and have accumulated sufficient resources to dedicate their time to transform social activity to create social value. This group participated in both the first and the main studies.

3.3.2 Sampling, Frame and Size

A sample is a smaller group of the same from a larger population that a researcher chooses from to study and produce accurate generalisations about the larger group. The primary goal in sampling is yielding high representative samples that can clarify and deepen understanding (Neuman, 2006). For the purpose of this staggered investigation, initially, reputational sampling was used for both studies. The first phase of the study sought to isolate the main problems in the social sector and needed input from varied respondents from as wide afield as possible.

Reputational sampling was essential for the first study as the researcher began with a target population in South Africa and snowballed through referrals. Based on the existing social capital, the researcher took advantage of international relationships to identify other pertinent groups that could shed more light on the quandary internally and compare the extent of the deficiencies with similar cases from outside the borders of South Africa. Furthermore, sequential, deviant and theoretical sampling was used for the main study since the unit of analysis is a new concept and needs a deeper assessment (Leedy, 1997; Marshall, 1994; Neuman, 2006).

The second phase of the study focused on every aspect of Social Entrepreneurship which is a fairly new concept in academic fields worldwide so there are a few known specialists. Accordingly, reputational sampling was very useful since the researcher relied on referrals to reach a wider pool of respondents. Consequently, the main study combined a few sampling methods that complemented each other, namely sequential sampling which tries to collect as much information as possible until there is no more new information. Then, deviant sampling that differs from the dominant pattern by introducing peculiar instances that are not representative of the whole to assist with deeper learning, and lastly theoretical sampling that focuses on new insights, especially from scholars who have taken a keen interest in Social Entrepreneurship as a new concept with evolving discourse.

Choosing a sample within SWP's presented a challenge as the majority insisted on participating in the research. Since the social sector is so heavily regulated in South Africa all qualified SWP's, whether in private or public practice, are registered through the South African Council for Social Service Professions (SACSSP), hence the sampling frame is absolute and accurate. The population affected by this study was moderately large so as to satisfy the requirement of selecting an acceptable sample size from the general population; the study needed to choose the best sample that equates to approximately ten per cent of the total population (Leedy, 1997; O'Leary, 2005). This was possible in others sectors of the economy but with SWP's they all insisted on being involved (Personal Communication: Miller, A: Director General, Ministry of Social Development; Theron, A.: Chief Director, Welfare Services Transformation), thus SWP's were grouped according to their responses and each group was counted as one respondent.

3.4 RESEARCH DESIGN FOR BOTH PHASES

3.4.1 The First Phase

The first phase of the study was a preliminary investigation designed to establish the history of the role of an SWP in South Africa, management of NGOs, determine the existing sources of income for NGOs in South Africa, how the funds are spent and accounted for, and evaluating the flaws in the existing methods of soliciting and managing funds that has depressed the NGO sector. This information would enable the researcher to feed relevant information into the main study as a foundation of its claims and further research. The questionnaire was designed to elicit varied participation from various professionals. Including but not limited to practicing SWP's, entrepreneurs, practicing financial managers and academics, the donor community (foundations, philanthropists, international donor agencies, private and public corporate organisations and individuals), and government also formed an integral part of stakeholders who are the main source of income for the NGO sector.

The researcher deliberately excluded Social Entrepreneurs from the first study to avoid distorting the results of the first study. Participating Entrepreneurs and Philanthropists were keen to be involved in both the phases of the study to ensure some degree of continuity. The first phase of the study thus explored four methods and techniques from qualitative research methodology to achieve its objectives and answer the first study's research questions. Documentary analysis was used as a method of gathering historical data. The researcher used minutes of past meetings, recorded conversations, internal dialogues and reports, speech discussions, conceptual papers and notes from strategy sessions.

In-depth semi-structured interviews and observation were used as a supporting method to address gaps in information that may have been overlooked were it not for the human element to augment all gathered primary data, support the main methods and to clearly understand the reason for the considered transformations. Ethnography was used to understand the differences inherent in a multicultural country like South Africa. Since the knowledge of the individual and collective experiences provided a holistic understanding of action and interaction, the study deemed it necessary to use only small elements of ethnography to assist in separating the cultures of the selected population to ensure accurate assessments.

Finally, a new methodological technique was developed for this study as the collected primary data which included documentary analysis spanning two political dispensations produced much enlightening information. Participant observations generated a new set of sub-problems that were not initially considered. The stakeholders who responded were numerous and produced various human elements that bridged the unspoken feedback, but expanded the data enormously. The researcher had no direction on how to consolidate the data and make sense of it for the next phase of the study.

In view of the specialisation of each focus group appointed for the main phase of the study, the researcher decided to isolate each problem that emanated from the responses and grouped the various responses according to the stakeholders who raised them. With all aspects of the same problem cased together, more information was emerging through understanding the dynamics present within the single settings, since they had been studied over a long period.

The data started to make better sense, even highlighting the progression that happened over time in each problem and the effect it has had on the role of SWP's. The researcher had inadvertently used case study techniques in a reverse method, as a tool to consolidate and analyse data instead of data collecting. Furthermore, adding real-life experiences that were related to the data produced five different case studies as the foundation of discussion for each focus group in the main phase.

Each technique is discussed in Table 2 below as well as the rationale for choosing it as a useful tool to probe the first study.

Table 1: Qualitative Research Methodological Matrix

Method	Purpose	Type of data
Documentary analysis	▪ As a method of gathering historical data from Government, NGOs and other organisations managed by SWP's ▪ Understanding Social Welfare Policies ▪ Cross-referencing past and successful current recorded history with assertions derived from the interviews, and vice versa (meetings' proceedings, correspondence, etc.) ▪ Identify the specific characteristics of a body of material.	▪ Minutes of past meetings, recorded conversations, internal dialogues and reports, speech discussions, conceptual papers and notes from strategy sessions and archives. ▪ All legislation governing SWP's and NGOs ▪ Coding of materials from Literature with rich theory and experiences of all aspects of management from around the world ▪ Management in NGOs from developed countries including budgeting, planning and service deliver-related documentation ▪ Contributions from SWP's that have been ignored to date.
In-depth semi-structured interviews and observations	▪ Social scientists are observers of both human activities and the actual physical settings in which such activities take place to obtain uninterrupted expressions ▪ Interviews obtained participants' sentiments, thoughts, experiences, views, etc. regarding management in NGOs to augment documentary analysis ▪ To observe with a different eye and comprehension to further understand information read, analysed and contributed during interviews.	▪ Spending months in NGOs observing how SWP's operate and interact with various organs of state; ▪ Voice data comprising views, experiences, etc. on managing children's institutions and on rehabilitating children in question; ▪ Voice data relating to all aspects of management as a skill ▪ Observation of topic-related occurrences.

Ethnography	▪ To understand the difference in the multi cultures comprised in our rainbow nation in South Africa; ▪ In separating the cultures of the chosen population to ensure accurate assessments. ▪ To understand how behaviours reflect the culture of a group.	▪ Participant Observation ▪ Structured and/or unstructured; interviews with informants ▪ Document collection
Case study	▪ In this research case study approach was used purely to consolidate analysed data and group it according to problems raised ▪ To understand one person and/or situation in great depth ▪ To isolate the area that the study is researching ▪ To define the participatory processes that the research is interested in.	▪ Collected and analysed data ▪ Observations ▪ Interviews ▪ Appropriate written documents and/or audiovisual material Imperative for categorization and interpretation of data in terms of common themes.

Source: Leedy and Ormrod (2005)

3.4.1.1 Rationale for using the Case Study Approach

The Case Study is an intensive description and analysis of a phenomenon (Merriam, 2002; Yin, 2003). A case study is also a research strategy which focuses on understanding the dynamics present within single settings. It optimizes understanding by pursuing scholarly research questions and gains credibility by thoroughly triangulating the multiple descriptions and interpretations continuously, throughout the period of the study, (Stake, 1995). In a case study a particular individual, an individual program or event is studied in considerable depth for a defined period, and is useful to highlight changes that happen over time and their effect, (Leedy & Ormrod, 2005).

This study investigated the administration of South African NGOs in great depth, its history and the role of SWP's who manage NGOs, to ascertain how their organisations can be empowered with skills sets to sustain themselves using other research techniques. For almost any audience, to heighten the understanding of the particular case requires meticulous attention to its activities which would be enabled by the benefits of a bounded and integrated system that are characterised by a case study (Stake, 1995; Merriam, 2002; Yin, 2003). According to Stake (1995), it is better if one studies more than one programme/event of a similar nature to compare conclusions and their influence, as different perspectives lead to different insights, especially since case studies are an amalgamation of archives, interviews, questionnaires and observations.

With the number of different problems that were emerging, the researcher decided to group similar problems and code them accordingly. In this respect, Merriam (2002) concurs that a case study is a single entity that can be extended to other developing countries for comparison and Yin (2003) adds that a case study can be further extended. For instance, one could extend a study to developed countries for learning, while still pursuing the same dual unit of analysis of eventual entrepreneurship in the NGO sector, or a unit around one particular programme for which there are boundaries.

Taking the above as a guide to the definition of a case study, this study looked into the unique historical development and management of institutions so that these may help establish a foundation of understanding the existing lack of enterprise in the NGO sector and explain respective practices, frameworks, participation and outcomes. The researcher elected to apply the case study principles differently. After analysing all collected data using different techniques, the findings were still obscured within a mass of information. Whilst clear and understandable to the researcher after three and a half years involvement, they were not clear to the reader. During data analysis there were different kinds of smaller problems obscured behind other problems.

To elucidate the findings the researcher decided to group all similar problems and case each analysed problem as an individual case study to crystallise nuances that were otherwise hidden, in conjunction with the suggested elucidation. This resulted in five case studies that articulated five different problems experienced by SWP's in the South African NGO sector. In addition, from the collected and analysed data, each cased problem had a recommended solution from the respondents which so happened to be an aspect of Social Entrepreneurship. The integration of all five cased problems and suggested solutions provided a solid foundation as base information for the main study which was designed to hone into every aspect of Social Entrepreneurship to assess the suitability of the concept as a comprehensive solution in order to catalyse the South African SWP's' education and training.

Whilst applied in a non-conventional sense, case study techniques proved to be a valuable tool to cluster and consolidate analysed data into case studies designed for information only. There are different types of NGOs in South Africa, which, whilst they have slightly varied duties and cultures, their purpose and mission is the same, namely rehabilitating the most vulnerable parts of society. Some use varied and unresearch-validated methods to solicit donations and to manage their funding as they have no defined structures. These linkages correspond with the requirement for respective institutions being regarded as cases suitable for studying. Furthermore, the researcher noted that the lack of entrepreneurship in the majority of South African NGOs is homogeneous and therefore decided to extend the study outside the borders of South Africa to solicit a different view.

As such, the researcher considered formulating a case study which represented learnings from other countries to inform this study. Consequently, a sixth case study emerged from an impeccably managed NGO in Chile that originally had similar problems to its South African counterparts, and had benefited from applying an integration of aspects from the concept of Social Entrepreneurship. Through case studies, the researcher managed to examine both the factors and actors internal to the process, while looking at the external contributing ones as well. The case study approach further enabled the researcher to apply multiple data collection techniques and allowed for any number of qualitative strategies to be combined with casing for best results (Merriam, 2002).

It was expected that research results that would be generated out of this process would have the potential to contain in them some generalisable implications, especially for policy purposes, that can be applied to any segment of the group. The findings of this study are suggested as generisable to other public sector roles since all may benefit from customised management and enterprising. The proposed case studies fell within small-scale, in-depth studies that allowed for findings transferability, which highlighted that lessons learnt might be applicable in alternative settings (O'Leary, 2005). The historical and current experiences in NGOs share a number of social and political economic qualities with most communities worldwide and these phenomena upheld the transferability of their findings and conclusions. The case study method was productively used for the first phase of the study and produced six mini case studies to be scrutinised by the main study. Furthermore, a new technique emerged that applies case study methods in a different manner.

3.4.1.2 Rationale for using Documentary Analysis

Documentary analysis is a detailed and systematic examination of the contents of a particular body of material, specifically, internal documents and unpublished in-house information for identifying patterns, themes and/or biases to capture the essence of what happened in the past (Merriam, 2002; Leedy & Ormrod, 2005). It is an excellent data collection method in the absence of interviews as the people who managed in the past might not be available to tell the story. Through documents from the past it emerged that Social Welfare Policy was playing a significant role in the problems

experienced by SWP's so it was imperative to carefully read through every aspect of legislation that governs both SWP's and NGOs. Furthermore, in section two of this study the researcher read the relevant corpus of literature in order to provide theoretical road signs in the broader area of NGOs, and the role of SWP's globally. Entrepreneurship, comprehensive management and other recorded information were coded in terms of predetermined and precisely defined characteristics. The intention was to also source historical data mainly relating to non profit organisations in the social sector in South Africa and management thereof. Their competency themes, Social Entrepreneurial initiatives, and then cross-reference current recorded history with assertions derived from interviews, and vice versa (O'Leary, 2005; Leedy & Ormrod, 2005).

This data gathering technique enabled the research to gain access to substantive recorded evidence that emanated from past events. Evidence gathered through this technique was augmented by in-depth interviews and observations to eliminate any discrepancies and provided insightful details into unrecorded occurrences, utterances, emotions, and similar, surrounding the recorded facts in various literature. Furthermore, this research used past reports and available correspondence between black and white social workers and the previous government, engagements between communities and the NGO institutions. Black SWP's managing NGOs claim that they have always been treated differently from white SWP's since the apartheid era. Documented evidence enabled this study to also track historical occurrences of apartheid struggles within communities in the past.

3.4.1.3 Rationale for using Ethnography

Ethnography is useful in gaining insight into the complexities of a particular intact culture and executing the art of describing it (McCurdy & Spradley, 1972). The annotations are similar to the case study; however the researcher evaluates the entire group in its natural setting, specifically a group that shares a common culture, instead of an individual (Leedy & Ormrod, 2005). Various minority and/or subjugated groups in the global village are concerned that educational researchers have been slow in acknowledging the importance of culture and cultural differences as key components in successful research practice and understanding (Bishop, 1998).

As a result, key research issues of power relations and accountability continue to be addressed in terms of the researcher's own agenda, version of the truth, concerns and interests. NGOs tend to differ in culture depending on the background of the head of the institution. South Africa has an official population of 48.7 million people, 92% of which are black as defined by Black Economic Empowerment legislation. Black people remain the poorest group in the country and comprises the greater majority of the vulnerable population in institutions. These institutions have been conditioned to accept and live with extreme poverty, oblivious to resources currently available to improve their circumstances. They have been reduced to accepting handouts from government and the private sector. Historically, the black population was deliberately deprived of adequate education.

They had Bantu education imposed on them, a system which was designed to produce servants for the white populace. It is imperative to comprehend the background of apartheid and the different cultures in South Africa to fully appreciate the constrictions the black SWP's faced for decades and to appreciate the urgent need to rectify the resultant shortcomings. Eighteen years after the democratic dispensation, poverty has worsened for black people, and the remnants of South Africa's apartheid system are still prevalent. The black community suffered the most and as a result, their responses regarding experiences are very different between black and white respondents, irrespective of the fact that they are in the same profession.

This study accentuated educational gaps inadvertently imposed on the NGO sector that have in turn prolonged dependence and caused significant harm to a vulnerable population in South Africa. This oversight in addition impacted negatively on the professional dignity of SWP's and undermined their self-confidence since they could not perform roles they were trained for but instead they found themselves immersed in roles they had no idea how to execute optimally. The government historically exacerbated the problem by depriving them of equitable resources to their white counterparts in terms of education, accommodation, subsidy and remuneration. Hence, culture and background play a fundamental role in this study, and influence the ethnography technique to highlight the cultural sentiment and the conflicting experiences from respondents of different cultures.

The inherent question now would be why NGOs are still in the same position of dependence and helplessness they were in for the last ten decades despite the various resources widely available today, such as advancements in education and economic prosperity (Bishop, 1998). The study recommended drawing attention to alternative methods of self-empowerment for SWP's, mainly aligning it to modern education, since education is the only reliable tool that can demonstrably promote self-enablement in the social vocation (Oliva, 2005). The majority of black practicing social workers are a product of Bantu education and the apartheid system, which means they have inferior education and lack proficiency tools. Black SWP's feel that the government did not develop them despite numerous requests for further education and training, but instead created dependence and impacted on personal dignity since they were compelled to fundraise themselves to support the people in their care.

As a result, Black SWP's recall painful experiences of struggling with rehabilitating people in need of help in a context of limited resources that often did not meet even basic needs. In the past black SWP's received only half the subsidy and other resources as aid than their white counterparts who had fewer responsibilities. Another cultural significance to note is that there is a distinct difference between a poor person and a person that is broke. The poor resent a handout as it undermines one's ability to think and provide for themselves. In fact it confirms to them that they do not at that point have that ability. It fosters hatred as the painful insult is that they are hungry and have no option but are forced to reduce themselves to accepting that abuse, which only creates dependence.

They feel that the government and the powers that be hide behind the handouts so they do not acknowledge their part in the injustice of depriving them of education and tools to enable them to fend for themselves. If the poor were given the same opportunities, education and tools they could themselves begin to change their environment in a sustainable way. Supporting those in need is not only monetary there are more important aspects to consider, albeit they might cost money. Education is the most powerful tool that demonstrably empowers people to confidently change their world. Educating SWP's authorises them to effect positive changes in their respective departments which in turn benefits the community.

Precisely because of the sensitive nature of the study, it is imperative to note the researcher's positioning and bias to ensure that only fact is deciphered from all the responses (McCurdy & Spradley, 1972), despite acknowledging cultural nuances. One suggestion was that cultural 'insiders' might well undertake research in a more sensitive and responsive manner than cultural 'outsiders'. Johnson-Bailey, Kee, Lee, Merriam, Muhamad and Ntseane (2001) suggests that it is assumed that being an insider means easy access and the ability to ask questions that are more meaningful and accurately read non-verbal cues, and more importantly to be in a position to project a more truthful understanding of the culture under study.

Conversely, there are concerns that 'insiders' are intrinsically biased or that they are too close to the culture itself to ask meaningful questions. Either way, the researcher was not concerned with insider/outsider status but focused attention on the quality of relations with people who the researcher aimed to represent, and also how the researcher was positioned in terms of shifting identifications amid a field of inter-penetrating communities and power relations (Narayan, 1993). Nonetheless, the researcher has the cultural knowledge and experience to accurately interpret and validate the experiences within the phenomenon under study (Denzin & Lincoln, 2005).

3.4.1.4 Rationale for using in-depth semi-structured interviews and participant observation

Silverman (1993) suggests that a skilled investigator dialogues with all stakeholders identified under various informants' categories to yield a great deal of useful information related to the researched phenomena. This study chose to access that information through in-depth semi-structured interviews. The information has to be current since people tend to rely on their often inaccurate memories after the event. Leedy and Ormrod (2005) highlight the fact that human memory is subject to considerable distortion as people are apt to recall what might or should have happened based on their attitudes and beliefs.

In cases where in-depth semi-structured interviews are the main source of data collection technique, a researcher employs observational methods to note body language and other gestural cues that lend meaning to the words of the respondent. In the social and behavioural sciences, observation is characterised as the fundamental base of all research methods (Adler & Adler, 1994) and could be a useful enhancement to the interview processes. Various scholars also suggest an audio tape and/or video recorder because of its accurate memory, which can be used when interviewing and/or observing.

Agrosino (in Denzin and Lincoln, 2005, p. 729) observe that social scientists are observers of both human activities and the actual physical settings in which such activities take place, and the audio and video recorders as tools augment the accuracy of their observations. The first phase has observed and dialogued with NGO institutions worldwide, hence the precise recognition of the missing interaction to enable a dignified existence. In-depth semi-structured interviews and participant observation as tools are both imperative as the researcher constantly applied them with every other technique to gain accurate insights and flexibility which furthermore assisted the researcher to take advantage of unforeseen data sources as they surface and were exploited by the first phase of the study.

The interviews were conducted in a semi-structured, yet in-depth manner, to allow respondents' insights to be articulated. In other words, research participants were encouraged to express their opinions on specific subjects without being inhibited by either the researcher or the research instruments. For this purpose, a voice recorder was used with the express permission of the respondents; data was later transcribed into text. In line with qualitative research methods, this technique of interviewing allowed the research participants to articulate the meaning of respective phenomena about, for example, the challenges of raising funds.

Prior to being interviewed, potential respondents were informed of the purpose of the research, and an option of remaining anonymous was granted to community members who would not want to be identified. However, respondents with official standing will be identified at their request, where the need arises, to compare their standpoint with that of the community. Tisdell (2002) advises that researchers have to guard against misinterpreting meanings embedded in their research participants' interviews. In that instance, Gummesson's (1991) notion of pre-understanding the social settings within which research is being conducted is of value.

In the context of NGOs, pre-understanding was used in order to portray a neutral appearance of the research, which enabled the first study to gain access to rich data and to suspend subjective involvement with the research subjects. Merriam (2002) encourages bracketing, which is the process of allowing the experience of the phenomenon to be explained in terms of its own intrinsic system of meaning. Through interviews, this research entered dialogue and eavesdropped the hidden phenomena, and captured the essence of what is perceived by the represented community of SWP's (Mescht, 1999, p. 3, in Merriam, 2002, p. 93).

Table 2: Five-point evaluation assesses the researcher's positioning

Initiation	This concern focuses on how the research process begins and whose concerns, interests are addressed. Moreover, methods of approach determine/ define the outcomes. Traditional research has developed methods of initiating research and accessing research participants that are located within the cultural concerns, preferences, and practices of the Western world. This study focuses on the concerns of practicing social workers of all cultures in South Africa who have the responsibility to rehabilitate children in-need-of-care whilst managing the institutions and the donors who make their work possible.
Benefits	The question of benefits concerns who will directly gain from the research, and whether anyone actually will be disadvantaged. The research-validated body of knowledge will be enriched in the humanities department within the department of social sciences by acknowledging that the role of a social worker has grown and their education needs to be updated to be congruent with the needs of the community. This study envisages that the social workers will have better tools to navigate their responsibilities and will thereby regain self-respect and dignity in doing their jobs with pride. Donors will be comforted by the conscientious use of their funds and most importantly the children in question will have better upbringing with focused rehabilitation and care. No faction will be disadvantaged in any way.
Representation	Whose research constitutes an adequate depiction of social reality? Traditional research has unintentionally distorted and/or completely missed the real need in children's institutions, in addition, simplified the real plight of social workers and the children in-need-of-care. This study will listen to all stakeholders that can positively contribute to improving the aptitude of social workers and in turn improve the upbringing of the most vulnerable children parented in institutions.

Legitimacy	This issue concerns what authority we claim for our texts. This study assumes that traditional research has undervalued the role of a social worker responsible for managing an institution that houses children in-need-of-care, hence the state this sector in currently. This research intends to interrogate all available data ratified by the research-validated body of knowledge as beneficial for teaching and informing. Clearly, Incumbents who are qualified in various aspects of management do not avail themselves for this noble duty for various reasons, eg lack of resources, inferior remuneration, no regard from other sectors of economy etc.
Accountability	This concern questions researchers' accountability. Who has control over the initiation, procedures, evaluations, text constructions, and distribution of newly defined knowledge? traditional research has claimed that all people have an inalienable right to utilise all knowledge and has maintained that research findings be expressed in term of criteria located within the epistemological framework of traditional research, thus creating locales of accountability that are situated within all cultural frameworks ratified by reputable academic institution.

3.4.1.5 Interviewees for first phase

One hundred and four professionals from various sectors of the economy, specializing in Entrepreneurship, Business Administration, Financial Management, directors of revenue generating organisations, and SWP's managing NGOs were interviewed to design a questionnaire that would enable the study to gather information that would fill all the gaps on the history of the South African NGO sector, their current sources of income, how they spend the money, and how they account for the endowment and/or subsidy to the funders.

This exercise assisted the researcher in filling in the gaps created by reading from documentary analysis and observations, and also assisted in hearing human views in articulating the existing skills gap, and the urgency of irrefutably establishing the desperate need within the NGO sector and the role of an SWP of reinforcing their education and training syllabus. SWP's need to address the economic and societal demands made on their profession. In addition, the researcher targeted corporate and private donors, international donor agencies, philanthropists, and the government department that administers subsidies for NGOs for their contribution of where they think the NGOs' financial situation is currently, where they would like to see it, and what role they believe they are playing through their donations.

Furthermore, what are the criteria they use to decide to donate funds and the feedback they receive from the NGOs, if any? What is the benefit derived from handing out donations to NGOs? Academics were requested to participate to validate the quality of questions to ensure that they solicit accurate responses from the respondents. Social Entrepreneurs were deliberately omitted from the first study interviews and reserved for the main study, although they heard about the process and insisted on being involved throughout the whole process. The researcher was forced to also explore the social entrepreneurs' opinions on where they think the NGO sector is, where it should be, and determine the most appropriate method of earning and managing funds for the NGO sector.

They welcomed the investigation and were very keen to participate in both studies. The questionnaire was also sent to the DSD for comments and/or any contribution. The Minister of Social Development and his department have expressed enthusiasm at the study and endorsed both the questionnaire and the initiative. They requested a copy of the findings for both studies as they would like to be part of the proposed social transformation. The results of the first phase are articulated in the next chapter where the respondents unanimously proposed Social Entrepreneurship as the initial gateway going forward for practicing SWP's. They also suggested future plans on developing a new cadre of SWP's that is entrepreneurial and thinks differently on the transformation necessary in the social vocation. They advocate a change of culture and a different outlook on new opportunities for the vocation and exploring alternative sources of income for NGOs that are sustainable and create social value.

3.4.1.6 Results of the first phase

The findings of the first phase of the study represent the outcome of research work conducted between February 2007 and February 2010 and will be articulated in section four of this thesis. In this section the researcher will address the process and the methodology aspects. Whilst the researcher had originally formulated possible answers to the proposed problem, the interactions at study stage helped her to realise that she did not know enough about the phenomenon and the subject she sought to investigate. The researcher then started a process that involved developing a thorough understanding of the history of social work in South Africa, every aspect of the social welfare policy, other supporting legislation and its wider application.

The researcher examined a body of past documentation, unpublished in-house information; social welfare policies and archives to further understand the history of this sector, the custodians and the rules that bind them. Subsequent to theoretical understanding of the history of social work and legislation that govern it, the researcher delved into the problems that have crippled the sector. The researcher spent extended periods of time at different NGOs in South Africa for twenty-nine months, observing their daily work and the difficulties they face at an operational level. The researcher then reviewed the whole picture with the new information at hand and realised the extent of work that needed to be done prior to curriculum development.

Groundwork at an intellectual level was necessary to build a foundation for achieving the eventual result. A good starting point was with the policy which played a major role in the problems SWP's and the NGO sector were experiencing. To avoid conflicting information and to preserve every constructive pointer towards a truthful conclusion, the researcher decided to split the study into a preliminary study to gather information and a core study to research appropriate answers. The first phase was performed as part of the preliminary engagement with the topic and area of investigation to obtain baseline grounded information that would produce an insightful foundation for the main phase. Once the research re-commenced in February 2007 the flow was improved and stakeholders were keen and committed to the intervention that the natural progression was persuasive and inevitable.

The researcher expanded on the nature of the first phase, which led to acquiring considerable information that substantially informed the core findings, conclusions and recommendations of the entire research. Consequently, the main phase was rendered an imperative authentication phase for all the findings of the first phase, notwithstanding that the validating steps taken were thorough and produced useful information. The whole process was very emotional and healing for all concerned but the researcher dwelled on the professional environment of SWP's, the NGO sector and the daily struggles that they are grappling with. After an extensive first investigation, the responses unanimously emphasized an urgent need to incorporate entrepreneurship customised for the social sector and the development of management proficiency as a concept to amend social welfare policy to empower the double-pronged unit of analysis.

The researcher also spent a lot of time with the Department of Social Development and Welfare Services, who assert that it is the role of academic institutions to intervene and influence policy modifications that initiate educational edification to all professions managed by government. Furthermore, the researcher affiliated herself with the South African Council of Social Services Professions (SACSSP) and the association for social work education, to ensure that the core body of SWP's becomes involved with this intervention from the onset and remains involved throughout the study, and also to understand the full picture from a management point of view.

This action exposed the researcher to the core problems that had not been envisaged when embarking on the study. The SACSSP group welcomed the intervention and has been very supportive as they also hope that the SWP's can benefit from the study. They remain fundamentally charged with producing and transforming their reality together. At the end of this process, the researcher had obtained a logical understanding of the subject and the legislative framework that governs both the SWP's and the NGO sector. The researcher also had a fuller grasp of the problems experienced by SWP's which further confirmed that the original plan of curriculum development was impetuous and premature.

The researcher had no intention of meddling with government policies, notwithstanding that with all the groundwork and the first phase results it was apparent that the social welfare policy and the prevailing socio-economic environment were divergent and needed to be attuned by an evidence- based proven concept that would allow the SWP's to transform their environment into a self-sustaining sector. The researcher then briefly visited Argentina, Brazil, Russia, Chile, India and China to conduct the same research to compare South Africa to other developing countries, in order to understand issues at a crisper level without being clouded by the past political environment and current instabilities in South Africa which practising SWP's blamed for all the injustices they suffer.

Furthermore, the researcher briefly visited Switzerland, Vienna and Washington as first world countries simply to observe how NGOs in developed countries operate and how their legislative policies support them. This practice was intended to appraise whether there were additional worthy lessons that South Africa could customise to its own situation as learning points, and also to evaluate if any particular policy modifications that govern first world countries could improve the situation of its SWP's. The results of all these efforts and the initial engagement with all stakeholders, in addition to meticulous readings, served as a special reminder to emphasize that the original research plan of developing a comprehensive customised commercial curriculum for SWP's was inappropriate and premature.

Even so, Social Entrepreneurship emerged as a viable concept and gateway to catalyse social transformation in South Africa because it combines different resources from different sectors of the economy as a joint effort to address social challenges and create social capital. The first phase produced five problems that emerged over and over again in different ways during analysis, which the researcher then coded into groups. Responses from the first phase questionnaire suggested possible solutions for those problems. The suggested solutions happened to be different aspects of Social Entrepreneurship. To consolidate the problems raised, the suggested solutions and as a way of documenting the researcher's experiences, the researcher decided to develop five case studies depicting the South African social landscape, while the sixth case study emerged from a South American NGO that provided a best practice example.

The six case studies generated substantial findings for this research and a profound base for the main study which proceeded to investigate the viability and the suitability of Social Entrepreneurship as an integrated concept. The next section presents the analysis of the respondent sample of the first phase in greater detail. All the respondents were candidly informed of the main reason for the research; in addition the researcher secured informed consent from all the respondents to publish their views and responses. Furthermore, the researcher accurately used the information they offered, and also ensured that their right to privacy was protected (Fontana & Frey, 2005). Since this research was viewed as a valuable contribution to society, most respondents requested to have their names mentioned in the final report, although the ethics committee of the university ruled against publication of any names since some respondents had chosen to remain anonymous.

3.4.1.7 Analysis of the respondent sample for the first phase

One hundred wide-ranging and carefully chosen organisations and academics that have a personal interest in seeing enterprising and effective financial management in the NGO sector were requested to participate in answering the comprehensive questionnaire designed with the professional assistance of the donor community, practicing professionals and academics. The questionnaire was faxed to all of them.

A day later, each organisation was phoned to confirm receipt and to arrange an appointment for a face-to-face interview to answer the questionnaire. One hundred and fifty respondents representing one hundred and fifty per cent of the sample agreed to a face-to-face interview; all requested the results of the first study. This unusual response indicated a substantial level of interest in the study. The DSD also requested the results of the first study since they are considering incorporating Social Entrepreneurship and Management proficiency as mandatory requirements for a social work degree (A. Theron, DSD, personal communication, 2009).

Receiving fifty per cent more responses than the requested sample supported the urgency of the needed transformation. Forty-four of those professionals had originally participated in the designing of the questionnaire for the first interviews but insisted on responding and suggesting topics as well. The high response rate indicated a firm interest in the study. This was reiterated by the keen interest shown by one hundred per cent of the respondents who were requested to participate in the study, by requesting the results of the first study's findings and requesting to be involved in the main study. The respondent sample is assumed to be representative of most demographic variables of the target population since all responses covered the varied spectrum that has a direct interest in the upliftment of the NGO sector.

The social work profession is still female-dominated and progression is still highly influenced by social work experience rather than management skills and business experience, a restricting approach to career advancement for directors of NGOs and SWP's that are currently practicing. The first section of the questionnaire requested biographical data from the respondents in respect of profession, sector and number of years of involvement in their respective professions. Of the one hundred and fifty respondents interviewed, one hundred and thirty-nine of them representing ninety-three per cent were in senior positions within their organisations for ten years or more. Only seven respondents representing five per cent of the respondents were in their profession for five years or less.

One hundred and sixteen respondents, representing seventy-seven per cent, were working on the finances of their organisations in one way or the other and simultaneously performing the duties of an SWP. Forty respondents representing twenty-six per cent are qualified social workers who have the responsibility of managing the institutions, raising funds and managing the finances of their institution, albeit on a trial-and-error basis as they have had no formal business and management training. The tables below summarize the demographics of the respondents, the numbers referring to the frequencies of the respondents and the organisations that participated in the first study. Most organisations provided more than one participant if they felt that more than one person had a different contribution to make.

Table 3: Analysis of respondent sample Respondent's profession:

Professions:

40	SWP's and Social Welfare Services	59	Corporate: professionals and Donors	23	Philanthropists and Private Donors	28	Financial Management Experts/ Academics

The sector:

38	Welfare Services and NGO	28	Donor community	2	Church/ Community of volunteers	82	Corporate/ Private Business/ Academia
Academics from various universities worldwide participated in this investigation							

Number of years of involvement in respective professions:

7	0-5 years	15	6-10 years	46	11-15 years	82	16-20 years

Source: Mngadi, 2012

Philanthropy Groups / Foundations	Non Governmental Organisations	Corporate / Organisations
1. Oprah Winfrey Foundation	1.Mandela Foundation	1.Thebe Investments
2. Bill Gates	2.Nelson Mandela Children's Fund	2.FNB Bank
3. Bill and Melinda Gates Foundation	3.MaAfrika Tikkum (MaT)	3.ABSA Bank
4. Kellogg Foundation	4.CSVR	4.Pfizer
5. Oppenheimer Family	5.SACC	5.Standard Bank
6. Rockefeller Family	6.Soul City	6.Nedcor
7. Rupert Family	7.Early Learning Resources	7.RMB
8. Motsepe Foundation	8.Kagiso Trust	8.SAB
9. The Hammond Foundation	9.Kanana Children's Trust	9.Barloworld
10. Donald Gordon Family	10.C. Masters Development Service	10.Coca Cola
Community / Individuals	Department of Social Development	SWP's responsible for managing NGOs
1. Successful Entrepreneur	1.Gauteng – Director General	1.Orlando Children's Home
2. Successful Entrepreneur	2.Gauteng – Social Worker (Grants)	2.SOS Children's Villages
3. Successful Entrepreneur	3.Limpopo / Mpumalanga – DG	3.Johannesburg Child Welfare
4. Successful Entrepreneur	4.Limpopo/Mpumalanga S/Worker	4.Bethsetsa Children's Home
5. Successful Entrepreneur	5.Cape Province – Director General	5.A.Sisulu's Children's Home
6. Successful Entrepreneur	6.Cape Province – SWP Grants	6.Oluthandweni Home
7. Successful Entrepreneur	7.Free State – Director General	7.Salvation Army
8. Successful Entrepreneur	8.Free State – Social Worker (Grants)	8.Acres of Love
9. Successful Entrepreneur	9.Kwa -Zulu Natal – Director General	9.Bramley Children's Home
10. Successful Entrepreneur	10.Kwa -Zulu – Social Worker (Grants)	10.Ebernezer Home

Table 4: List of Participants for first phase

Source: Mngadi, 2012

3.4.1.8 Questionnaire Design and profiles of the respondents

The demographics of the respondents were dictated by the sampling frame and available sample size. The profile part of the questionnaire included their ages, educational cover, background, and length of service in the respective discipline and the size of the institutions that they are managing. A questionnaire, according to Babbie (1989), is a collection of questions that are precise, clear and categorical. The questions can either be open or closed but are relevant to the issue at hand. Nkado (1999) selected a convenience sample of Respondents to obtain the widest range of views to generate constructs and themes for inclusion in a standardized questionnaire.

For this study, a combination of techniques was performed with the diverse array of respondents to design a structured questionnaire to be administered and to obtain the widest responses to validate the investigation and help. The findings of the first interviews and extracts from the literature review were also used to generate the constructs for the main study's questionnaire. All participants requested to also contribute in answering this questionnaire, which was distributed to all prospective respondents. For qualitative data, the pre-testing and administration of a structured questionnaire regionally was used to further investigate the relevance of this study by interviewing the directors of NGOs who availed themselves to participate, to establish their immediate needs regarding skills.

The available literature review was the main source of generating information to contextualise the structural design of this research. The study explored potential discrepancies between information reviewed from documentary analysis, the corpus of literature and information from the interviews to confirm the relevance of current needs. Accordingly, a gap analysis was done to identify discrepancies and also to confirm the set of competency themes specifically identified to achieve the research objectives. This questionnaire consisted of open and closed-ended questions with the intent to capture the respondents' unbiased perceptions of the NGO's current position. Babbie (1989) adds that the respondents must be reliable and competent. All organisations chosen have a vested interest in this initiative and showed impressive commitment which rendered them reliable and competent.

The following documents were faxed to all the respondents including the directors of NGOs; in addition, an appointment was set to answer the questionnaire in a face-to-face interview:

- Appendix 1: The covering letter to the questionnaire;
- Appendix 2: Letter of support from the development of social services;
- Appendix 3: Section 1 and 2 of the questionnaire;
- Appendix 4: A return slip for all participants who request the end result of the research;
- Appendix 5: Social Welfare Act with Glossary of terms as requested by the majority of respondents.

3.4.2 Research Design for the main phase

The main phase of the study started its research with a wealth of information already generated by the first phase which had produced significant knowledge and rendered the role of the main study as a necessary validating step. The first phase's best contribution has been the acknowledgement of the growth in the role of an SWP, the urgent need for a paradigm shift, the detailed exploration and diagnosis of the problems, as well as the suggested solutions. The researcher then allocated these problems into five case studies encompassing the history of SWP's administering the NGO sector, Management deficiencies, the reasons behind the lack of entrepreneurship, the frustrations SWP's endure whilst fundraising to support their organisations, the effect of policy restrictions imposed on SWP's and in particular the reasons for the low morale in the profession.

Furthermore, the first phase questionnaire's unanimous outcome recommended Social Entrepreneurship as a comprehensive model in addition to management proficiency, to integrate social value creation with business imperatives in order to develop the competence considered necessary to address the South African social sector's education needs (Steyaert & Hjorth, 2006; Dees, Emerson & Economy, 2001, 2002; Defourney, 2000; Drayton, 2002). Five case studies evolved from South Africa and one from an NGO that has already implemented principles of Social Entrepreneurship in a developing country in South America.

The researcher investigated the proposed solutions in tandem with the observed version of the problem and social welfare policy, then designed questions for the main study that would stimulate appropriate conversation to examine the suitability of Social Entrepreneurship as a concept and its application in the South African socio-economic context. This section of the study was convoluted as the researcher intended to extract various uses out of one concept to engage with very different economy-based problems. The investigation involved upholding legislative policies whilst empowering custodians of society with education, resources, and dignity to create sustainable social value using business principles. The researcher intended to integrate elucidation, inquiry and politics as expertise to elicit various uses of social entrepreneurship from experienced scholars specialising in the concept, to unpack and methodically interrogate its various aspects and customise relevant characteristics to the South African socioeconomic and political environment.

Foucoult (1977; 2002) advocates learning from history to the degree that it introduces discontinuity into our very being by dividing our emotions and dramatising our instincts to deprive us of the reassuring stability of life and nature. This forces us to recognise not so much what history tells us about the past, but rather what future needs it informs and what it enables us to do to effect progress through that knowledge, since knowledge is not made for understanding but is made for "cutting". It is with this comprehension that experienced academics were targeted for participation in focus groups to deploy conclusive and indisputable theory to enact economic and political change (Kamberelis & Dimitriadis, pp. 887-890, in Denzin & Lincoln, 2005).

Africa is of interest to the world and in economic circles it is viewed as the powerhouse of growth for the next twenty years or more. Scholars from around the world are keen to contribute to that growth. Accordingly, this part of the research demanded academics that specialise in Social Welfare Policy Frameworks, Entrepreneurship, Social Entrepreneurship and Management as population. Since the main study needed one group of specialists, namely academics, focus groups seemed the best methodological technique to encourage intellectual conversations. A focus group is a platform for collective conversations where theory, research, pedagogy and politics converge.

The focus group members offer unique insights into the possibilities of critical enquiry as a deliberative, dialogic and democratic practice that is already engaged with real-world problems in the distribution of economic and social capital (Bourdieu & Wacquant, 1992). Social Entrepreneurship is a young phenomenon academically; as such, the researcher had little idea where to find these specialists to participate in the study. The researcher targeted the authors of all the available Social Entrepreneurship literature, journals and books internationally, who knew much more about Social Entrepreneurship than any specialist the researcher had interviewed in the previous four years. This particular area of academic endeavour has emerged in the past ten years, and the same scholars keep on releasing new information which confirms that they are still undertaking research. On this premise, the researcher approached them through the details on their publications to participate in this research.

The criterion used to approach scholars was informed by the needs articulated in the case studies and each scholar's research focus and area of expertise within the concept of social entrepreneurship, policy and management proficiency. The researcher wrote to the authors and concentrated on those who responded to her request. A logistical reality was that these academics were located internationally which presented a logistical challenge in assembling focus groups, relying on electronic communication to finalise all arrangements and then travelling to the various countries as the researcher preferred a face-to-face encounter for this important exercise.

Scholars from the most academically outstanding Social Entrepreneurship institutions globally were identified as specialists in each aspect of social entrepreneurship who can engage with and interrogate the material from the South African case studies. Within the chosen population of scholars, the researcher chose five groups of seven members each. They had little information about the landscape of the South African social sector, the restrictions imposed by the social welfare policy, or the problems SWP's encountered. Five institutions were identified as hosts for each of the five focus groups. It is important to note that the focus group participants were not confined to members of the chosen institutions; rather the institution was tasked with the responsibility of recommending appropriate contributors from its academic social networks.

For information purposes, the researcher sent a relevant case study and a questionnaire to each member of the respective focus group to cross-examine their segment of enquiry to trigger conversation in these focus groups that the researcher would facilitate. The sixth focus group was a cluster of South African specialists who were tasked with evaluating the sixth case from South America to familiarise themselves with best practice plus the integrated findings of the five international focus groups to customise them to the South African environment. SWP's administering NGOs remained an active part of the whole process of this study and support the intervention as they feel that they have been an important component of creating the impending change.

- Focus Group 1 specialised in Social Policy Frameworks and was tasked with evaluating the policy restrictions imposed on SWP's and brainstormed methods of easing the limitations, including introducing concepts that could expand SWP's' education and training and legislating it, exploring safe methods of integrating policy, business imperatives, government involvement and social activity to forge useful partnerships and secure policy modification;
- Focus Group 2 which specialised in Social Entrepreneurship all-inclusive, evaluated each presented problem as experienced in the South African NGO sector and the suggested aspects of Social Entrepreneurship as solutions. They brainstormed innovative resource combinations suitable for the South African environment, and entrepreneurship incorporating management proficiency as a comprehensive concept to review alternative methods of earning income that are effective and sustainable;
- Focus Groups 3 and 4 specialise in Management Education of Non Profit Organisations, Humanities and Social Transformation. The group was large, hence their role was split into two groups to probe two different tasks:
    - Group 3 was tasked with describing the current role of an SWP in society and the competence needed to perform it effectively, and the role of a modern SWP considering the prevailing socio-economic environment after the global economic downturn. Furthermore they probed in thorough detail the advantages and disadvantages of introducing specialisation in the social work vocation, where the

rehabilitating role will be separated from the provisioning and management role;

- Group 4 probed the effect principles of Social Entrepreneurship have on the social sector and the possibility of developing a new cadre of enterprising SWP's, what their educational requirements will be and the time frames of recruiting, training and dispensing qualified enterprising SWP's;

- Focus Group 5 which specialised in customised social enterprising and scaling up of social enterprises, probed in detail the reasons for lack of entrepreneurship in the South African NGO sector; and how practicing SWP's can change their immediate environment and start looking at different models of earning income in a sustainable fashion instead of relying on donations; and lastly
- Focus Group 6 is a group of experienced South African scholars who specialise in policy, social vocation, entrepreneurship and comprehensive management. They were tasked with focusing on the South African application of the overall findings culturally, politically and economically. They probed each aspect of social entrepreneurship that is relevant for the South African landscape in detail to address each deficiency. Finally they scrutinised the best practice case study from South America to assess whether there were any lessons for the South African NGOs.

Table 5 below indicates how the focus groups were chosen and paired together.

Table 5: Focus Group Allocation

Stakeholder Group	Research Finding	Focus Group	Focus Group Expertise	Case No./s
Society	Society/Community feels helpless	Two	Social Entrepreneurship	One and two
Practicing SWP's	Not coping with their role	Two	Social Entrepreneurship	One and Two
Social Entrepren Eurs	Specialisation in the social vocation	Four	Business/Manage ment	Six and Two
Academics/Prof ess Ionals	Specialisation and Curriculum Development	Three	Business/Manage ment	Three
Govern ment Officials	Policy Frameworks	One	Social Policy Frameworks	Two and Five
Donor Community	Time for begging bowl is over	Five	Development and scaling up of social enterprises	Four
Combined Professionals	All	six	Mixture of South African Professionals	six

Source Mngadi (2012)

Each focus group had two meetings within a week facilitated by the researcher. The researcher had distributed five of the six case studies to each of the aforementioned focus groups, with each focus group getting a different case to decipher. A case study to be analysed and the questionnaire were e-mailed to each participant two weeks before the first meeting to enable them to familiarise themselves with the case. Each participant was requested to work on both documents in the two weeks prior to the first meeting and comment on as much information as they can. Subsequent to that, the focus group met for the first meeting to cross-examine the case study thoroughly, to unpack all the problems identified and resolve them within the principles of social entrepreneurship.

Four days later the team met again, this time to interrogate the questionnaire which was already answered by each participant incorporating all the discussions from the case study. All the conversations were recorded over and above all the written comments from each participant and saved as data collected for analysis. Once all the five focus groups had concluded their work, the researcher integrated all data collected and analysed it. Once analysed, the sixth focus group from South Africa comprising social entrepreneurs, various scholars, and SWP's was assembled.

The sixth case study emanated from South America where an NGO had mastered the art of using management structures and business principles as tools to transform their establishment from a dependent and begging institution to a self-sustaining well-managed entity. This was shared with the sixth group in order to establish whether there were useful lessons that the South African social sector could learn from. In addition, the analysed data from the five case studies was discussed with the South African focus group to customise concepts that would not work for the South African environment to suit South African needs. Data collected from the sixth focus group was also analysed and integrated with the other results.

3.5 DATA ANALYSIS

Analysing data is the core of generating theoretical constructs that will either be used to inform the study or to support the process of answering research questions, and strengthening of hypothetical issues related to the objectives of this study have provided essential guidelines on how to collect data and execute data analysis (Yin, 2003). Analysis is unavoidable during research. As the researcher was busy with documentary analysis, observation, and in-depth interviews it was impossible to ignore "mental analysing" simultaneously and generating theoretical constructs by default. The first phase of the study was a discovering phase of the research, considering that the researcher had already collected secondary data from various scholarly views during literature review. The information relating to the unit of analysis was emphasised by different sources during data collection.

Neuman (2006, p. 188) advises that in qualitative research, ideas and evidence are mutually inter-dependent. The joint process of reading theory, conducting research and observing the subject of the investigation made it impossible to avoid simultaneous analysis at the time of collecting data, since the first phase involved lengthy periods of observation in various NGOs. The experiences were homogenous from one NGO to another. NGOs were experiencing the same kinds of problems and each NGO was using different survival skills to deal with the challenges. The researcher decided to form concepts and themes, then organise data and apply ideas to create a case that preserves the different experiences in similar codes for further analysis. The coding of data during research and eventual casing promoted simultaneous data reduction and the categorisation of analysis (Huberman, 1994; Neuman, 2006 p. 460).

Wolcott (1994, in Neuman, 2006) observes that "The true analytical moments will occur during bursts of insight or pattern recognition". The researcher experienced these moments throughout her research and for the duration of the whole process. What also helped the researcher was Miles and Huberman's (1994) advice that coding should coherently relate themes in the study in important ways that are part of a governing structure, which the researcher had followed from the onset. This method of analysis has assisted the researcher to recognise themes as they emerge and record them appropriately, which in turn has clarified the smaller details. Henning, *et al*. (2004) advises that qualitative research methods and techniques are skilful means of bringing fine distinction and slumbering variables to the surface, because of their unique ability to listen to the salient research respondents' voices.

Narrative analysis was used during casing for the first phase and analytic comparison was used for the main phase (Neuman, 2006, pp. 481-482). To ensure that both the first and the main phases achieved qualitative evidence, the researcher used the research questions articulated in section 1 to direct the study, to create appropriate cases and to select the best population to extract the best constructs to answer those questions convincingly (Yin, 2003). Furthermore, the purpose of this study being to investigate a foundation for establishing entrepreneurial expertise designed to create and sustain social value has further influenced how research data was collected and analysed.

It is crucial to identify the needs of the community and match them with the industry's most appropriate and effective skills to meet those needs (Oliva, 2005). The first phase used various key analysing approaches, including cross-case formation and analysis to analyse the collected data to ensure precision and depth. The data collection process had been enlightening and had led to certain accurate conclusions (Huberman, 1994). The researcher acknowledges that at some points there was contradictory evidence, as Bartunek (1988) argues that the process of reconciling these incongruities forces individuals to reframe perceptions into a new hypothesis. The benefit of this process was that it assisted in simplifying the research questions, even rephrasing them through constant iteration between analyzing steps.

During the researcher's visits to other developing countries, she was intrigued by an NGO in South America, which used an interesting model to successfully manage their organisation by combining all resources available to them in the community. Random analysis was triggered by a specific process like seeing an ideal successful working situation. The researcher automatically started comparing situations and identifying links which was the benefit of combining critical and interpretative frameworks which encouraged separating the silent distinctiveness and probed more profoundly since it allowed the researcher to first unpack the subject into smaller segments, once resolved, then reconstruct the resolved segments.

In hindsight, literature review was pivotal in enlightening the researcher with theory and the different influences from various experts. Social Entrepreneurship is a new field in academia and as such the researcher discovered during her reflective process that scholars, whilst they clearly employed logical induction, were very careful in their analysis and arguments. Consequently, the researcher relied on the rich data collected as the basis to analyse and deduce theoretical constructs that formed the findings of this study.

3.6 VALIDITY AND RELIABILITY

Badenhorst (2007, pp. 6-7) advises that evidence is a reliable tool and an imperative starting point of validating truth in academic research; she mentions two sources that can authenticate evidence as primary substantiation and published sources. This study has strictly adhered to published sources as a basis of collecting the primary data to deduce new theory-building constructs. Whilst entrepreneurship is not a new phenomenon, customizing it for social transformation to create social value is a new branch in academia and needs newly engineered theory and insights. The researcher used multiple methodological techniques to draw different avenues of the problem and proposed solutions from interviewees, using that data and the multiple interviewees to confirm emerging findings (Merriam, 2002).

This validating step was prevalent throughout the research and caused the researcher to return to peers and specialists continuously to help her reflect on her personal biases versus the theory and emerging findings. Furthermore, it was necessary to evaluate and double-check the new body of knowledge because of the newness of the phenomenon of Social Entrepreneurship. The researcher reviewed literature, used various data collecting methods, cased all the collected and analysed primary data, and then took back that data and tentative interpretations to the scholars who specialise in policy frameworks, management and various branches of entrepreneurship to verify if they were plausible.

This was possible because the authors on this subject are still few and sparse globally, compared to other well developed academic topics. The researcher made a habit of contacting every author and constantly used all those who responded as a sounding board. Some of the scholars even participated in focus groups for the main phase of the study. In the case of secondary data, constructed and analysed case studies, interviews and observation gained credibility by thoroughly and continuously triangulating the descriptions and interpretations throughout the study (Stake, 1988). This step was also necessary duplication to assess if it is valid since that can add value to the vocation of social work. A tool that the researcher found highly validating was peer review and collaboration.

Presenting the preliminary research at PhD fora and symposia during the research invited peers who were investigating different topics but related to both the third sector and the civil servants to examine the data as it applied one way or the other to their research and the findings were transferable, as they investigated something different but reached a very similar finding. The researcher ensured that sufficient attention was given to ethical considerations which are discussed in the next section. This research involved sensitive issues, a vulnerable population, a current government, real and practising legislated civil servants, real academic institution and real non-governmental organisations that demanded constant reliable feedback and are currently awaiting current findings to change their existing environments.

This required that the research methods and findings should be authentic, verifiable, dependable and reliable. Special mention of the researcher's position and constant reflection in relation to this research is discussed below. The reasons for the choice of topic and investigation for the researcher was very personal. As such, it was important to concentrate on remaining professional and unbiased, while simultaneously being proactively involved. The researcher opted to use her commercial expertise to empower the community using the social sector as a vehicle. Economically the researcher is from the lowest echelon of society. Through education and hard work she managed to move her whole family from the lowest strata to the highest strata, but felt uncomfortable that her community had not equally been uplifted.

After careful consideration she decided to work with social work professionals who are legal custodians of the most vulnerable parts of society. Throughout her career she donated her time and resources to this cause. Through her constant interaction with social workers she started to know and observe their problems at a peripheral level. In her core career she had developed and managed structures for large corporates for many years and at the time of initiating the research she was managing and growing significant capital for corporates and/or very wealthy clients. Her core competence was what was missing in the general management of NGOs. The researcher began to establish structures at one institution after another but realised that this was not sustainable and thus decided to examine the whole education and training of social workers to enable them to do this themselves.

The researcher commenced the research with preconceived ideas to recreate her knowledge, customise it for SWP's, and promote it in the social sector. Her objective and professional stance humbled her to realise that her approach did not work in academic circles, hence a three-year delay in her re-starting her research through fresh eyes, and tackling the real problem in academic terms. Finally, the researcher assessed whether the evidence produced by the primary data collected and analysed from the research supports theory constructs deduced from reviewed literature, including policy frameworks and vice versa as another validating step. This validating step is normally called triangulation at a micro level and was continuously used to authenticate emergent data and theory constructs during the research.

The researcher innovatively extended this step and used it to authenticate the whole process of the research and findings, purely because of the newness of the conceptual framework and the newness of the phenomenon investigated. Literature for this study was very limited since social entrepreneurship is a fairly young concept in academic circles. That said, the available literature provided solid intellectual arguments and understanding of the concept of social entrepreneurship and the intended social benefits. Some of the theories were either not applicable to the African landscape or just conflicted with collected data. As such the researcher took the chance and approached every scholar who was publishing articles and/or books on this topic and explained the mismatch, requesting the scholars to engage in academic fora to explain their theories in light of the presented conflicting data.

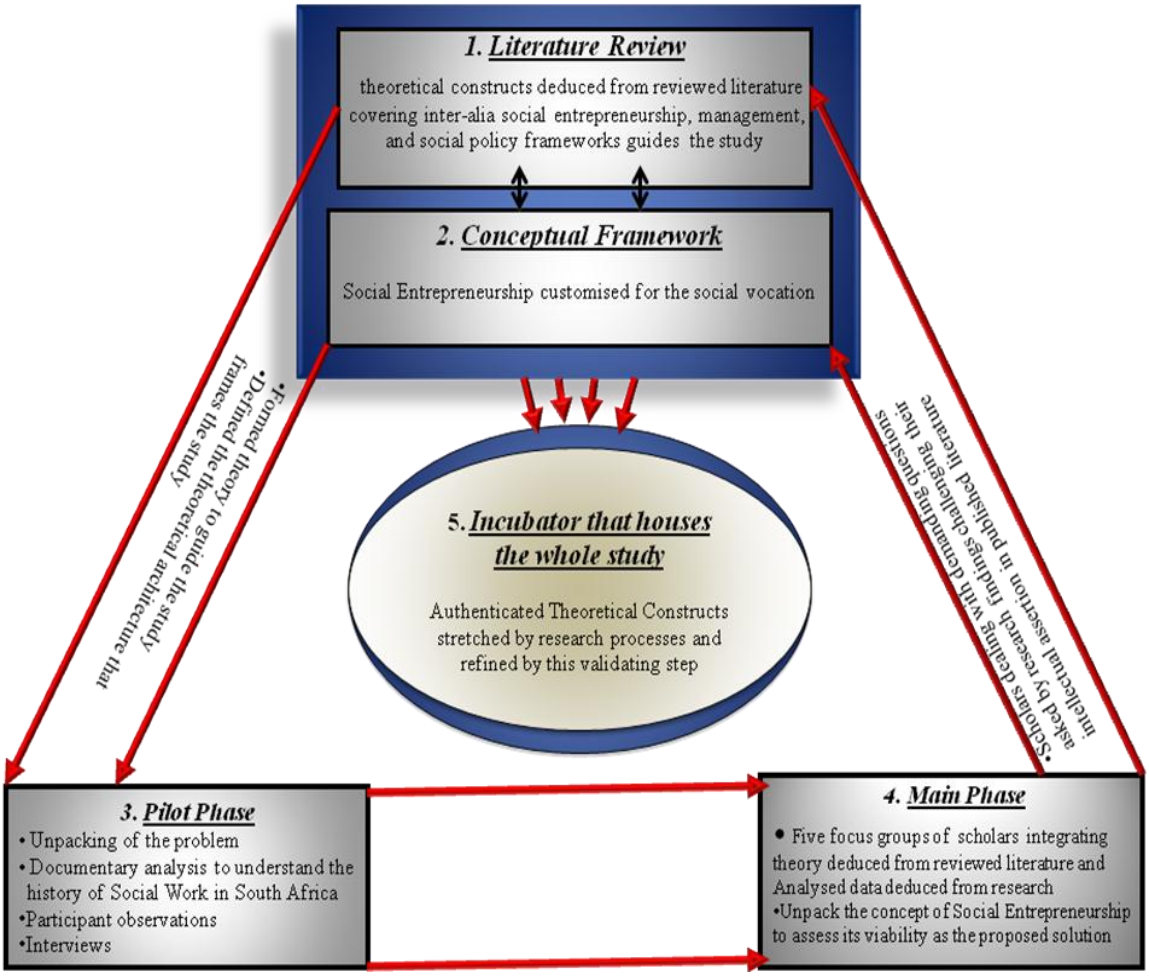
At least eighty per cent of the scholars approached, responded and registered deep interest in an African study related to designing entrepreneurial resources designed for social change. The researcher had also approached scholars specialising in policy frameworks to assist; both groups of experts were very helpful during the research by suggesting and providing alternative literature to the researcher and clarifying poignant arguments on the topic. At this point the researcher had already analysed findings of the first phase and reviewed relevant literature but needed clarification on certain issues. The research was slightly diverted since the first phase was inadvertently extended and ended up producing substantial findings for the study.

The researcher then decided to use this group of academic specialists as the expert population for the main phase of the study to unpack the findings of the first phase and challenge the relevance or usefulness of the theoretical constructs deduced from reviewed literature. With respect, the researcher had to question some of the theories from the scholars as real-life data did not match or benefit from their suggestion. Some of the theories were far ahead of the South African landscape, and thus confused the situation rather than helping it.

The researcher formed five focus groups of academic specialists globally to promote a platform of collective intellectual conversations where theory, research findings, pedagogy and politics converge on the unit of analysis using analysed data and findings from a South African study as the basis of the discussions. Each of the five findings was designed as a case study and disseminated to each focus group as information to initiate conversation. The sixth focus group was a South African group of experts who unpacked the South American case and reviewed the global contributions to customise these to the South African landscape.

The growth of new thought from the scholars converted the fora into learning platforms for educationists and raised new questions that needed to be further explored by academic research. Most importantly, it definitely provided clarity on the validity of aspects of the concept of Social Entrepreneurship and authenticated it as a tool to introduce as a gateway to transform the education and training of SWP's in South Africa. The scholars seemed to benefit more from the focus groups than the researcher and thus promoted the initiative of macro-triangulation to authenticate intellectual contributions to knowledge before they are published. Figure 2 below illustrates this triangulation step at a macro level.

Figure 2: Macro Triangulation:



Source: Mngadi, 2012

3.7 ETHICS

The foremost ethical consideration in any interviewing process is the main objects of the enquiry, the human beings being questioned. The responsibilities included taking extreme care to avoid any harm to the respondents, remaining open and honest throughout the study, informing the respondents of the full reason for the research, securing informed consent from them or lack thereof, accurately using the information they offered, and also ensuring that their right to privacy remained protected (Fontana & Frey, 2005). Some respondents chose to remain anonymous and the researcher respected their wish.

Since the research was a sensitive issue, often involving disgruntled custodians of welfare policies that are meant to protect the most vulnerable parts of society without appropriate resources in place, it sometimes invoked painful memories and volatile tempers which demanded strong management, compassion, and impartial facilitation as ethical imperatives. Another awkward issue was the degree of involvement with the group under study. Scholars hold differing views on whether to get a member of the profession or an outsider to conduct the research. Griffiths (1998) advises of the irrelevance, observing that instead researchers must be positioned as independent fact finders. Narayan (1993, pp. 671-672) supports a focus on the quality of relations with the people that social workers represent.

Tillman (2002) questions if the researcher has the cultural knowledge to accurately interpret and validate the experiences of the indigenous population in the context of the phenomenon under study. The researcher contemplated all these ethical considerations. In South Africa these concerns are real as the racial divide still exists and different races have experienced the topic in question very differently. Whilst a member of the profession under study would contribute many insights as an interviewer, the effort would not be worth the inevitable emotional biases entailed in their professional involvement; furthermore SWP's are not skilled enough to ponder this study's phenomenon sufficiently, hence the researcher decided against that idea.

Conversely, as a professional, experienced researcher with extensive entrepreneurial and management training, the researcher presented a broader and somewhat more dispassionate view. Regardless, no perspective is all-encompassing, and each approach presents its own problems but the researcher believes that the option used by this study was ethical, and offered a breadth of vision and objectivity (Earle, 2008, pp. 12-13). Considering all the sensitive issues mentioned, the researcher had to convince the Ethics Committee of the University of the Witwatersrand that she has taken enough care and satisfied all the ethical considerations to protect the vulnerable population, their legal custodians and the interviewees. In addition, assurance was needed that she would carefully and confidentially manage all the rich data collected from the population for the benefit of the research-validated body of knowledge. The approval which was obtained after a rigorous process and a number of amendments is attached as Appendix 5

3.8 LIMITATIONS OF THE RESEARCH

- There is at present no viable benchmark for this study in the NGO sector in South Africa. There has been very little written about entrepreneurship in the social sphere, Business Administration and Financial Management as a specialized skills set within the social sector, hence the extension of the study beyond the borders of South Africa, since that is where more knowledgeable scholars have been identified. That said, this research generated a lot of interest, especially in government circles. People started coming out to express how they have felt for decades and support this move since they had not previously known how to express their concerns. This gave the researcher a lot of courage to continue with the research albeit mostly without information?
- Lack of literature on the topic in terms of scholastic journals, papers or books for two reasons ─ social entrepreneurship is a fairly new concept and most available literature is saying the same thing and is still at research stage; and secondly because there are not many titles available. The researcher had to request international scholars to suggest and forward extra materials, which they willingly provided. This move introduced the researcher to the founders of this new branch of entrepreneurship and "guaranteed" profound academic interest and support from those scholars.
- The stakeholders who participated in this lengthy study are convinced in their responses and suggestions that Social Entrepreneurship is the solution to all SWP's' financial problems in South Africa. At an academic and political level, especially when all collected data is aggregated and analysed, those suggestions are not entirely accurate. The interviewees' strong responses were somewhat diluted by realities that emerged during observation and reviewing of literature, and also in this unique case, the participation of the scholars in aggregating their theories with collected data.

That said, the researcher during this study has thoroughly examined the concept of Social Entrepreneurship and its combined resources at most levels and the findings suggest that various aspects of Social Entrepreneurship are a positive gateway to catalysing the role of an SWP in South Africa. A lot more research is necessary before academia can confirm that fact.

- Social welfare policy, whilst it is not directly opposing entrepreneurship in the NGO sector, contains sub-policies which are restraining SWP's from any innovative methods of reinventing their profession or considering different methods of earning income. It is indirectly encouraging the 'begging bowl syndrome' as it does not provide for entrepreneurial and management capacity building, and in addition it only provides approximately thirty per cent of the required organisational budget.

This deficit compels the SWP's to neglect core duties in order to fundraise for the remaining seventy per cent to support their organisations. This research aroused a high level of interest and highlighted the need to amend social policy frameworks to be congruent with the prevailing socio-economic environment. In addition, involving the interviewees in the trial and error process helped the department to identify issues they had not previously seen as being serious inhibitions. As unconventional as the research was, it brought hope to both sides of the equation, the ailing SWP's and the government departments that preside over them. Academia should now at the intellectual level begin to address the long outstanding gaps to continue the process and give credit to academic research and educational interventions in society.

3.9 SIGNIFICANCE OF THE STUDY

The role of an SWP has grown far beyond its original skills base of rehabilitating vulnerable people and now incorporates management and entrepreneurial responsibilities. This study has highlighted that fact to the public sector which governs SWP's and their role, the private sector which benefits from SWP's bringing social order into communities where they conduct business, and to academia which is responsible for educating SWP's. The growth in the role of an SWP is hereby acknowledged by all relevant parties, in part as an outcome of the six-and-a-half years of research. SWP's are faced with addressing all kinds of social challenges and this presents a challenge to them since they do not have the time, sufficient tools or proficiency to effectively perform their duties to fulfil their legislated mandate.

Out of frustration many SWP's have left the profession and/or left the country to practice in countries where they are given sufficient tools and support to perform their jobs more effectively. Whilst government is directly responsible for SWP's, all segments of society and the economy need to understand that they are direct beneficiaries of their hard work and should jointly begin to assess their needs and assist in providing them. This research has been partly responsible for raising that awareness within the government departments that are directly responsible for policy amendments and to academic faculties that need to act on the skills incongruence.

Most importantly, government has expressed a strong interest in the results of this intervention since it is engaged in a research-validated process of commissioning a valid reason to re-evaluate the social welfare policy with the intention of amending it. Government appears to be seriously concerned about the possibility that the Social Work Profession will diminish from a "scarce profession" to a "dead profession" if all concerned do not act immediately to address the challenges. This study has contributed to improving the understanding of what is needed by SWP's; as Oliva (2005) observes, as the needs of the community increase, the tools to bridge the skills gap should be evolved.

Lack of entrepreneurial and/or management competence has undermined the hard work done by SWP's in communities, in addition to negatively impacting on the development of the NGO sector. This study has to some extent highlighted that fact to the relevant audience, namely the South African government. The congested nature of the study compelled the researcher to develop two different approaches to the research process in order to address the blockages. Firstly, the case study methods were reversed, using it to consolidate and analyse data, then case it to inform the next step of the study instead of using it as a data collection technique. Secondly, the researcher approached international authors to account for their theories when compared to collected data as a validating step which produced positive results. Social Entrepreneurship is a new discipline in academic circles. Most authors are working outside Africa and do not understand the context of the problems they seek to address. This study has highlighted the disjuncture to the international scholars, including the fact that some of their suggested solutions are pitched too high for the African landscape.

This has contributed to ongoing dialogue that seeks to match academic theory to real issues and to conduct specific research on Social Entrepreneurship in the African continent. Finally, this study has involved the associations that govern all practising SWP's in South Africa, and as such all SWP's have been aware of the initiative over the past six-and-a-half years and have contributed much insight and assistance. This intervention has renewed the hopes that SWP's hold of reviving their profession and restoring their dignity.

The suggestion of introducing specialisation into the social vocation and developing a new cadre of enterprising social workers has been well received by all those involved in the research. Academic institutions need to be encouraged to take the findings of this research further, and introduce specialisation in the role of an SWP. Two clear specialization roles that are advocated by the findings of this research are (1) Rehabilitating SWP's who provide support to people that results in healed and enabled individuals; and (2) Enabling SWP's to provide for the financial needs of the sector and manage their organisations in a structured and sustainable fashion.

3.10 BENEFIT OF SPLITTING THE STUDY INTO TWO PHASES

3.10.1 Introduction

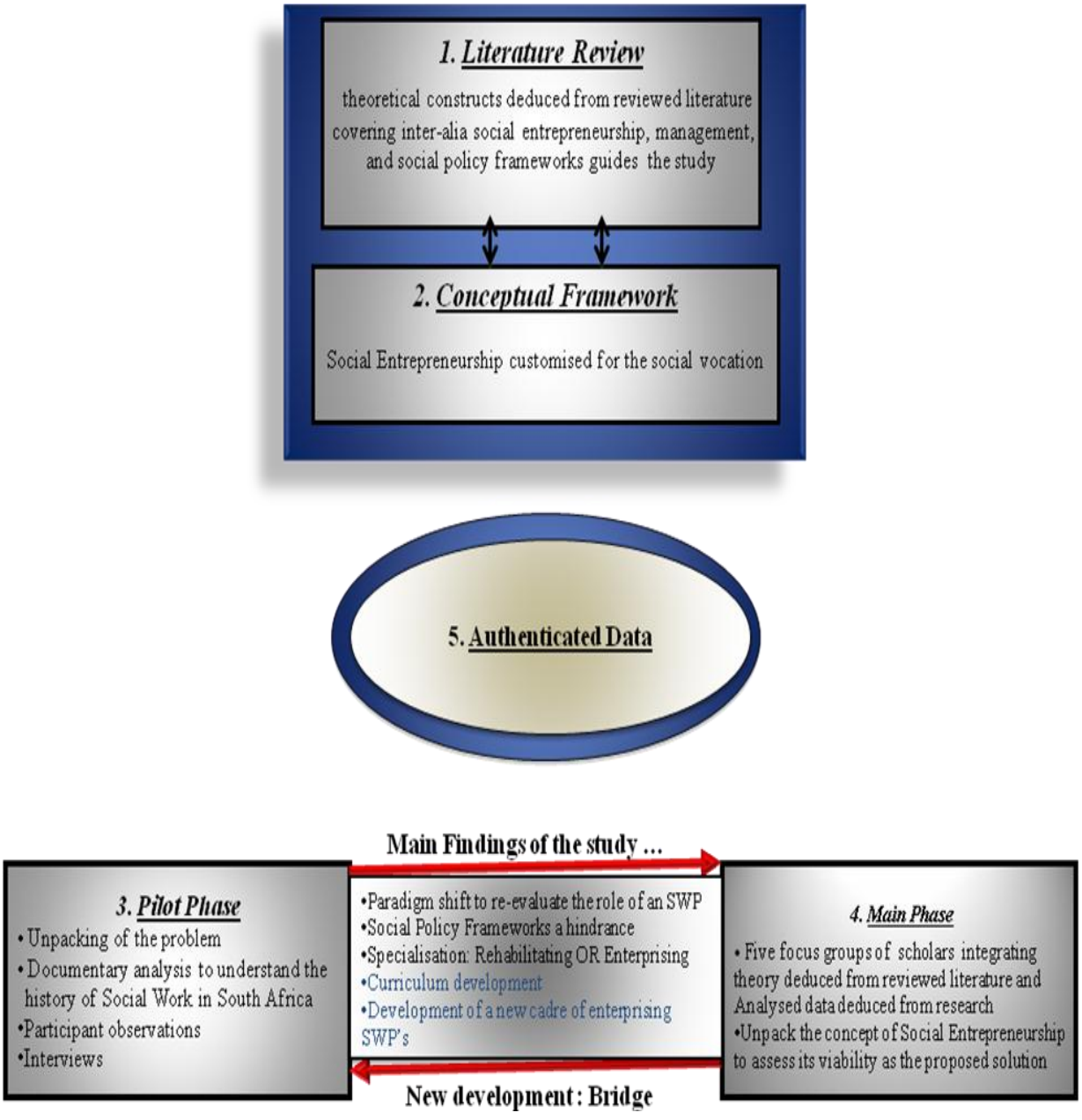
This study was split into two phases because the researcher felt overwhelmed by the various processes involved, since this was not a straightforward study where the process would be logical and smooth. Merely understanding the problem was a study on its own and very time-consuming, taking at least half the time of the whole study period. Considering the complexity of the problem, the researcher decided to divide the study and treat the problem phase as a full investigation. This approach proved to be correct. The proposed resolution presented some challenges as it is a new concept in academic circles, and some aspects are still at research stage. The researcher designed a process that would authenticate the process with its own investigation. The problem phase of the investigation was named the *"first phase"* and the suggested resolution stage and validation of the initial investigation was named the *"second phase".*

3.10.2 The First Phase

The first phase concentrated on all aspects of the problem: how old it was, how big or deep it was, where it emanated from, who was involved, the damage it has caused to the profession of social work, their mandate from government, the dignity of SWP's and their protégés, what the problem was in the previous political dispensation and how it was affected by the ending of apartheid, whether the new political dispensation had solved or exacerbated the problem. Separating the "unpacking" of the problem as a separate phase was beneficial as it allowed the researcher to focus on every possible avenue of the problem and deal with each aspect in detail without, at that point, being concerned about solutions.

During the first phase, however, the researcher discovered that the process of understanding the problem was a pivotal progression of presenting the resolution. This process did not challenge the proposed solution that was going to be unpacked by the main study but rather supported it by building a stronger connection to it. The unplanned revelation was the strong bridge that was unconsciously built during the first phase. The bridge contains the new and substantive findings that were produced by the first phase connecting the problem (*first phase*) to the proposed solution (*second phase*) smoothly, in fact solidifying the knowledge base investigated by both pillars as illustrated in Figure 3 below.

Figure 3: Bridge combining first and the second phases



Source: Mngadi, 2012

Separating the study into two phases brought up robust nuances, like highlighting the fact that the growth in the role of an SWP does not need augmentation but rather a paradigm shift and a completely new approach; the urgent need for specialisation in the profession of social work; and the realization that social policy frameworks were the stumbling block that prevented any positive change in the role of SWP's. Not wanting to disturb the flow of construction of knowledge, the researcher allowed the new information to flow. Consequently, the first phase was inadvertently extended to produce substantial findings that eventually rendered the first phase a fundamental fact-based discovery.

3.10.3 The Second Phase

It is important to note that the purpose of the main phase was to examine the proposed solution of Social Entrepreneurship to assess its viability as an academic elucidation to address the education side of the problem, which was presumed to be the main role of the study. The purpose of the main phase was not changed by the new developments of the first phase, but what changed was the role the main phase played in the study. Since the main findings of the study were evolved from the first phase already and could have been submitted as final findings of the study, the main phase was left with the role of profound interrogation of the facts and validation thereof. Notwithstanding, it was significant validation that supported and further clarified the findings of the first phase.

The contribution this validation step made to methodology and to the body of knowledge of social entrepreneurship is noteworthy. The scholars who participated in the study immediately adopted it as an important tool to incorporate into their research processes. The main phase thoroughly examined the concept of social entrepreneurship and tested its viability as the proposed solution, as discussed in chapter four of this thesis. Furthermore, this validating step introduced an important methodological step of macro-triangulation which linked back the theoretical constructs deduced from the first phase's analysed data to theoretical constructs produced from the literature review. The analysed data vigorously challenged information from the reviewed literature.

Fortunately, the researcher had decided on the pioneering scholars who had conducted wide-ranging research on Social Entrepreneurship and published extensively on the concept as population assembled into different focus groups to corroborate their own intellectual propositions. The findings from the first phase helped the scholars to question their own assertions and forced them to apply their intellectual contribution to real-life issues to assess if they work or if they need further development. The focus groups produced rich arguments from the scholars, prompted by the findings of the first phase, a process which benefited the researcher, the study, the population of academics, encouraged a more refined construction of knowledge and in turn made a contribution to the body of knowledge.

3.10.4 Variant methodological steps

Social Entrepreneurship, which is the conceptual framework that informed this study, is about innovation, taking risks and not relying on one resource to find solutions but rather to combine a variety of useful resources to derive an impactful solution to a problem. The researcher extended that philosophy into methodology by taking the risk of firstly splitting the study and dealing with each aspect as a separate investigation; to using a variety of research techniques, combining them to derive the maximum benefit from the research; and finally, to innovatively vary the traditional use of research instruments to further refine the research process.

The study had two units of analysis, both of which were multi-faceted; thus one technique was restrictive and insufficient to draw out all the hidden compartments of the problem and/or solution. Each of the four techniques elicited useful information. Furthermore, the researcher developed two variant methodological steps to explore what they would produce if used differently from the traditional approach. The first phase, which was designed to comprehensively diagnose the problem, combined documentary analysis to understand the history of social work from both political dispensations, and participant observation to further understand the problem by experiencing it and examining the effect it has had on SWP's first-hand.

Finally, in-depth interviews were conducted, providing a human connection to address the gaps in the data collected from the other two instruments. The three instruments together produced considerable data. Analysed data produced significant conclusions which were sufficient as the findings of the study, but the researcher decided to use case study methods differently by packaging each finding as a case study, and then requesting some of the academics who had formulated the concept of social entrepreneurship to reassess the theory they had published as useful information. The reassessment happened under a secure environment of carefully considered focus groups consisting of experts who specialised in each finding. This macro triangulation process encouraged corroboration between collected and analysed data and reviewed literature as a necessary validation step.

CHAPTER FOUR

THE PRESENTATION AND ANALYSIS OF DATA

THE INITIAL AND FIRST PHASES

4.1. INTRODUCTION

In this chapter the researcher presents the data collected from the preliminary stages of the research. This was a volatile study that involved an unhappy and demotivated cadre of professionals, namely SWP's. SWP's are legal custodians of vulnerable society, their core function being to rehabilitate and support, *inter alia*, children-in-need-of-care; the disabled, the terminally ill that do not have families to assist them; abused women; and individuals with substance dependency problems. Their task is only fulfilled when SWP's produce a cured human being who serves the mainstream of societal activities, including business, government and the social order. However, many SWP's feel burdened, neglected and abused by all sectors of the society including government which is directly responsible for their role.

In addition, SWP's feel that they have been burdened with a huge responsibility of supporting the most vulnerable parts of the community without support, education and/or resources to fulfil their mandate. The preamble to the presentation of data will be an articulation of the researcher's initial intervention which covered a period of eight months. Subsequent to that, the researcher will focus on three segments of presenting the information collected from the first phase:

1. The presentation of raw data collected using three different research instruments, namely documentary analysis, in-depth interviews and participant observations;
2. Presentation of the analysed data using narrative analysis, interfacing the collected data and the reviewed literature; and lastly
3. The deductions made from both processes to outline the findings and theoretical constructs that emerged during data analysis.

Firstly, the accumulated data will be presented exactly the way it was experienced during the collection phase. The findings of the original attempt of investigating solutions for SWP's edification will be summarised and the initial research findings presented, to highlight the effect it had on the overall study. The activities of the first phase will then be articulated, incorporating the rich history from the former political dispensation, the transition period and the current administration as deduced from documentary analysis, the salient voices of the interviewees, the researcher's objective perceptions during observations, and lastly, the exact feelings invoked during this process for both the interviewer and the interviewees.

Subsequent to the presentation of the summary of the researcher's initial attempt and the raw information from the first phase, the facts will be analysed, integrating the collected data, the reviewed literature and the interviewee's voice. For the sake of clarity, the researcher will present the analysed data grouped accordingly into the six different groups of stakeholders that participated in this research, namely the neighbouring community; SWP's; practicing Social Entrepreneurs; Academics; Government including policymakers; and finally a variety of donor classes. During the research the shared process of reading theory, interacting with stakeholders and continually observing the subject of the investigation made it impossible to avoid simultaneous analysis during data collection. The collected data was extensive and somewhat confusing.

Consequently, the findings were cased into stakeholder groups using narrative analysis during the investigative period. It was decided to present the professionally analysed data immediately after presenting the raw sentimental data to highlight the significant emotions that engulfed the process throughout the study. Thirdly, the main findings deduced from the initial and first phases will be articulated, integrating the discussions that framed the collection and the analysis of the data. Finally, the original research questions mentioned in chapter one will be reviewed in order to evaluate if the initial phases of the study answered any of them convincingly.

4.2 SUMMARY OF THE INITIAL PHASE

The original study emanated from previous research which suggested that SWP's have insufficient competencies to effectively manage their environments. This study was originally anticipated to design a comprehensive and customised curriculum to augment the discrepant skills set needed by SWP's. It involved extensive readings ranging from skills set that SWP's already possessed to skill-sets that they needed to learn to fulfil their mandate effectively. In addition, my target sample for the interviews was practicing SWP's and those that had left the profession for other career streams because of frustration. Competencies which surfaced as necessary to develop included managerial and business skills set, which needed to be adjusted from mainstream commerce to non-profit category.

After several months of readings and interviews, the fundamental constructs that emerged very strongly highlighted that whilst there is consensus about the urgent need to empower SWP's with management and commercial skills sets, there were also underlying problems, commencing with acknowledging the growth in the role of social work professionals in South Africa, then qualifying the exact field of growth, and eventually re-evaluating social policy frameworks, to align the new growth with legislation and the prevailing socio-economic environment. Responses further emphasized that confining the intervention to designing a commercial curriculum was a peripheral step that circumvented a number of pertinent issues that needed to be addressed at a core level.

This would be an oversight, which would leave SWP's in the same position they were in before the intervention. Responses highlighted the need to examine more closely the history of social work in South Africa, SWP's' current official and unofficial responsibilities, and thoroughly understand the social policy frameworks that govern SWP's and the role government expects them to perform. The role that society expects SWP's to perform would then require further investigation, as well as examining the tools; resources and autonomy or lack thereof, that government provides for SWP's to fulfil their mandate. The effect the global economic downturn had on the social sector and on the role of SWP's also required investigation.

The respondents felt that until there was a fuller understanding of the abovementioned issues, curriculum development is premature and would render the intervention somehow misplaced. Furthermore, the researcher was running the risk of designing an unsuitable curriculum that would achieve an incorrect result. Accordingly, based on the stakeholders' input a new approach for the study was planned. Mr Ignatius Mokopane (personal communication, 22 November 2006), had left the profession of social work to head a Corporate Social Investment department for one of the four big banks, after ten discouraging years of trying to negotiate with government to acknowledge the growth in the role of an SWP. He arranged a group of seventeen former SWP's who had exchanged their social responsibilities for corporate careers, to join a forum and share their frustrations of their time as SWP's.

The group, who did not wish to be named, advised that the fundamental problem emanates from a bigger disjuncture and consolidated a variety of problems, some of which the researcher had identified from the majority of SWP's who had already been interviewed. This group (personal communication, 24 November 2006) said that their wide experiences are evidence that the struggles in the profession of an SWP are real, and they are evidence that the role of an SWP is not only to rehabilitate but to be earning and managing finances, a skill they are not trained to execute. Badenhorst (2007, pp. 6-7) advises that evidence is an essential source of truth in academic research, and this evidence that confirmed the growth in the role of an SWP had also been experienced by the researcher for some years as truth, hence the reason to engage in this research in the first place.

There was, however, a need to acknowledge this academically and legislatively. The group highlighted that the role of an SWP is heavily legislated in South Africa, thus any intervention that does not come from the board of policy frameworks that govern SWP's is rendered futile. An outsider can listen to all the problems SWP's experience and design the best solutions to those problems, but the effort would be wasted since legislation governing SWP's is precise and cannot accommodate anything outside the policy framework. The group asserted that most of the problems experienced by SWP's emanate from strict and rather outdated legislation. They advised that any changes necessary in the role of an SWP can only be addressed through government policies.

Mr Mokopane's team confirmed the unanimous advice that designing a commercial curriculum outside the policy framework would be a misplaced intervention that would not promote any constructive improvement in an SWP environment because of clear policy restrictions. In fact, one of them gave an example that he had just bought his daughter a pair of school shoes that morning after weeks of not understanding why she was always crying on her way to and from school. He was advised by the teacher that her shoes were hurting her as they were now too small for her feet. The solution was to take her to the shoe shop and measure her feet for an appropriate size of shoe. His daughter's feet had grown from a size seven to a size nine which proved to be two sizes bigger than all her existing shoes.

To solve his daughter's problem, Mr Mokopane's colleague could not buy a size two shoe to add to the current size seven shoe, but rather he had to discard the old size seven shoes altogether and shift to the new size nine shoe. Similarly, designing a curriculum at this stage is equivalent to buying the size two shoes. Whilst the two sizes were needed to make the child more comfortable they cannot be patched to the old shoe. Whilst commercial edification is desperately needed to address the skills incongruity in the role of an SWP, an outsider has no place patching a curriculum in the education and training of SWP's outside of the policymakers' domain to address the growth. The group advised that Government and/or policymakers need to realise that a paradigm shift is necessary to address the root cause of the problems experienced by SWP's.

Starting by acknowledging the growth experienced in the role of an SWP to enable them to explore holistic solutions that will comprehensively address the necessary development. One of the group members also advised that using only SWP's as the target sample is a very narrow approach that will achieve limited results. The role of an SWP is linked to various sectors of the economy hence the need to incorporate all the layers and players in the value chain for an accurate aggregate result. This realization meant that the researcher had to acknowledge that she did not fully understand the magnitude of the problem, and first needed to understand the layers and players in the value chain of an SWP's role then have similar discussions with them to gather more information and ensure that they could collaborate on the research.

All legislation governing the role of an SWP from both the apartheid government and the current government was necessary in order for the research to become familiar with the history and all intricacies of the problem. This process highlighted a new issue related to the sensitivity of the study and the related ethical issues, which was interfering with a vulnerable population and their custodians. All prospective role-players were requested to provide permission to investigate this subject and ascertain if they were willing to participate. When the researcher approached the new population the donor community became very curious. Dr Pillay, a social entrepreneur (personal communication, January 2007) asked how social needs and business benefits would be merged. It was explained that traditionally, the social vocation is viewed in a different light and is not deserving of commercial practices (Earle, 2008).

Notwithstanding, the current economic climate has raised new awareness and the call for more and extensive research on the connections between social needs, entrepreneurship and management (Drayton, 2002) which required investigation before being recommended to academia and/or government. With the permission and support of all stakeholders, the Ethics Committee at the University of the Witwatersrand was approached for approval, which was eventually fully granted (see Appendix 5). Only then could the researcher approach the Department of Social Development and relevant policymakers formally with full information to explore discussions on looking into the policies governing the role of an SWP in South Africa;

How current legislation supports or negates their efforts and contradicts the prevailing socio-economic environment; to investigate what interventions could ease the plight of SWP's and assist them in fulfilling their mandate of supporting the most vulnerable groups in society effectively. One senior government official who requested to remain anonymous (personal communication, 16 March 2007), asked what qualifies the researcher to make this suggestion to government; it was explained that with the considerable various social problems at play, the disgruntled legal custodians, and the challenges of finding effective and sustainable solutions, no-one is qualified to claim anything but only systematic academic research could slowly unravel appropriate direction and that was all that was being requested to explore.

The concept of Social Entrepreneurship was mentioned to Mr Chosi (personal communication, 29 March 2007) a government official who was keen to know what approach the research would take and highlighted its meaningful variants for the purpose of improved dialogue and sharpened application (Bruni, 2009). Admittedly, the initial study proved to be incongruous; however, it provided an invaluable conduit towards an appropriate intervention. In that case it was decided to use all the gathered information as a basis to start a new approach. At this point the researcher was fully aware of the severity of the problem even though unsure of other hidden setbacks that could be unravelled by the investigation, but that the project would be approached with caution. The workload was overwhelming, and data was being overlooked; the decision was taken to split the study, as previously explained. In the next section the extensive data from the first phase of the study will be presented and analysed to highlight the significant findings that inadvertently rendered the first phase an imperative step that produced fundamental direction.

4.3 PRESENTATION OF DATA - THE FIRST PHASE

The first study lasted approximately three years, since it was a three-pronged exercise. Reading and participant observations were concurrent and the main source of data collecting, hence the prolonged twenty-nine months working full-time at various NGOs. In-depth interviews continued for four months after three months of coding and making sense of all the theoretical data collected. A special note is made to acknowledge that during research the objectives of the first study were inadvertently extended, a move which produced significant data. Firstly, the researcher read extensively throughout the first study including relevant literature, policy frameworks, archived files, various forms of past and present communication between SWP's and all stakeholders dating as far back as was available (approximately thirty-five years), a process which produced data depicting the history of SWP's spanning two political dispensations and deep theoretical understanding.

Secondly and simultaneously, twenty-nine months was spent observing every aspect of social work within the SWP environment, including administration of NGOs and daily interaction between all the concerned parties, a process that produced extensive data deduced from the experiences and objective comprehension. Thirdly, in-depth interviews were done with various stakeholders, which presented sometimes very emotional contributions, a direct interaction which addressed a number of gaps within the collected data from various perspectives, from diverse categories of stakeholders spanning different sectors of the economy.

4.3.1 Documentary Analysis

Theoretical and historical data is presented based solely on the raw summary of the readings, including SWP's' written complaints and various voices during the readings that clarified and/or unknowingly supported the hypothesis. Whilst reviewed literature is articulated in section two of this study, for the benefit of continuity and analysis, at least four aspects of legislation governing SWP's that were prominent and negatively affected their performance will be cited, since SWP's are legal custodians of social policies and official guardians of the most vulnerable population. In turn, social legislation protects and supports their role, work environment and their protégés. The main policy aspect that frustrates SWP's is financial support they receive from government, which includes part funding, designed to subsidise their operational costs.

This funding is amount based and not percentage based, and thus fluctuates depending on the volatility of market indicators like inflation. When the current grant was established it was calculated to subsidise seventy-five per cent of an NGOs operational cost and management has to raise the twenty-five per cent shortfall from the donor community. With the economic downturn and unpredictable inflation the subsidy percentage has deteriorated to approximately thirty per cent of an NGOs operational costs. Mr Mokopane, a former SWP (personal communication, 22 November 2006) says that at a practical level this policy leaves the responsibility of raising the seventy per cent to SWP's' discretion, without any direction and/or support.

This is a challenge which leads to the second policy aspect that addresses sources of income accessible to SWP's. This situation burdens SWP's, as they neither have the time nor proficiency to consistently fundraise seventy per cent of their monthly budgets and manage those funds efficiently. Their full-time responsibility is rehabilitating people and not fundraising and/or financial management. A government official who wished to remain anonymous (personal communication, 1 April 2007) highlighted that amongst the various accreditations necessary to qualify as an NGO, a licence to qualify as a public benefit organisation through a designated governmental department is mandatory. They can also apply for a Section 18a accreditation through the South African Revenue Services, which qualifies the NGO to solicit donations from willing donors. The Section 18a accreditation also ensures that the amount donated is tax deductible on the donor's books.

Mrs Fox (personal communication, January 2008) says that the tax deduction attracted donors until they could not afford to donate any longer because of economic challenges. Mr Motsepe, an entrepreneur who is also a donor (personal communication, 11 January 2008) observed that soliciting seventy per cent of any operational budget is a full-time role that should be performed by a designated and skilled incumbent. Times have changed and SWP's can no longer use pity to raise funds. Data deduced from documentary analysis highlights this fact as the biggest contention between SWP's and government in a variety of communications dating at least twenty years back, especially for black SWP's who historically only received half of their white colleague's subsidy.

SWP's complain about three factors with regard to soliciting funding:

1. Not having the skill to solicit such a huge percentage of their monthly budgets consistently, and having to disburse it cost effectively as at this point it is a 'hand to mouth' situation;
2. Not having the time to raise the funding, as this process demands all their business hours daily and they still do not make budget at the end of the month, which has forced SWP's to totally neglect their core function of rehabilitation for a multi-faceted management role incorporating marketing, fundraising duties, financial management, and people management.

They insist that whilst they take their core role very seriously, they have no choice but to neglect it since money plays an important role in their daily lives. They insist that they cannot rehabilitate hungry people, neither can they work without a salary to maintain their own families.

3. The humiliation and shame they endure when they have to beg for basic resources on a daily basis is unbearable. SWP's say that they have studied for a minimum of sixteen years to earn a decent living but government reduces them to beggars and strips them of their dignity.

Miss More, an SWP who has practiced for the last forty years (personal communication, 12 November 2006) says that practicing SWP's' commitment to their protégés challenges their option of saying no to government. Most SWP's have left the profession as a result of helplessness, and/or left the country to practice social work in countries where they are provided with sufficient resources to fulfil their mandate, and where their contribution is acknowledged and rewarded. This is a move that forced government to declare social work a scarce profession in South Africa. Approximately thirty-five per cent of registered SWP's remain adamant that they will negotiate with government to restore dignity to the profession and advocate for policy improvements.

The third most popular policy aspect as the bone of contention between SWP's and government is SWP's' educational requirements that are currently confined to a four-year humanities Bachelor of Social Work degree that equips the incumbent with proficiency to specialize in rehabilitating the most vulnerable citizens. SWP's are very effective in this role and some have specialized in diverse avenues of rehabilitation at Master's and Doctoral levels. The problem is that the emergent demands made on their profession requires a different calibre of specialists which is currently not catered for in the policy framework, even though the responsibility is already imposed on SWP's in practice. Mrs Mbabayi (personal communication, 7th April 2007) explains that she chose and studied for a heart role but is now forced to perform a head financial role that is completely out of her personal skills set.

This discrepancy has displaced many SWP's, removing them from what they are skilled and experienced to do and mis-allocating them in a financial and management role they have no training or passion to perform. Mr Tshwene has a Masters degree in social work and heads an NGO (personal communication, 1 June 2007); he says that this oversight renders SWP's uneducated and ineffective and has frustrated the profession with dire consequences and discourages the youth to even consider this profession. Mr Johnson, a practicing SWP (personal communication, 15 June 2007) says that government does not allow them to practice what they studied for, neither does it provide education for the role that is imposed on them. Mrs Kennedy, a former SWP who now works in a large South African bank that donates millions to charity annually (personal communication, 15 June 2007) says she joined the bank despite her wish to remain an SWP purely because it authorized her to provide for SWP's.

She says that they have immeasurable responsibilities with limited resources and proficiency, which hampers their work. This leads to the fourth and last aspect of policy that disturbs SWP's, namely a lack of autonomy in their role. This limitation emanates from social legislation that deprives them of being innovative in solving their growing problems, precisely because of their role of implementing government policy and the sensitive nature of their clients. SWP's are frustrated by the contradiction between their mandate from government and their overwhelming practical responsibilities at play. Dr Key, a practicing SWP (personal communication, 2 July 2007) says that government forces them to do something outside of their scope, and when they try hard to achieve that challenge, government impedes their attempts. She continues that they chose this profession because they want to care for the needy and studied to do so in accordance with the legislation.

Dr Key feels that if government wants them to perform a different role within the social space, it must legislate the new role and provide education for it. Mr Thanjekwayo, a newly qualified SWP (personal communication, 13 March 2007) was shocked when he came to practice and discovered that the entrepreneur role is already imposed on SWP's but was not mentioned during his training. Instead of being allowed to support people in need of assistance, the government expects SWP's to provide for their clients at the expense of their own well-being.

Dr Phikile, a former SWP who practiced for thirty-four years and is now a university professor (personal communication, 1 December 2006) says that the historical nature of social work attracts a certain calibre of compassionate professional, and emphasizes that their role is an altruistic nurturing function and not a risk-taking function, so coupled with the restrictive nature of all legislation that governs them it is incongruent with the emergent demand on their profession, and requires a differently trained person. Furthermore, in various written complaints to government SWP's assert that since the economic downturn, companies no longer have extra money to contribute for charitable causes, since they are also struggling for their own survival.

A Professor of Management at a leading South African university who wished to remain anonymous (personal communication, April 2008) says that not only do SWP's need a skilled incumbent to raise funds consistently, but they also need a resourceful and innovative pool of enterprising specialists who will strategically look at diverse methods of earning income reliably and sustainably, and then manage it on their behalf. SWP's are aware of all the problems they are experiencing in their field and they insist that they have been requesting different educational interventions from government, which is evident from written communication. Their main request is acknowledgement of the growth in their role, accurate diagnosis of the divergent profile for sourcing consistent funding to sustain their organisations, a move that will free their time and focus to perform their core role effectively.

Lack of support and appropriate intervention from government to ease their plight is very discouraging, despite their frequent requests. With the diverse challenges that have been experienced by SWP's through the decades, they are aware of the importance of proficiency to generate a higher income in a sustainable fashion and manage funds consistently. They also believe that this role is required to attract a different profile to from the conventional SWP. Today they need to attract a new cadre of professionals who have both compassion and business acumen, with an emphasis on the latter, but they feel that until government realizes that desperate need and amends policy to reflect the prevailing socio-economic status, the profession may remain under threat until it eventually ceases to exist.

4.3.2 Participant Observation

Data deduced from observations supports data deduced from documentary analysis and the conversations that the researcher had with various people during the study, which is presented according to one's objective comprehension. The researcher considered it remiss to neglect her frame of reference and personal experiences, but as a cultured professional maintained objectivity. A bias opinion was deliberately used as one aspect of the analysis and the researcher continued to engage other concepts for an exhaustive picture: The researcher has spent more than twenty years in the cut-throat world of finance, investment and strategic management and has numerous commercial and management university qualifications.

Her core competence is growing and managing an investor's fortune; based on how much is earned for both the investor and the bank annually, the financial rewards can be considerable. Whilst the corporate world is very harsh it is also a very well structured and governed environment. A good education and decades of corporate experience have groomed me to be a seasoned and astute administrator. Reading historical documentation and considerable communication dating back at least twenty to thirty-five years between government and SWP's introduced a new world and a very distorted picture emerged from that experience. Listening to SWP's and other associated stakeholders relate their daily struggles and describing why they have stayed in the profession regardless, gave an alternative but still negative picture.

Being in the midst of SWP's on a daily basis for twenty-nine months, appreciating what they do for sixteen hours of their day, observing and interacting with their clients and beneficiaries, going through their struggles with them, was a culture shock that was both painful and confusing, and was also a most humbling experience. The researcher found herself wearing many hats during the whole process, as a professional, an academic, a mother, an educated and affluent member of society, a critic and a human being. Each hat offered a different avenue of the situation at hand. The most important was to recollect oneself as a six-year-old helpless little girl, growing up with a single mother and seven siblings in a fifty square meter house.

The researcher relived a completely forgotten childhood experience, which was deeply embedded in the subconscious but muzzled by her current comfortable lifestyle, and this provided the opportunity to understand her past from a different perspective. In a situation where the mother struggled to provide for seven children, she herself viewed the reason as an absent father. The researcher explained that her mother who was supposed to nurture them as children, to teach a value system, play with and comfort them was forced to neglect them to leave the home and earn low wages to feed them. When the parents divorced and the father emigrated, the mother's focus was diverted from being a mother to being a *"father"* a provider, a move which left them without a mother, whose wages were so low the children resorted to stealing or begging.

The demands made on the mother who was often absent left her so exhausted that she was physically and mentally incapable of focusing on her parenting role. When she failed to feed her children, which was often, she would be so depressed, embarrassed and helpless that she would just slump into a deep sleep. There was little guidance at home and the children took on bad habits. The mother had no education and no prospect of improving her situation. She had lost her self-respect since she felt like a failure. The injustice frustrated her to a point of deep resentment and her children were the recipients of that wrath. This cycle was psychologically draining for all concerned, as despite her best efforts she could not protect her children from experiencing the pain with her.

The researcher asked her mother why they were struggling and what was needed to change their situation for the better? The response was "*responsible father*": The researcher as a result understood the negative consequences for families and children who lack a responsible parent. Similarly, SWP's who are entrusted with the pivotal role of mothering the most vulnerable parts of society are trained to address many social ills but are not equipped with the fathering skills of financially providing for them. They are inadvertently removed from their core role of mothering and forced to play a father's role of providing, an exchange which exposes their clients to harm. In the view of the researcher, both roles are essential; the one cannot replace the other, neither can they be merged.

In societal terms the SWP role translates into being a nurturing parent, a *"mother"* to the society, yet every mother needs the loving support of a "*father"* who will financially provide for the family to free her to fully fulfil her nurturing role. Government and the donor community substituted the father role for decades by financially supporting the *"mother"*. Weakening that support is tantamount to removing a father from his family and burdening the mother to financially provide, at the expense of emotionally and physically nurturing her family or, in the case of SWP's, citizens. At a micro level this is similar to a mother and a father playing diverse but complementary roles that harmonise a home. Conflating these roles, while possible, has often produced mediocre to detrimental results.

The role of an SWP has grown from being just a "*mother"* that nurtures and rehabilitates, to that of a *"father"* that provides financial support for the family. At a macro level this translates into a need to develop a cadre of enterprising social workers that specialize in designing different sources and methods of earning income to support their organisations. Since the previous 'father' (government/the donor community) is no longer as functional, an alternative 'father' is needed, and this may be found in the revised social policy frameworks. In working at various NGOs that cater for diverse needs of the community, including the disabled, mentally handicapped, sick, old and frail, abused and addicted, the researcher, for the first time because aware of the effects of the cycle of poverty and how it is linked to crime.

Sick, helpless and addicted people who need constant care, abused women who have killed to save themselves and their children, and babies who are longing to be held all formed part of the researcher's field experience. These vulnerable people desperately need experienced SWP's to nurture and rehabilitate them on a full-time basis. Most NGOs are short staffed, have insufficient resources, or lack the proficiency to better their world, they work hard long hours for little or no salary; they often sacrifice the few personal resources they have for their clients' needs. Their administration has no structure; their strategy for a positive way forward is non-existent. Having to worry about healing the lost souls they are entrusted with is hard enough, but having to worry about where their next meal will come from is an injustice.

The SWP's' commitment to improving the lives of ailing communities under very trying circumstances is admirable. They have stopped complaining, as nobody listens or actions their concerns so they resign themselves to saving their time to doing what they can. It was interesting to note that the older generation of SWP's is not considering any move but aims to continue doing its best. The younger generation has, however, explored alternative jobs outside South Africa or changed careers within South Africa. Whilst they are all fully aware what would revolutionalise their profession and the importance of that step, they feel completely helpless and have stopped trying. The researcher was surprised by the lack of awareness regarding the role of an SWP in society, the high level of disregard and the lack of support from most sectors of the society.

SWP's are often treated like second-class citizens, as consistently observed by the researcher in a range of settings. Students who are studying toward the profession were engaged to understand their motivation, expectations and what they intend to contribute to the role and to society. It was apparent that they do not fully understand extent of prevailing challenges in their chosen career. SWP's are discouraged by the lack of intervention and involvement from academia. They insist that academia also has a responsibility to social workers and not only government and business. Miss Bickel, a second year social science student and a few of her fellow students (personal communication, 2 March 2009) posed important questions:

1. Does academia follow through on the ramification their education has in society to assess if it is at all effective?
2. How do they know what to teach, and for what purpose?
3. How often do they assess what new skills are necessary for the profession to update their education and training syllabus?
4. How old is the curriculum they are currently teaching social workers in training and what is its purpose?
5. Have they not heard the complaints by SWP's in practice?
6. What has academia done to minimize SWP challenges?

Miss Zamani, a Master's student in social work, and her colleagues (personal communication, 3 March 2008) observe that academia today might be the only credible institution that government recognises as an authority that can authenticate the SWP's' request to acknowledge the growth in their role; amend policy frameworks that govern SWP's; and include the growth experienced in the profession of social work. In their opinion, academia is too lazy to provide that advice as they would need to restructure the education and training syllabus and provide answers. Their question was about why academia is silent about this disjuncture ─ are they scared or lazy?

The researcher's view is that social science students, especially those at masters and doctoral levels, should question the status quo, they should each research an avenue and constantly present research findings to both academia and government until they respond and act on their request. That is what education is about ─ learning and not complaining. They have learnt of the challenges and instead of complaining they should conduct research to have tangible facts and then present them in the appropriate manner. The recently graduated SWP's encounter complaining and despondent practicing SWP's.

They do not enjoy their roles; they become discouraged before they even start their careers. As such, the younger generation is fast losing interest in a career as an SWP; consequently, universities also produce a reduced number of graduates because of the increasing lack of interest. A culture of blame will not resolve this problem but solid research and targeted advocacy could make a difference.

4.3.3 In-depth interviews

The questionnaire which was administered from the beginning of the study was largely concerned with the proficiency needed to address the growth in the role of an SWP. However, that did not stop the various respondents from articulating their frustration with government (public sector) and the business landscape (private sector) for neglecting professionals that are expected to solve problems for the benefit of both sectors.

It is important to note that the respondents did not spare academia either as they felt that academia is the only institution well placed to encourage government to recognize the plight of SWP's. The researcher chose to present the raw data as a summary below, and in the analysis in the next section, it is presented as per stakeholder contribution according to the information given by a specific group:

Respondents largely and rightfully maintained that their responses will not change the situation that SWP's find themselves in, but rather an immediate adjustment of policy frameworks and education will. Whilst that point has some truth in it, it is those responses that need to be framed as a proposal to academia and government for them to consider the SWP's' request. Respondents suggested a combination of strategies to improve the administration of NGOs. They unanimously agreed that while comprehensive management skills are essential for SWP's managing NGOs, entrepreneurship and financial management are currently the most necessary, but lacking, competencies.

Despite the fact that the questionnaire was designed to address the SWP's' immediate and urgent need of identifying new methods of earning income and skills to manage their organisations effectively, a combination of research techniques probed further and produced useful insights that expanded the study positively. Responses showed that most of the successful companies worldwide have a dedicated financial executive focusing on the inflows and outflows of the organisation. NGOs are no different; they need the same concentration and competence to administer their finances effectively, specifically because of their unique source of income from donations and subsidy from government.

Respondents suggested that over and above Financial Management, incorporating entrepreneurship and comprehensive management competencies into the syllabus of NGOs would strengthen management capacity in the NGO sector. Practicing directors of NGOs all insisted on this move and registered their unwavering interest in attending classes to improve their management skills. Another prominent suggestion was that in the longer term SWP's should investigate new methods of earning a living, for example, NGOs partnering with business and government to facilitate worthwhile projects aimed at solving social ills.

Respondents suggested social enterprises managed by entrepreneurs and scaling them up to benefit NGOs. They also suggested that it would be a good topic to investigate separately. The final results were much divided with regard to who should initiate that process, raise finance and manage NGOs? Volunteerism was strongly suggested by most respondents as a temporary measure, as they felt that SWP's are currently not proficient to turn around their situation. Furthermore, a new pool of socially conscious entrepreneurs should be developed and allowed to manage the growth in the role of an SWP. SWP's felt that with targeted capacity building initiatives incorporating comprehensive management competencies and their background, they are best placed to manage their own institutions.

The donor community and academics felt differently; they assert that it would be preferable for an independent incumbent with comprehensive commercial training and experience to take on that responsibility. Donors were adamant that the sector needs a fresh approach. A new strategy of recruiting entrepreneurs into the social sector was strongly recommended, since the current profile of an SWP is not conducive to revolutionizing their profile and elevating it to a new and robust role of an enterprising SWP. Respondents felt that practicing SWP's should be left to nurture and rehabilitate their clients, as converting them into entrepreneurs or providers would be a grave mistake. SWP's insist, however, that they have learnt the ropes by default and for the time being they are well placed to play that role.

It was noteworthy that the questionnaire was followed completely throughout the interviews but because of the interest in the study new questions emerged from conversations with most of the respondents, which by default highlighted other points that the researcher had not included, but which contributed great insight into a crisp and useful way forward for the main study. This eventuality also proved beneficial in raising new research questions for future research as well as pertinent topics for the proposed longer term comprehensive management plan. The first phase, in addition to readings and observation, has demonstrated views of various professionals on the precise tools that are needed in the NGO sector to correct this oversight.

It was therefore proposed that the result of the study must encourage short and long term plans as solutions feeding into the main study. In the short term, specialisation should be introduced in the profession of social work, where the role of rehabilitation and the role of entrepreneurship would be separated. The immediate development and introduction of a basic entrepreneurship and Financial Management module would then be required, incorporating elements of financial planning, investment and fundraising skills as a short course to equip practicing SWP's who choose the management specialisation. A more comprehensive programme should be evolved for integration into the syllabus of future social work professionals. This move would immediately assist current directors of NGOs who choose to specialize as managers to effectively utilize all contributions.

Donors supported this move as they claim it would also give them comfort that their resources are used effectively, since accurate accounting of the funds would be mandatory and professionally done. Interestingly, Social Entrepreneurs disagreed with this method and dismissed it as a 'bandage' approach by SWP's in an attempt to save their jobs. Social Entrepreneurs are adamant that SWP's are not entrepreneurs and putting them in that position after a short course would be setting them up for failure yet again. They insisted on a paradigm shift and acknowledgement of the growth in the role of an SWP. Government must acknowledge the process as well, then amend policy on various levels, qualifying that growth with both the SWP's and academics to design an appropriate syllabus.

In the long term suitable entrepreneurial candidates should be recruited and developed with a degree of social vocation to perform the "growth part" of an SWP role. They strongly concurred with the suggested specialization in the vocation of social work. When asked how long that process would take and how long the system would require to produce the first tranche of entrepreneurial SWP's, they suggested seven to ten years for the whole process until the first group is ready to start ─ that is, without field experience. In the meantime they suggested practicing Social Entrepreneurs could volunteer their services to social organisations to assist them with the providing role temporarily. All questions were answered fully because the questionnaire was administered during face-to-face interviews.

In summary, the results of the first study are listed below, as grouped by the researcher according to respondents' concerns.

- Social Policy Frameworks pose the biggest threat to catalyzing social transformation;
- The time for the 'begging bowl' approach is over, economically and morally;
- The donor community is not happy to continue being the bequeather, economically and morally, and has warned that they have now reached a stage where they cannot afford to do so;
- Whilst there is consensus about the desperate need to empower SWP's with management and entrepreneurial skills sets, there is a bigger requirement of acknowledgement of the growth in the profession and addressing it strategically;
- The social vocation needs a paradigm shift as a prerequisite to empowerment;
- A new cadre of enterprising SWP's needs to be developed, who will change the culture of solving social ills and search for alternative opportunities to build sustainable social value; and lastly
- Social Work Specialisation in Entrepreneurship was suggested strongly by all respondents.

4.4 DATA ANALYSIS

This section of the study integrates all opinions from the primary data collected through documentary analysis, participant observation and in-depth interviews, then interfaces it with secondary data collected through reviewed literature. During analysis it became clear that there are varied camps that understand the importance of the role of an SWP differently, but they are all concerned with the survival of the profession. Each camp raised a legitimate concern, which formed an important segment of the overall problem, and suggested solutions they perceived as useful.

During analysis it also became clear that not all theories that emerged from reviewed literature, though supported by logic and premised on similar problems, were obvious answers to problems experienced in the South African social landscape. This is despite the fact that most of the theoretical constructs from literature were very useful for the study. It was noted that there were very few South African scholars who wrote about Social Entrepreneurship, and assumed that the majority of the scholars who are from abroad did not have (South) Africa in mind when suggesting their theories. Their solutions were pitched much higher than South African problems and left a gap between local challenges and their suggestions.

During the process of participative observation in conjunction with reviewing a variety of documentation, a certain amount of informal analysis was inevitable, and as such coding the concerns in groups had already commenced. The collected data was extensive, and nuances were lost when trying to analyse all the information as a large body, so all data from all sources of data collecting was grouped according to stakeholders and/or problems raised. Once all the problems were grouped, suggested solutions were added to the groups and each group was analysed separately as reported below.

4.4.1 Societal Perspective

According to Dees (1998), in recent times society has established that government independently is unable to address all social ills; this proves true in reality as the community gets very involved as volunteers in charity work, and assisting the institutions that assist vulnerable people with different resources. The local professionals like doctors, teachers and nursing sisters offer professional services for free to institutions since they cannot afford to pay for medical care or extra classes for struggling pupils, for example. This assistance is never guaranteed as the community is not obliged but rather only contributes when their personal circumstances allow. Dr Masotsha, a local medical doctor (personal communication, June 2008), criticises government for not taking full responsibility in supporting these institutions, saying local doctors feel burdened as they cannot turn a blind eye to sick children because they do not have funds to seek medical help.

He adds that after sixteen hours of hard work at the hospital, their minds and bodies are not equipped to conduct further medical care. Whilst the government hospitals offer free medical care, the institution does not have enough personnel to queue for hours at the hospital to assist one child. Dr Kotze, a local doctor (personal communication January 2009), says that considering that a huge number of children in institutions also have HIV/AIDS and are often sick, the institutions need dedicated medical care. Even unemployed neighbours offer their time to feed and play with children in need of care including cleaning assistance. The community has first-hand experience of all the hardships the institutions go though on a daily basis. Their donations include time, personal effects and sharing their food with the institutions whenever necessary. In a sense their offerings are providing some form of relief consistently to the institutions.

Thumbadoo and Wilson (2007) suggest that theory has lagged behind in introducing Social Entrepreneurship as grandparents and great-grandparents have been practicing it for decades. The community's strong request is in line with Steyaert and Hjorth's (2003) suggestion that government should invest more in the social sector, its professionals and their development, in this case SWP's. Ms Gugu (personal communication, July 2010), a retired teacher who now volunteers full-time at an institution near her house, says she prays that government employs professionals that will concentrate on providing for the institutions as the practicing SWP's are not coping in practice. The community blames government for this struggle and suggest that government should support the NGOs comprehensively, failing which they must privatise them so social entrepreneurs would own and manage them professionally.

4.4.2 Practicing Social Work Professionals

This group of respondents consists of highly educated professionals who have extensive experience and skill in social work in communities. They are the main subject of debate, or rather their ability to meet demands made on their profession. Their responses were the most emotional of all the stakeholders. There is a lot of anger and resentment from SWP's towards society at large for not taking a more decisive and effective approach to improving life for disadvantaged citizens.

According to Flexner (2001, pp. 160-165) social work is described as any form of persistent and deliberate effort to improve living and/or working conditions in the community, furthermore, to relieve, diminish or prevent distress, whether due to weakness of character or to pressure of external circumstances. In recent times this study has established that the role of social work has grown far beyond its original skills base as described above, and now incorporates a different skills base of entrepreneurial and management responsibilities that are outside of a social worker's competence and expertise. Tanner and Tanner (1995) explain that in any profession when a segment of another field of expertise starts to be a dominant feature, it is time to re-examine the role it plays in that profession and evaluate if it is necessary to incorporate its customised elements to complement the offering to customers.

A university professor who requested to remain anonymous (personal communication, January 2010) highlighted that in this case the competency theme of entrepreneurship and management has become an imperative addition to complete an SWP's offering to society and is worth evaluating. Incorporating the latter competency theme without proper education and training; and/or imposing on SWP's trying to perform both skills sets, has produced negative results to the detriment of SWP clients. Mr Mokopane (personal communication, November 2006) highlights that all parties concerned are aware of the demands made on the profession of social work, but no one is keen to take responsibility. "Government is fully aware of the growth in the role of an SWP", adds Mr Fowler (personal communication, January 2010), a recently qualified SWP. He says that SWP's are choking in practice and ignoring their plight is government's failure.

Considering that government is only successful when their prevailing policies are effective and the specific department is managed smoothly, policy frameworks governing SWP's are outdated and ineffective, in fact they hinder SWP's' effectiveness. This is in line with Drucker (1990) who says that NGOs/NPOs are human change agents but they rely on government to provide the resources to achieve their illustrious task. Dr Skweyiya (personal communications, 2008-2009) the former Minister of Social Development, acknowledged the oversight on behalf of government but added that whilst its not immediately visible to SWP's, government is procedurally putting systems in place to address the disconnect.

He conceded that Government is not equipped to bridge the skills discrepancy and appealed to academia to intervene and rescue the situation with government support. He welcomed the intervention from this study as a positive step forward and encouraged further collaboration with academia to see the full integration to fruition. However, Miss Nomthandazo (personal communication, July 2009) who is a seasoned practicing SWP with a PhD in Social Work and has worked with both political dispensations for the last thirty-nine years believes that this oversight is deliberate and political. Ms Nomthandazo observed that it is logic that if the needs of the community increase so must the resources and proficiency, as suggeseted by Oliva (2005).

She says raising and managing money is now the core function of an SWP which is unfair as they did not study for that, and government should provide for the discrepancy in skills and other resources. Kearney (2000) says that to be a human change agent, one needs specific skill and focus, precisely because in the case of a vulnerable population the initial product is "damaged goods". SWP's need to work hard to heal people from a negative position. "How does government expect SWP's to dilute that focus with another full-time job of sourcing and management of funds", asks Mr Ntshangase, a successful social entrepreneur (personal communication, June 2009).

Miss Nomthandazo (and many other black SWP's) believe that only black SWP's are going through this challenge as their white counterparts appear to run well-equipped institutions which allow them to focus on rehabilitation. After spending a considerable period with both black and white establishments observing their daily work, the perception of Miss Nomthandazo is understandable. It is the view of the researcher that this is based on a cultural disposition where a white SWP managing an institution refuses to watch his/her clients suffer whilst waiting for government to provide training or resources. They take the initiative and maybe the risk to approach charity organisations from all over the world like Red Cross, Salvation Army, SOS Villages, to name a few, to assist them with management skills and other relevant resources. The international organisation would then adopt a few institutions in South Africa, provide accommodation, financial support, constant training and development and management guidance.

In addition, the institution still qualifies for the R1 600 per capita monthly subsidy from the South African government. Hence this initiative leaves the SWP's with the sole responsibility of healing people as their core function. This approach is in line with Gillespie and Moon (1995) who advises that SWP's do not need government to do their jobs, they need government for policy and regulation issues only. They can be innovative and find the needed skills and resources elsewhere, if the policy framework allows for this. Druyen (2005) observes that it is the responsibility of individuals and organisations alike that have skills, ability, wisdom and wealth to ease the suffering of those who do not have and believes that they should offer their services, since the poor seldom approach the rich for assistance.

Dees (1998a) advocates that society should involve themselves in social change as government needs collaboration from all sectors of the economy and the community to solve social problems and create social value, which is the core of Social Entrepreneurship. Mair and Noboa (2005) defines "Social Entrepreneurship as the innovative use of resource combinations within or across the non profit, business, and public sectors to pursue opportunities aiming at the creation of organisations and/or practices that yield social transformation and sustain social benefits." Culturally and especially the older generation of the black population view this definition differently. In contrast, it is culturally inconceivable for a black SWP to be that *"disobedient".*

They follow the rules to the letter, especially the older generation. Their job is to heal and they will not look outside that function for various reasons. James (1989) says that therapists choose their healing work expecting that they will help people alleviate their pain and feel better. Although this is the ultimate goal, it involves a lengthy and complicated process that in addition needs management competence and other resources. SWP's should rightfully take the initiative to better their environments outside of government. "No one tells you of this initiative when you give yourself as the healer of the community", says Mama Magdelina (personal communication, June 2008); "I am 86 years old and not so strong anymore, all I know is how to rehabilitate sick and needy people". Hammack (1995) says that SWP's struggle with the contradiction inherent in non profits, of the economic need to earn financial resources and management thereof versus the humanitarian values instilled in charity work.

Most SWP's interviewed agree with Hammack. Drucker (1990) argues that this misconception is the reason for the lack of discipline in the non profit sector and advocates a separation of roles as very few incumbents can successfully merge the softness of humanitarian aims with the ruthlessness of business practices and pursuing economic imperatives (Easly & O'Hara, 1983). SWP's admit that they are helpless and currently neither have skill nor ability to change their world. They feel that they are doing the most difficult job that benefits society and all segments of the economy; hence all professions should support them. They feel helpless and desperately need support and guidance in fulfilling their mandate effectively. They are also very protective of their profession.

They feel vulnerable and their initial stance was that the only predictable solution is an immediate short course that will equip them to continue in their profession whilst satisfying the donor's needs. Mrs Kennedy (personal communication, August 2009) a practicing SWP, expressed how they have learnt to live on a thirty per cent subsidy provided by government to avoid any fundraising and further humiliation, notwithstanding that they are fully aware of the dire consequences this practice has for their clients. However, comments indicated that simply giving donations to the needy strips them of their only asset, their dignity. Miss Bekezelile (personal communication, January 2009) explains that: "if you ever want to donate to my organization, please come and teach us how to fish but do not throw fish at us when convenient to you".

The general population also do not appear to understand how they humiliate the poor by giving handouts. Some SWP's are adamant that they have mastered the art of begging over the years and suggest that they will need very little refinement seeing that they have survived for years through playing the role of financial manager, albeit without training. Whilst they acknowledge needing an entrepreneurial and comprehensive management skills base, their main concern is finding immediate relief in alternative methods of earning income and financial management thereof, as they feel that it is their ticket to independence and job security. "Saving our jobs is currently our main focus and need", explained Mrs Motsamai, a practicing SWP (personal communication, April 2007). They prefer a short Financial Management course for immediate relief and welcome future planning for longer term solutions.

After further discussions and exploration of the future, the SWP's' stance softened to accommodate the proposed new generation of social workers who will transform the social vocation and manage NGOs to be self-sustaining organisations. The SWP's admitted how dehumanizing soliciting for money is and admitted that if that part of their jobs can be eliminated it would renew the vigour in their profession and restore their dignity. SWP's suggested that in future the role of management be separated from the role of rehabilitating, however for the time being they feel adequate to handle both roles. Their only condition is that they are afforded immediate guidance of financial management.

They advocated for both suggestions made so far to immediately experience relief whilst planning for a more secure future. They suggested a few topics where they need capacity building based on their current challenges in the field. They need a comprehensive introduction to all possible sources of income and tactics of how to approach them. Mr Mokopane's team enquired about private funding, social entrepreneurs and philanthropists as an untapped source of income and technical support for SWP's. However, in their experience even that process has to be controlled in a special governmental structure. SWP's assert that they experience a lot of legal woes in the new dispensation and need a basic course that will enlighten them as to their rights and a general economic legal framework. This is, in the view of the researcher, a legitimate request, since they are accountable to multiple factions.

The beneficiaries of development NGO activities are typically different from those who provide material support, so NGOs are accountable to multiple constituents (Jankelowitz, 2007, pp. 15-20; GRI, 2002, 2005). Most importantly, however, accountability is at the core of the manager's role in any leadership position but SWP's are not equipped adequately with this competence and process. In an analysis by Vigola-Gadot and Yuval (2003), it was discovered that effective and efficient administrative performance was obligatory to 'managerial quality' and a contingency for trust from stakeholders. Nevertheless, accountability, "while important to funders and other external stakeholders, may not necessarily be key to improving organisational effectiveness or performance" (Bonini & Emerson 2005, p. 27; Fetterman, Kaftarian & Wandersman, 1996).

Hence, an NGO and an NPO need to comply with basic legal governance, and need to define together with the relevant stakeholders further accountability degrees that suit the particular organisation. Accountability is comprised of more than delivery; it also surrounds systems needed to document the delivery of services. Similarly, "corporate governance is concerned with holding the balance between economic and social goals, and between individual and communal goals. The aim is to align as nearly as possible the interests of individuals, corporations and society" (Cadbury, 1999, in King II Report 2001, p. 8).

Governance has become a core issue for all organisations (King, 2006) profit and non profit alike, and refers specifically to being both accountable and responsible. As Kihato (2001) cautions, the financial insecurity and daily struggle to access funds within an unstable funding environment facing the majority of South African NGOs, results in a far less effective civil society sector and places governance at the bottom of priorities as opposed to survival. SWP's' mental state is not ready to assimilate all these demands on their profession. They need to correct this injustice and see financial planning, project management and budgeting as core skills that will assist them to understand their needs better and prioritise what they ask for and the timing thereof. Accountability for all funding is mandatory and they will also need to know about investment to better manage the possible surplus they may have in the future.

Miss Gugu says that all this "management talk" is the least of her concerns, and that all she needs is resources from government to fulfil her mandate, so government must employ managers to implement all these competencies. This view was shared by other respondents in the study. All stakeholders including academia, SWP's, the donor community, social entrepreneurs and government acknowledged the points made above. The only confusion lies in the process of administering the growth academically and legislatively, and who takes responsibility for that process. This study will address its recommendations after extensive discussion with all stakeholders involved.

4.4.3 Social Entrepreneurs, Entrepreneurs and Philanthropists

Social Entrepreneurship is the innovative use of resource combinations within and across the non profit, business, and public sectors to pursue opportunities aiming at the creation of practices that yield social transformation and sustain social benefits (Mair & Noboa, 2005). This is a voluntary concept that is not administered in any formal fashion. Social Entrepreneurs are self-made individuals that do not report to anybody but innovatively design projects and other structures to help society create social value. Normally the projects they choose are of deep interest and significance to them personally. They are not linked to government in any way but they are happy to collaborate with government, big business and any societal segment for the benefit of social change.

Social Entrepreneurs and philanthropists are successful high net worth individuals who have already made their own fortunes or inherited it from previous generations and continue to grow it. They extend their intellectual and financial success to the communities to try and help those in need not only by giving away money but also by helping actively with skill, time and other resources. They are an important link and stakeholder for this study, they actively discourage the 'begging bowl' approach and encourage an entrepreneurial approach of earning a living instead of soliciting donations. These two groups of professionals play a more logical role in the NGO sector as a concerned sector that sees social entrepreneurship as a new opportunity for development to address social concerns and create social value, despite the fact that there is still confusion in the use of the term 'social entrepreneurship' (Thompson, 2002, p. 242).

They are concerned with material structural long-term change in the NGO sector and not cosmetic solutions. They believe in building capacity rather than providing donations. Mr Dubach (personal communication, June 2008) a former banker who now creates social value with his time and resources says that if you hand out fish to a poor person on Monday, you have to do the same through the week again, and the following week, month and year. But if you teach a person how to fish they can fish for themselves with dignity whenever they need the fish.

This concept is in line with Miss Bekezelile's appeal which was strongly supported by many SWP's ─ that they do not want donations but they want skills so they can provide for themselves consistently. This group's responses to the questionnaire is not concerned with peripheral accountability standards that most respondents were concerned with but more with longer term comprehensive capacity building. Whilst they concur that it is necessary to incorporate financial management instruction into the education and training of SWP's, they feel that the shotgun approach of adding a crash course to practicing SWP's might cause more harm than good. Financial Management cannot be taught in isolation, it needs a syllabus of accompanying subjects to make sense.

They argue that a more exhaustive approach that will be assimilated from as early as undergraduate level to produce a new cadre of enterprising SWP's is the only way forward. They also argue that the role of sourcing, handling and managing funding should only be performed by a seasoned financial management candidate. Professor Gstraunthaler (personal communication, July 2010) a retired professor of finance and now a social entrepreneur, says to source the best candidates to perform a financial role in the social sector it is preferable to encourage financial students to develop an interest in the social vocation. Whilst Professor Gstraunthaler acknowledges that it is possible to merge the softness of social work with the ruthlessness of earning revenue, he discouraged such multi-skilling and advises on a more viable and longer term solution of developing subject matter experts.

Interestingly, when probed for suggestions for an interim solution, Social Entrepreneurs suggested advertising for seasoned entrepreneurs, financial managers and/or accountants who are willing to volunteer by donating their expertise to philanthropic organisations in the short term. These two groups acknowledged that there is a financial management discrepancy in the NGO sector that needs immediate attention but there is also a deeper problem of acknowledgement of the expansion in the SWP's' roles. Furthermore, they recognize that NGOs might not need the full spectrum of financial tools needed by revenue generating organisations (Drucker, 1990) but cautioned about the dangers of giving too little information.

Mr Oppeinheimer (personal communication, March 2010) a third generation seasoned entrepreneur suggested an appeal to academia to develop a social capital speciality in the Bachelor of Commerce (BCom) degree. All principles of business are taught thoroughly in a BCom degree and there already exists many specialties like Law, Computers, Management, and Accounting. It will be easier to develop a social specialisation in a well established business degree than to start developing customized financial training in a social degree. He says that unfortunately society undermines the role of SWP's as Benedict (1991) highlighted, in that they are viewed as "mute healers", and their education under-valued. He is advocating for a BCom (Social) degree.

Professor Gstraunthaler concurs with this idea, as he says enterprising SWP's would not be social workers but rather business incumbents who do business as usual, who earn revenue the same way mainstream entrepreneurs earn revenue, only their proceeds are designed to create social value. Steyaert and Hjorth (2006, p. 11) highlight a new branch of entrepreneurship in a social context to enrich the social sector and indicate how entrepreneurship might be social by changing the landscape of doing business to impact social change; this centres on the notion of change as a form of development "from within" in contrast to change as adaptation "from the outside".

Gagliardi and Czarniawsk's (2006) recommendation of re-contextualizing entrepreneurship, by introducing a new avenue of enterprising as a model to empower those involved with the social vocation is also in support of the South African suggestion. Steyaert and Hjorth (2006) declare that the term 'social entrepreneurship' suggests a multi-discursive construction of business innovation that is beyond economic value but rather connected to social change and societal transformation, but it is still pure business. The original skills base of entrepreneurship customized for resolving social challenges would empower SWP's who choose to specialise in providing for their organisations to confidently transform their environments, and better manage their organisations in an effective and sustainable fashion (Purdie & Taylor, 1976).

Thus insisting on a full management and entrepreneurial training customized for the NGO sector, administered methodically and long term, while keeping in mind that the entire process has to be commissioned by social welfare policy bearers to be effective. The first two findings are agreeing about the discrepancy in the competence of SWP's, the urgent need to incorporate entrepreneurship and comprehensive management instruction into the SWP's' education and training syllabus and the reasons for this, while significantly opposing each other as regards the method and quality of the intervention needed. Their contributions are obviously informed by their interest and current role in the NGO sector.

The donor community is keen to safeguard their outlay and just wants to ensure that it is managed by the right people and reaches the intended beneficiaries. The social entrepreneurs and the philanthropists are active stakeholders and thus are more interested to fundamentally change the structure of the non-profit sector from being donor-driven to being entrepreneurs. They insist that SWP's must focus on rehabilitating the most vulnerable parts of society and they encourage a new community of entrepreneurs that are more concerned with creating social value to investigate alternative methods of raising funds and professionally administering them.

They argue that this community of enterprising SWP's does not have to be built from scratch, but rather recruited from regular entrepreneurs who have developed an appreciation for transforming social activity to create sustainable social value. Both arguments have value in both the short and longer terms. The researcher advocates for the long term approach as it has substance and will introduce substantial and sustainable interventions in reinforcing SWP's' education and training. This group of professionals confirmed the expansion of the role of SWP's and the benefit of separating the roles.

4.4.4 Academics and practicing financial managers

This is a group of individuals that are seasoned financial managers and/or scientists who create education and impart the theory to both students and practicing financial practitioners from various sectors of the economy. They shared their views on what their jobs entail and how they think SWP's can equip themselves with skills to survive. Mr Leeb (personal communication, June 2008) a retired academic, acknowledges that throughout the last decades, the general assumption on which enterprise and management was set up derived from prevailing task contingencies, dictated by markets or the technology used, with the underlying culture generally ignored. As Earle (2008) explains, traditionally the social vocation has been viewed in a totally different light and not deserving of these aforementioned practices.

In recent times, such stereotypes cannot be accommodated and they are no excuse to keep a group of professionals away from a skills set they need in order to fulfil their legislated mandate. Mr Sibisi (personal communication, December 2008), a post-doctoral fellow at a South African university agrees and says that Drayton (2002) advises that the current economic climate has raised new awareness and the call for more and extensive research on the connections between enterprise, social needs and management. Mr Sibisi (2008) continues that neither government not academia has an excuse for this oversight. Government must authorize academia to proceed with reinforcing the SWP skilling and academia should not wait for government but should conduct relevant research and present findings to government.

One academic who did not wish to be named (Professor X, personal communication, November 2008) asserts that they have learnt in their profession, especially since the economic downturn, that absolutes do not work well, rather an all-encompassing approach that services various avenues will benefit SWP's, the vocation and the social sector, both in the short and longer terms. Social Entrepreneurship is a comprehensive concept, a few aspects of which are pivotal as a foundation to the way forward for SWP education and training needs. He continues that blame must be avoided and joint strategies developed to rectify the oversight.

He cautioned that it will be a long structured process that still needs thorough research, in line with Brunie (2009) regarding distinguishing meaningful variants within the concept for the purpose of improved dialogue and sharpened application, and similiarly SWP's must not expect immediate miracles. Professor X advocated for volunteerism from business professionals and social entrepreneurs to assist SWP's in the interim. Academics are in agreement with Drucker (1990), that no organisation can survive without proper income generating strategies, disciplined management and accountability, more so non profit generating organisations.

This group advised that this initiative would benefit from immediate short courses in the interim to consistently test the syllabus in the process of development. The scientists will continue developing a fully comprehensive and customised curriculum for a more detailed and longer term solution. Importantly, seasoned financial managers who are willing to volunteer their time and skills should be encouraged to donate their skills in the interim to NGOs and practicing SWP's should take advantage of the opportunity to learn from the captains of industry. Professor Rivers (personal communication, January 2011), a professor of management at a South African university, observed that, "There is nothing to talk about or argue further, imperative research has started and has imperative policy implications, it must continue and government must support academia in their quest to provide a new syllabus for SWP's". This is a view shared by the researcher.

4.4.5 Government: (Legislators and Policymakers)

The Department of Social Development and the Department of Social Welfare are the legal custodians of the most vulnerable sectors of the population. They legislate policies that serve and protect their constituents with the assistance of designated groups from diverse sectors of the economy. SWP's are appointed as legal guardians for this group in addition to the legal implementers of government policies that govern the social sector. The first problem is that this sector does not have a rightful place in society. Drucker (2005) advises of an urgent need to redefine a prehistoric organisation that plays an imperative role in society but belongs to an uninhabited sector which is neither a private nor a public sector, but a third sector that has never been given its rightful place.

Hansmann and Henry (1980) agrees with this opinion, and cautions that the acknowledgement is very important for the way forward. South Africa's democracy is young and needs strong governance and strong professionals to steer it in the right direction. SWP's are important because they bring social order to all sectors of the economy. "Many of the hopes and aspirations of South Africa's new democracy depend upon the production of professionals who not only have globally competitive knowledge and skills, but who are also socially responsible and conscious of their role in contributing to the national development efforts and social transformation and governance" (DoE, 2001, p. 5 in Earle, 2008, p. vii).

As such, relevant government departments are the most important group of respondents in the sense that only they can change policy to be congruent with the needs of SWP's to do justice to their mandate. This group of respondents, who refused to be named individually, assert that government constantly commissions different groups to do research on a variety of issues to enable them to update their policies to be congruent with the prevailing socio-economic environment. They said that despite their efforts no group has ever articulated these urgent matters to them. The only way they would ever consider amending policy is if they are exposed to the whole research process and findings that show an all-encompassing benefit that will be produced by the proposed amendment.

Government was adamant that it is the role of South African academic institutions to consistently check the syllabus of each faculty and role, the quality of graduates it produces, and compare it to the needs of the economic sector to ascertain if it is still relevant. When the needs change, it is academia's responsibility to notify the office-bearers of the changes and new education needed to meet the new demands. The former Minister of Social Development, Dr Skweyiya and his team (personal communication, November 2008) noted encouragingly that it is irrelevant now who should have done what. What is important is that government and academia have established an urgent need that needs to be addressed. Research will highlight the exact needs and design structures that will be strategically incorporated over time to re-establish the role of an SWP. Government is supporting this initiative and will work with academia to highlight necessary policy modifications.

4.4.5 Donor Community (foundations, international donor agencies, private and public corporate organisations and individual donors)

This group of respondents accounts for at least 50 per cent of the NGOs income stream and ninety-five per cent of them refused to be mentioned individually in the findings, hence their findings are presented as a summary. This group was keen to see immediate Entrepreneurial and Financial Management empowerment of SWP's as they insist that with the recent economic changes, there is no room for the oversights that they previously allowed charity organisations, especially because they cannot afford to donate the same amount any longer, and their own organisations are facing challenges. For every cent donated, donors insist on full disclosure on how and where their funds were used, and an assessment of the impact.

NGOs are more often treated like a regular cost centre of the donor organisation. The donors expressed regret at the ease with which they had given funds to NGOs previously, as they now feel that the approach stifled new thinking and promoted the 'begging bowl' approach. They will only contribute to strategic programmes that are well conceptualised, planned and managed with clear benefits to the donor. Furthermore they do not require the inexpert spreadsheets that they used to allow in the past, rather they insist on an NGOs justifiable budget at the time of request which will then be allocated for in the donor's budget for the following financial year.

Like a normal cost centre/department, the NGO will at the end of the financial year account on how they expended the budget responsibly. Depending on how effectively those funds were used, the donor will consider a part allocation for the NGO's budget for the following year. This process needs a dedicated and trained incumbent to interact with 30 to 40 organisations continuously to comfortably cover the organisation's costs for each financial year. The perspective of donors, which practicing financial management professionals concur with, is that no proper attention has ever been paid to this role as it is performed by SWP's who have different training, skills and responsibilities within the organisation. Hence their emphasis that it is impossible to successfully administer this role as a peripheral duty, whilst still having to concentrate on rehabilitation and other duties within an NGO.

It has to be a dedicated role. Donors suggest that the financial management role be acknowledged formally, a move which would allow for the roles of SWP's to be separated to allow SWP's to either specialise in rehabilitation issues or in management of the NGO as a self-sustaining organisation. This is significant in terms of the way SWP's should approach their duties, as managing an NGO should not be vastly different from managing any revenue generating organisation. Donors recommend immediate corrective measures and suggest recognizing an organisation's priority as survival, as a separate and equally important role, and their contributions should be treated with the same focus and respect. That role should encompass accurate planning for the NGO's needs for a financial year, raising those funds in advance, disbursing them effectively and accounting professionally for their use.

The findings from this group established that four topics would be a good start for a basic module for financial management customized for effective management of NGOs, and suggested that it should be made an obligatory competence for directors who are responsible for this important work. The donor community warned that henceforth the abovementioned criteria would be the only motivating factor in donating their money, and only to a well structured NGO managed by an appropriately trained incumbent. Donors feel that an immediate intervention for a short Financial Management course would benefit the practicing SWP's in the short term, and allow donors to continue supporting this sector. In the long term, however, the government must intervene and change the structure so that it empowers SWP's to earn their own money and reclaim their dignity. They suggested partnerships with philanthropists and social entrepreneurs for skills and projects sharing.

Donor responses also expressed concerns about SWP's performing too many duties within an NGO, some of which they are not even trained to perform, as they believe that it is the SWP's' responsibility to change their work environment and create more conducive and responsible work conditions. Donors insist that they give their hard-earned money to encourage social value creation and not to assuage any guilt they may have or to get tax breaks. As a result, most donor respondents suggest that they will no longer give freely of their money as SWP's do not appear to show any commitment to addressing their concerns.

Therefore, over and above their normal criteria they now require a well trained financial manager who must be dedicated to the role of managing finances for the NGO and ensuring that their funds consistently reach the intended recipients. Donors are also keen to provide practical training to SWP's who take the initiative to acquire formal financial management training. If this important requirement is not in place, the request for funding will no longer be entertained.

Donors view financial planning, budgeting, professional accountability and relationship management as the most important tools needed by current SWP's. Clearly the donor community is not concerned with restructuring the NGO sector. They have their own core businesses to worry about. Their main concern is proper use and accountability of the funding they extend to NGOs. It is imperative to respect this demand and promptly attend to the suggestions as donors are still the main source of income for the NGO sector. Thus this study has heeded the responses and advice of donors and recommends immediate implementation of their suggestion, not as a long-term solution but rather as an interim corrective measure to ensure that SWP's learn basic skills of financial planning and budgeting, fundraising in a more professional manner, effective use of the raised funds, and full accountability, whilst a more comprehensive plan is explored.

4.5 Main Findings and discussion

Five main findings from the initial and the first phases are articulated below.

Finding One:

The original strategy of preparation of a comprehensive management and commercial curriculum development was premature and impetuous. Whilst there is consensus on the desperate need to empower SWP's with management and commercial skills sets, there is a bigger requirement of acknowledgement of the growth in their role in the social order, by government, academic institutions and society, then quantifying the extent and field of the growth. Furthermore, the social vocation needs a paradigm shift as a prerequisite to empowerment, that will:

- Qualify the precise growth an an SWP's role;
- Define proficiency necessary to augment the growth to reignite the effectiveness of an SWP;
- Incorporate the growth of the role of an SWP and the proficiency needed to qualify in Social Welfare Legislation;
- Carefully investigate and resolve the important considerations stipulated.

Only then should the appropriate curriculum be designed to augment the skills incongruence.

Discussion:

Over the years, specifically before the global economic downturn, a lot of research was conducted by the researcher regarding competencies required for managing NGOs. Since all relevant stakeholders were complaining about commercial edification in the social sector, the obvious starting point was investigating appropriate topics to design a commercial curriculum for integration into the current syllabus of SWP's and customising it to the precise needs of SWP's in the South African landscape. This encouraged further research to diagnose the extent of the damage caused by the economic downturn in the social sector, in addition investigating the kind of information needed to equip SWP's to convincingly manage their environment.

This part of the investigation opened up a more important avenue to be investigated, namely, the nature and size of the expansion in the role of an SWP and the current hindrances that impede SWP's from becoming entrepreneurial. Social Entrepreneurs struggled the most to avoid the development of a commercial curriculum, and took the time to explain why it was premature and elucidated the dangers of ignoring that advice. They suggested that developing a curriculum is a short-term approach that will conceal the real issues that needed thorough investigation and attention.

One entrepreneur advised that the researcher should stop looking for an add-on bandage to augment the growth in the role of an SWP, but should rather take a step back and first acknowledge the growth, then accurately assess the size and quality of the growth to more accurately decide on appropriate steps to augment that growth. In addition, various stakeholders supported this view and identified areas of greater concern that needed a closer look in order to empower SWP's, which all pointed toward the social welfare policies that were hindering the autonomy of SWP's.

On approaching government regarding the problems encountered in the social sector, they blamed academia for not empowering SWP's with appropriate skills. However, the researcher was permitted to review legislation governing SWP's and discuss with them and all relevant stakeholders areas of concern; this was a prudent step that generated the next finding, which proved to be the most concentrated centre to investigate in order to positively change the SWP environment.

Finding Two:

Aspects of Social Welfare legislation governing SWP's need to be reviewed to harmonise with the prevailing socio-economic environment:

- Education necessary to qualify an SWP in society needs to be congruent with the demands made of the profession;
- Support from government including the monthly subsidy needs to be reviewed;
- Sources of income should be clearly defined to sustain their organisations;
- The autonomy of SWP's to innovatively advance their profession within the policy framework should be reviewed.

Discussion:

Government is the legal custodian of all legislation and policies, and also the legal custodians of those citizens in need. SWP's have been appointed as legal guardians of

the most vulnerable parts of society, precisely because of the nature of their constituents. Strict regulations govern their environment. One SWP made an example that it's a known fact that we live in a crime-ridden country; as such we take all necessary precautions to safeguard our families in our homes. However, it does not mean that people should be trapped inside their securitised homes to an extent that we in case of fire we cannot even escape the danger within our homes. Donors and academics insist that Social Welfare Policies are so outdated and stringent to the extent that they unconsciously trap the very people they seek to protect, in addition to their guardians. Hence the recommendations to take stock in relation to prevailing socio-economic demands and amend policies accordingly. Four main points were raised by different stakeholders. Academics and SWP's feel that their current education and training is insufficient grooming for SWP's to convincingly fulfil their mandate.

Furthermore, when the current education and training of an SWP was evaluated in relation to what the government expects them to achieve and in relation to the socio-economic environment within which they operate, the discrepancy was extensive. SWP's criticize the short-sightedness of policy makers as inconsiderate, since the role of an SWP has grown to at least three different avenues of professional specialty, namely, rehabilitating and nurturing, comprehensive management, and entrepreneurship. Notwithstanding, their education and training is still stagnant on the rehabilitating and nurturing avenue.

The result of this scrutiny clearly illustrated the inadequacy of manpower in the social sector, since all three roles are executed by one professional, who is not adequately equipped to take on the two latter roles, with sometimes worrying results. Only one specialty is legislated, while the other two have been imposed by economic demands, although the research strongly suggests that they have proven a necessity and can no longer be avoided. Academics agree that there is a significant discrepancy that requires addressing at an academic scholastic level and government has agreed to amend policy to incorporate the two new functions when academia presents feasible plans to policy makers.

Social Entrepreneurs propose that cultivating these two suggested competency themes would address all concerns regarding suggested policy amendments. Donors welcome this suggestion as they are concerned about the social sector since they are adamant that they cannot provide for charities any longer despite knowing how desperately they need the resources.

Finding Three:

- The time for the 'begging bowl' approach is over, economically and morally;
- The donor community cannot continue as the bequeather;
- Corporates and business are struggling to survive themselves, thus contributing to charity is no longer given the same emphasis, and is often a luxury they can no longer afford.

Discussion:

Government confirmed that it provides approximately thirty per cent subsidy monthly towards the operational costs of an NGO that qualifies. SWP's complain that this is insufficient. The donor community has been the prime and often the only legislated contributor of resources to the NGO sector. However, circumstances have changed globally and they insist that they are not in a position to continue contributing for two reasons, economic demotivation and ethical considerations.

One corporate executive observed that economically it has become impossible to donate as there is no money available, since the recession has had a negative impact on their business. With the recent global downturn they have also had to review their expenditure. Furthermore, the company changed their policies on various matters, including donating to charity. Whilst they do not currently have money to give to charitable causes, he cautioned that even when they have money in the future, they will donate less generously. Their Corporate Social Investment department has become a cost centre and they are only interested in contributing to charities that have something to offer them in return, whether advertising, internships, or similar, but will not do direct donations. One entrepreneur noted that the donor community has itself

contributed to the "defeated mentality" of the social sector since they have spoiled SWP's with earlier generosity.

It was implied that if there had not been donations, SWP's would have stood up long ago and shouted harder to government to support their organisations better, and/or reinforce their education to allow them to earn their own money. The fact is that only after the economic downturn, when there were fewer donations being made, SWP's then approached government to express their concerns. Furthermore, he says that it is a moral injustice to give handouts to needy people, whether they are at a traffic light or in a legal institution. At a human level he understands that SWP's become so desperate to feed their constituents protégés that they have no choice but to beg, but that as a matter of principle he would never give a handout, since people disrespect free things that they did not earn. Furthermore, poverty is not in the pocket or stomach but is in the mind. Giving a handout to a poor person strips them of the only asset they have, their dignity. That insults poor people and puts them on a path of dependency, rather than teaching them to become self-sustainable.

Two SWP's concurred with the entrepreneur, stating that requesting and receiving donations has been the most demeaning aspect of their career, although there was no alternative. When the attention of academia and government is focused on the situation, the SWP's should do a thorough job in assessing the real needs and plan properly to design worthwhile solutions.

The prospect and the possible opportunity of developing a new cadre of enterprising SWP's who would be thoroughly trained to earn income for the social sector with SWP's, was met with excitement, confusion, fear and anticipation. Initially, SWP's claimed that one cannot combine the softness of the social sector with the shrewdness of business as those professions have very varied competencies and thus attract a different calibre of professionals. As the profile of an enterprising SWP and its role were further explored, and it emerged that it does not threaten their current role at all, but would complement it, SWP's unanimously indicated enthusiasm.,

Finding Four:

Specialisation in the vocation of social work was strongly and unanimously suggested by all stakeholders who participated in the research:

- The vocation of social work now involves at least two major professional streams that cannot be performed by one professional. The first role is a nurturing function of rehabilitating the most vulnerable members of society which requires a specific set of competencies.
- The second role is an administrative function that entails managing the organisation and providing for its financial needs. These roles cannot be performed optimally by one professional and need to be separated. SWP's are adequately skilled to perform the first role effectively but need thorough grooming to perform the second;
- Entrepreneurship and management proficiency are imperative skills sets for the survival of the profession;
- Development of a new cadre of enterprising SWP's who will change the culture of solving social ills and innovate for alternative opportunities was also strongly suggested;
- That development will take approximately 10 to 15 years. In the meantime, volunteering by captains of industry from all sectors of the economy was strongly suggested.

Discussion:

This was a very expressive study. All stakeholders had wide-ranging, strong and emotional positions on all issues raised during the research. That said, this finding and/or recommendation raised the most attention during the study and invoked the most emotion. "The prospect of restoring the dignity of an SWP, of being allowed to enjoy the career I studied for, essentially rehabilitating and healing vulnerable people and never having to beg to feed my children is overwhelming and long overdue": said one SWP's [in tears] who manages an orphanage. The younger group of practicing SWP's expressed a deep interest to study further to specialise in commercial studies so they can play a providing role for their organisations in the near future.

The older groups of SWP's were thrilled at the prospect of being left alone to support their clients as they had been trained to do without being concerned about financial matters. They also welcomed the prospect of a new group of professionals who are just as keen on the social vocation but are competent to earn and grow income specifically designed to catalyse social transformation and create social value. They feel that this move would refresh the profession and rejuvenate the interest in the social vocation by attracting a young, dynamic and a vibrant cohort that would improve operations in the social sector.

They suggested that despite the varied problems they encounter in their sector, they also think that the poor salaries they get play a big role in discouraging keen interest in the profession. Furthermore, the "poor" mentality that prevails in the sector keeps them in survival mode and derails innovative ideas on catalyzing social transformation. However, they feel that if the sector earns and grows its own income, the salary challenge might be addressed with ease, which would also be a motivating factor for both practicing and prospective SWP's. In addition, when the survival challenge is addressed their minds would be free to innovate and even learn from global organisations that operate differently.

Entrepreneurs feel that this avenue of entrepreneurship should have been formalized and extended to SWP's and other keen students who want to study commercial skills to benefit the social sector long ago. One entrepreneur noted that: "Better late than never, we really appreciate the intervention and the debates…" He reiterated Drucker's (1990) assertion that no organisation can survive without income and proper financial management, more so a non profit organisation, so in his view it is time they earn their own income and manage it proficiently. He cautioned that it is a long process to develop a new genre of professionals, specifically because it is not only theory that is essential but practice as well.

This will be a challenging scenario as there is no precedent for an enterprising SWP in South Africa; as such two different experienced professionals are needed, a social vocational specialist and an entrepreneur to both train one graduate with both skills on the job. Practicing social entrepreneurs suggest that it would take fifteen to twenty years to develop a strong pool of experienced enterprising SWP's. In the meantime,

volunteerism from all practicing social entrepreneurs, entrepreneurs and other commercial specialists from all sectors of the economy is necessary and this approach is strongly recommended, to build a strong entrepreneurial character in the social sector. Donors welcomed this prospective development as they conceded that they themselves had contributed to the dependency in the social sector through their donor practices. They also disclosed that their donations were two-pronged; whilst they wanted to give back to communities, they also receive tax breaks for huge donations and look good on the scorecards for corporate social investment. However, in a more constrained economic climate, donors could offer support with skills transfer wherever needed. Academics concur with the urgent need to address the skills deficit in the social sector. They also feel that specialisation in the social sector is long overdue and strongly recommend that it be implemented with immediate effect.

They suggest two new streams, namely comprehensive management and entrepreneurship designed for social benefit. They are willing to design a curriculum to integrate into the syllabus of SWP's and commence the process of improving skills if government agrees to this development. Government has blamed academia for not making this suggestion long ago as they assert that assessing necessary upskilling for any sector is not their specialty but they wait for academic specialists to intervene. They welcomed this development and promised to legislate it on presentation of a formal proposal from a reputable academic institution, such as P&DM if it were prepared to take up such a challenge.

Finding Five:

Social Work as a profession is looked down upon by a large part of the society and SWP's are treated as 'mute healers', a discourtesy which:

- Has demeaned SWP's and fostered a very low self-esteem in the profession;
- Has discouraged young people from pursuing "Social Work" as their profession of choice; and
- Has demotivated practicing social workers with negative consequences.

Discussion:

It is common knowledge that the human race does not entirely respect handouts of any nature, often unconsciously tend to underestimate anything they do not earn through hard work, and treat any hard-earned benefit with greater pride and respect. SWP's say that they have given their lives and souls to the social sector for little reward, and are now paying for their "stupidity". They feel like sacrificial lambs, as a result of, for example, insulting comments they endure when they are requesting resources to support their clients. They feel under-valued by government, unappreciated by the private sector, and unappreciated by the society they aim to serve. Despite all these challenges, the older generation of SWP's feels trapped in this profession as their conscience does not allow them to abandon the people who need them most. Many of the younger generation SWP's have left the country to practice in countries that treat them with respect and/or they left the profession to follow more rewarding careers. SWP's, donors, academics, and social entrepreneurs are convinced that introducing entrepreneurial specialisation in this sector would serve the profession well and restore dignity to SWP's.

4.6 RESEARCH QUESTIONS

1. **How has the policy environment influenced the growth in SWP's roles, and how will it affect future attempts to change SWP's roles?**

Social Welfare Legislation and Policy Frameworks have proved to be the most constricting factors: four aspects of the policy are substantiated as problematic for any innovation in the social sector since, theoretically, legislation is designed to be implemented precisely as presented. Notwithstanding that in practice there clearly is a desperate need to constantly appraise and update policy to match the current economic landscape, the following factors must be considered:

a) Legislated educational requirements are designed to produce professionals who rehabilitate and heal the most vulnerable parts of society and their organisations, a softness that has become synonymous

with the role of an SWP. The prevailing socio-economic environment, however, demands enterprising professionals who consistently earn a decent income to support the most vulnerable parts of society, a harshness that is reserved only for the business world;

b) Legislated funding designed to subsidise NGOs' operational costs has been heavily diluted by prevailing socio-economic demands and is no longer sufficient as originally calculated;
c) The donor community is the exclusive legitimate source of income legislated, where SWP's are allowed to solicit various resources to support their clients and sustain their organisations;
d) Legislation confines SWP's to strict policy adherence because of the nature of their work, and as such SWP's cannot present innovative solutions to improve their current environment without government approval, as that would be a direct contravention of their mandate.

2. What is the nature of the shift in SWP's roles

Specialisation in any sector of the economy is only viable when the role of a professional has grown far beyond its original skills base, and is no longer sufficient for the purpose it was designed to accomplish, and furthermore, if the calculated growth demands different competence to the original role (Tanner & Tanner, 1995). The role of an SWP has grown significantly and the growth has been appraised and enumerated as needing comprehensive management and entrepreneurial expertise.

Whilst management and entrepreneurship are complementary roles in the cluster of business competence, they are both far from the original softer competence of social work. Practicing entrepreneurs and academics suggested that for the calculated growth in the role of an SWP to be effected efficiently, a different profile of candidate from the traditional profile of an SWP needs to be recruited and groomed. Social Entrepreneurship was strongly suggested by most respondents as the most viable solution to address the growth in the role of an SWP.

Even though Social Entrepreneurship has no direct correlation with the role of an SWP, it is an innovative concept that combines varied commercial resources to create diverse and consistent sources of income to benefit the social sector. Social Entrepreneurship is a young global phenomenon designed to catalyse social transformation, it is pure entrepreneurship but the proceeds are assigned to programmes that benefit social organisations and initiatives. An entrepreneurial profile and a profile of an SWP are not congruent. They perform two very different roles, albeit both very necessary for the survival of the social sector, specifically the survival of the profession of an SWP. Since this study has established that it would be imprudent to merge the roles, the best way forward is to introduce entrepreneurial specialisation in the vocation of social work. Furthermore, it is necessary to recruit and develop a new cadre of entrepreneurial SWP's to augment the growth in the profession of SWP's.

3. **Can Social Entrepreneurship provide insights and influence future curriculum development for SWP's, particularly in terms of building entrepreneurial and management capacity?**

Social Entrepreneurship is currently being considered in developed countries as a significant tool to catalyse for social transformation and innovate for social impact. Whilst it is a good concept, it has its own shortcomings for the African continent since it is not helpful to many organisations providing core social work services who rely on funding and who do not have the means and capacity to fundraise, much less to set up businesses to fund their operations. Social Entrepreneurship has proven to be a solid and universal concept that can be easily applied in some parts of the South African landscape but not in the greater part of the country.

South Africa is a mixed economy, where small parts of the country have first world characteristics and the majority of the country still has characteristics of a developing country and/or even a third world country that still lacks resources and refinement. The latter part of the country is the subject of this research; as such there are a number of prerequisites that have to be put in place first before the benefits of Social Entrepreneurship are enjoyed. For instance, just over one per cent of the population is

dynamic in entrepreneurial activity, which requires firstly the further development of pure entrepreneurs before they can be persuaded to take on social activities.

There has been a huge demand globally for entrepreneurship in the social vocation. This was largely ignored because donations were still prevalent in the First World so the demand was not urgent. In South Africa and the rest of Africa, the urgency for the demand cannot be ignored as it affects a huge percentage of the ailing population and slows down their rehabilitation. Hence South Africa needs to consider the suggestion of developing a new cadre of enterprising social work professionals who will be trained as pure entrepreneurs who have a keen interest to create social value, catalyse social transformation and fulfil the "*father"* role of providing in the NGO sector.

Chapter Five will present and analyse all data from the main phase of the study to validate the findings of the first study, highlight the benefits emerging from further scrutinizing the suggestions of the first study, and in addition emphasizing submissions that were crystallised as a direct result. Since the population of the main phase is mainly the scholars who founded the concept of social entrepreneurship and continue to conduct research, the six focus groups were good fora to link and challenge the theoretical constructs that emanated from reviewed literature with theoretical constructs from analysed data of the first phase.

CHAPTER FIVE

THE PRESENTATION AND ANALYSIS OF DATA

THE MAIN PHASE

5.1 INTRODUCTION

Data for the main phase was derived from the analysed data of the first phase and grouped according to the problems raised by various stakeholders for further refinement with a more specialized group of academics. As such, presentation and analysis of data for the main phase inadvertently happened during the first phase of the study, and the main phase acted as a pivotal validating segment of the study where the research findings from the first phase, which translate into real-life issues, were questioning and/or challenging theoretical constructs from reviewed literature through the authors who originated those ideas. This presented a rare opportunity for scholars converging in one forum to test their theories against collected data in the presence of their peers on a new topic.

This section will present the intellectual conversations that emerged when scholars' assertions were questioned by real-life situations, understanding different social circumstances that challenge Eurocentric theory, visible changing opinions, and conclusions thereof. In fact this validating process also brought out robust sentiments that the researcher experienced during the research phase but had left out of the findings because they were deemed too emotional for this segment of the research, albeit carefully noted for a different intervention in future. Deep questions from the academics brought out those emotions which the researcher systematically relayed to the relevant groups as they were questioning and bringing them up.

The researcher played a number of roles in these fora: convener and facilitator of the focus groups; a conduit for questions emanating from interviewees; the researcher benefiting first-hand from the scholars to refine the research and understanding; but most importantly, an observer of a crucial brainstorming process involving academics specializing in the relatedness of management, policy frameworks and Social Entrepreneurship questioning their own theories and responding to the community through the researcher.

Observing them questioning each other and their assertions being questioned by reality in an open forum was exhilarating. As a direct result of this initiative, this part of the research started and secured a crucial process of regular conversations with scholars researching social entrepreneurship for different communities, which is beneficial to the South African young knowledge base on this subject. Acknowledging that Social Entrepreneurship is a young phenomenon in academic circles enabled this validating process to refine the concept further, especially customizing it for the South African social sector. This also raised questions that need to be further investigated by research scholars who are concerned with this segment of entrepreneurship.

Each problem raised by the first phase was sent as a case study for information purposes with the questionnaire attached as Appendix 7 and all relevant policy frameworks to each member of the focus group two weeks before the group met. There were five distinct problems that emerged over and over during the data analysis, which were grouped as stipulated below solely for the purpose of validation and/or further research with academics from global institutions that specialize in Social Entrepreneurship, management of non profit organisations and policy frameworks.

Six focus groups were selected globally and given each analysed problem as background information, five from other countries and the sixth focus group was a group of South African specialists who assisted with integrating all international work and customising it to the South African context. Five main findings were surmised during the first study. Each finding was used as background information for each focus group; however some groups received more than one case study as their role

needed more background information. As such, there was some degree of duplication of findings amongst the focus groups. In addition all policy frameworks documentation mentioned below was submitted but is not included with this thesis because of their size. However, they can all be retrieved and viewed on the government's DSD website, including:

- Children's Act
- Integrated service delivery model
- National Welfare Act, 1978
- NPO Impact Assessment
- Policy on Financial Awards to Service Providers
- Social Service Professions Act, 1978
- The state of NPO registration in South Africa
- White Paper on Social Welfare Policy.

5.2 FOCUS GROUP ONE

Focus Group One specialised in Social Policy Frameworks and was tasked with evaluating the past and prevailing legislation governing SWP's in South Africa, qualifying the overall progression over the two political dispensations and the effect it has had on the role of SWP's. They then had to assess what is happening in the field through case studies 2 and 5. With that background information, they had to explore safe methods of integrating policy, business imperatives, government involvement and social activity to forge useful partnerships. Lastly they had to suggest a mutually beneficial and secure policy modification. During this process, specific assertions that were used as information from reviewed literature was thrown back at the academics to moderate it in accordance with their new understanding of reality.

5.2.2 Case studies two and five

Case Study Two: Two sisters who dedicated their lives to social work
Social Work Professional's perspective

Dear Focus Group One: *Please find attached case study numbers two and five that try to establish where and how government fits in, in this unpleasant situation that this research is trying to investigate. Government officials from the department of social development were very helpful, and open to any reasonable suggestions that will make a positive difference to all concerned. In fact they agreed with most of the problems raised but admitted that they are not in a position to resolve all social ills alone, thus depend on useful partnerships with business, academia and society to resolve same. In addition the researcher has attached all the policy frameworks and the questionnaire for information. Focus Group One is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion. Furthermore the effect these policy frameworks have had on SWP's.*

Background:

Preamble:

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were concerned practicing SWP's who were trying everything in their power to save their profession, restore dignity to their profession and request better education and resources from government to fulfil their mandate of rehabilitating the most vulnerable parts of society in South Africa. Margaret and Sophie Nhlapho are twin sisters who were raised in an orphanage, Zenzeleni Children's Home, after they were found dumped at the hospital at birth in the 1960s.

They identify with the ostracism, poverty, growing up without love or sense of belonging, lack of access to education and all the other injustices suffered by children in need of care who are parented in orphanages. Fortunately they were exceptionally intelligent, focused and performed very well at school. When they were in standard

six, parents of a pupil at their school, Professor and Dr Mngadi, adopted them and raised them in their home with their two children. The Mngadis were more enlightened than an average township family; the parents were highly educated, broadminded and wealthy by black township standards.

They experienced love of a close family for the first time when integrated with their new family. They were exposed to a more structured upbringing with a solid set of values, and an abundance of everything they needed. For the first time in their lives they enjoyed their human right to privacy, respect and were encouraged to think broadly and speak their minds at all times. During mealtimes they were encouraged to discuss likes and dislikes, career choices, motivating the reason for their chosen paths. The twin sisters were unwavering in pursuing social work as a profession as their objective was to assist communities trapped within an upbringing similar to their initial experience before they were adopted.

They graduated from high school with impressive results and proceeded to study social work at university. During their studies, they both chose to serve their internships and practical training at the institution where they spent their early years with the most senior Social Worker, Mrs Ncala, who headed the organisation during their stay. Mrs Ncala had aged over the years and was now suffering from a mental illness which saw her in and out of mental institutions, although she remained the head of Zenzeleni Children's Home, which had deteriorated badly with the lack of dedicated focus. When Margaret and Sophie graduated with their Social Work degrees, Zenzeleni had closed down for lack of resources and dependable leadership. They attempted to trace Mrs Ncala without any success.

Mrs Ncala's illness had deteriorated further and she was spending longer periods in mental institutions. She used to be accommodated at Zenzeleni whenever released from hospital before it closed down. Now she had nowhere to go as her children felt she was a hindrance and an embarrassment and refused to bring her home. Moved by their original parent (Mrs Ncala's) difficult situation, the twin sisters opened a home for the mentally handicapped, taking patients who have been stabilised from Sterkfontein Hospital (one of the biggest government mental institutions in

Johannesburg) and teaching them to be self-sufficient before returning to the community.

In fact they took in Mrs Ncala, nurtured her back to health and gave her a permanent place at the home. They structured their facility as part of the government's facility to ensure continuous flow of financial resources. In addition, they tried to run it as a business by charging the families of the patients they assisted.

The sisters were very discouraged by society's view of their business model for the facility. They tried hard to explain that they do not have time and/or skill to do fundraising as they need to focus all their attention on rehabilitating their patients. They highlighted that their core competence is not fundraising or managing funds but rather healing patients and producing a healed human being ready to be assimilated back into the community.

They quickly realised that government's support is very limited and in fact only covers thirty per cent of their monthly budget. This discouraged the sisters further. They then decided to empower themselves by studying part-time to reinforce their competencies with some commercial skills sets. After graduation they did not know how to integrate their new skills into their work environment. When they realised that not even having some commercial skills sets would transform their situation, they were further discouraged. They were still struggling despite their education and good intentions. They were still looked down upon and they still earned very low salaries.

In their own words they were fed up with the community members for not appreciating their efforts, undermined by government on two fronts as an employer and through being expected to do menial work with little recognition. They felt they were not appreciated by the people they served as the community's lack of understanding led to the misperception that the sisters were getting a lot of money from both the government and the patients but were just unable to manage the facility. The sisters felt it was a 'lose-lose' situation. Very unhappy and helpless, they sadly left the profession against their will. Margaret Nhlapho joined a large bank, heading their CSI department, and Sophie Nhlapho works in London as a social worker in a thriving NGO.

Research Findings from the perspective of Practicing Social Work Professionals

This group of respondents consists of highly educated professionals who have extensive experience and skill in their field. They are the main subject of the debate, or rather their ability to meet demands made on their profession. Their responses were the most emotional of all the stakeholders. There is a lot of anger and resentment at everybody for not taking a more decisive and effective approach to changing their world.

They admit that they are helpless and neither has the skill nor ability to improve the situation. They feel that they are doing the most difficult job that benefits society and all segments of the economy; hence all professions should support them. They feel helpless and desperately need support and guidance in effecting their mandate. They are also very protective of their profession. They currently feel very vulnerable and their initial stance was that the only predictable solution is an immediate short course that will equip them to continue in their profession whilst satisfying the donor's needs.

Some of them have expressed how they have learnt to live on a thirty per cent subsidy provided by government to avoid any fundraising and further humiliation, although this negatively impacts on their clients. Some SWP's feel that they have acquired good experience over the years in financial management. Whilst they acknowledge needing an entrepreneurial and comprehensive management skills base, their main concern is finding immediate alternative methods of earning income and better financial management thereof as they feel that it is their ticket to independence and job security. This is currently their main focus and need.

SWP's prefer a short Financial Management course for immediate relief and welcome future planning for longer term solutions. However, SWP's who have attempted that approach, such as the Nhlapho twin sisters, are quick to say that is never going to work. A special cadre of financial or management type professionals should choose to train for that role and to serve the community with that skill as they believe that it is not possible to change a rehabilitator to be a provider. The remainder were worried

that they would lose their jobs if a new cadre of enterprising SWP's was introduced. After further discussions and exploration of the future, their stance softened to accommodate the proposed new generation of social workers who will transform the social vocation and assist NGOs to be self-sustaining organizations.

The SWP's admitted how dehumanizing soliciting for money is and admitted that if that part of their jobs can be eliminated it would renew the commitment and energy in their profession and restore their dignity. They suggested that in future the role of management be separated from the role of rehabilitating, but for the time being they feel adequate to handle both roles on condition they are afforded immediate guidance around financial management. They advocated for both suggestions made to immediately experience relief whilst planning for a more secure future.

They suggested a few topics where they need assistance based on their current challenges in the field. They need a comprehensive introduction to all possible sources of income and how to fundraise. They assert that they experience a lot of challenges regarding legislation that must be applied under the new dispensation and need a basic course that will explain rights and a general econo-legal framework. They see financial planning, project management and budgeting as core skills that will assist them to understand their needs better and prioritize what they ask for and the timing thereof. Accountability for all funding is mandatory as that is requested by every donor. They need investing skills to manage any reserves that may arise.

Specialisation in the vocation of social work was strongly and unanimously suggested by all stakeholders who participated in the research, as explained below:

- The vocation of social work now involves at least two major professional streams that cannot be performed by one professional. The first role is a nurturing function of rehabilitating the most vulnerable members of society which requires a specific set of competencies. The second role is an administrative function that entails managing the organisation and providing for its financial needs. These roles cannot be performed optimally by one professional thus needs to separated. SWP are adequately skilled to perform the first role effectively but need thorough grooming to perform the second;

- Entrepreneurship and management proficiency are imperative skills sets for the survival of the profession;
- Development of a new cadre of enterprising SWP's who will change the culture of solving social ills and innovate for alternative opportunities was also strongly suggested;
- That development will take approximately 10 to 15 years. In the meantime volunteering by captains of industry from all sectors of the economy was strongly suggested;

Discussion:

This was a very expressive study. All stakeholders had wide-ranging, strong and emotional positioning on all issues raised during the research. That said, this finding and/or recommendation raised the most attention during the study and invoked the most emotion. "The prospect of restoring the dignity of an SWP, of being allowed to enjoy the career I studied for, essentially rehabilitating and healing a vulnerable populace, and never having to beg to feed my children is overwhelming and long overdue", said one SWP who manages an orphanage.

The younger group of practicing SWP's expressed a deep interest to study further to specialise in commercial studies so they can play a stronger financial role in their organisations in the near future. The older groups of SWP's were keen to be able to do their social work without experiencing financial concerns, and to welcome a new group of professionals who are keen on the social vocation but with a stronger financial focus that will create social value.

Case 5: Government perspective: Social Welfare Policy Framework - Legislation

Dear Focus Group One: *Please find attached case study numbers two and five that tries to establish where and how government fits in, in this unpleasant situation that this research is trying to investigate. Government officials from the department of social development were very helpful, and open to any reasonable suggestions that will make a positive difference to all concerned. In fact they agreed with most of the problems raised but admitted that they are not in a position to resolve all social ills*

alone, thus depends on useful partnerships with business, academia and society to resolve same. In addition the researcher has attached all the policy frameworks and the questionnaire just for information. Focus group 1 is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion, and furthermore the effect these policy frameworks have had on SWP's.

Preamble:

This is an accurate depiction of real conversations held with senior government officials including the DSD in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were government officials ranging from middle management, policy-makers, and ministers right up to the past and present state presidents of South Africa since 1994. Unpredictably, they were highly amenable to the proposed amendment of policy frameworks, especially the reinforcement of the education and training of SWP's.

Background:

In recent times society has established that government, independently, is unable to fully address social ills, and for as long as social problems are left to resolve themselves, the societal fabric will continue to disintegrate. This injustice punishes the most vulnerable parts of society, all sectors of the economy and communities alike, with dire consequences. Government acknowledges this weakness and recognises initiatives like this research from academic institutions. The only problem they complained about is the filing of solutions in university libraries rather than implementing the findings of the research.

The general population and business have also awakened to social problems and their effect on all concerned, and are willing to form partnerships with all relevant organs of state to catalyse for social transformation. Increasingly society has turned to concepts like entrepreneurship and business innovation as imperative tools for social problem-solving, combining profit-making enterprises with social impacts, innovating commercially for social benefit and using social entrepreneurship as a comprehensive

technique to address different aspects of the problem and promote sustainable development.

In direct response to SWP's and their role, government explained that they are fully aware of the difficulties experienced in managing an NGO and/or looking after a vulnerable population. Consequently they make it difficult for people to get a permit/licence to operate an NGO and there are very strict rules involving a legal process in placing children or vulnerable people in any facility. Looking after vulnerable citizens is a voluntary selection and only able candidates are encouraged to apply to government for permission.

The first requirement is to have a solid and sustainable income stream to cover the remaining seventy per cent of the budget as government only pays R1 600 (approximately US$250) per child/person per month. The facility may use that amount at its sole discretion. In addition the owner of the NGO has to apply to the South African Revenue Services for permission to raise donations.

Government understands that people start these applications from a good place but when it becomes difficult they tend to blame government even though the possible challenges have been made clear to them. Admittedly in the previous dispensation black facilities received a small fraction of the resources that were awarded to their white counterparts, but this has changed in the new government and every citizen receives the same resources and treatment.

The researcher worked with government officials throughout the six year research process and all the possible solutions to empower this sector were identified as a team. The short-term solutions like development of a mini curriculum as a temporary measure did not appeal to the government at all but they remain keen on long term suggestions like reviewing the role of SWP's and acknowledging that there has been expansion of the duties. Theyalso pointed out that government does not have capacity to pursue this process. The only thing they are willing to do is to amend policy to accommodate the changes in the role of an SWP. They also leave specialisation in the hands of academic institutions.

RESEARCH FINDINGS

Government: (Legislators and Policymakers)

The Department of Social Development and the Department of Social Welfare legislate policies that serve the people with the assistance of designated groups from diverse sectors of the economy. SWP's are appointed as legal guardians for vulnerable people, and therefore government departments are the most important group of respondents, in the sense that only they can align policy to be more enabling of the work of SWP's.

This group of respondents asserts that it constantly commissions different groups to do research on a variety of issues to enable them to update their policies, but despite their efforts no group has ever articulated these urgent matters to them. The only way they would consider amending policy is if they are exposed to the whole research process and research findings that show this will be of benefit. They believe it is the role of South African academic institutions to consistently check the syllabus of each degree, the quality of graduate it produces and compare it to the needs of the economic sector to ascertain if it is still relevant.

Aspects of Social Welfare Legislation governing SWP's needs to be reviewed to harmonise with the prevailing socio-economic environment:

- Education necessary to qualify as an SWP in society;
- Support from government including the monthly subsidy needs to be reviewed ;
- Sources of income needed to sustain their organisations;
- Autonomy of SWP's to innovatively advance their profession within the policy framework.

Discussion:

SWP's have been appointed as legal guardians of the most vulnerable people and work in a strictly regulated environment. One SWP made an example that South

Africa is a rime ridden country, and as such people take precautions to safeguard families in our homes but should not become trapped inside their homes. This is similar to the situation where donors and academics insist that Social Welfare policies are so outdated and stringent to an extent that they unconsciously trap the very people they seek to protect, in addition to their guardians. Hence the recommendations to take stock in relation to prevailing socio-economic demands and amend policies accordingly. Four main points were raised by different stakeholders:

- Academics and SWP's feel that their current education and training is insufficient grooming for SWP's to convincingly fulfil their mandate.
- the role of an SWP has grown to at least three different avenues of professional specialty, namely, rehabilitating and nurturing, comprehensive management and entrepreneurship.
- Academics agree that there is a sizeable discrepancy that needs addressing at a scholastic level and government has agreed to amend policy to incorporate the two new functions when academia presents feasible plans to policymakers.
- Social Entrepreneurs propose that cultivating these two suggested competency themes would address concerns regarding suggested policy amendments. Donors welcome this suggestion as they are concerned about the social sector since they cannot provide for charities to the same extent as previously.

5.2.3 Intellectual construction of knowledge

Focus Group One reviewed cases two and five to get a picture of the social difficulties experienced in South Africa then analysed all relevant policy frameworks in detail. The questionnaire gently steered the direction of preliminary conversations that shaped the forum. The researcher acknowledged her initial ignorance of policy frameworks, which had appeared to constrain the work of SWP's.

A few scholars voiced a deep concern of obsolete legislation spanning two political dispensations that is clearly competing with current global economic pressures instead of working in tandem. The evident disjuncture was identified as the major source of frustration that needed urgent attention to save the profession of SWP's and

empowers them to fulfil their important social mandate. One academic said that the economic meltdown is real for the whole global village and strategic plans should be put in place for the future. The volatile global situation dictates that legislators review their policies more often than before.

One said that the global situation could not be controlled or dictated to by South African legislation; however, South Africa was obliged to take note of the prevailing socio-economic environment and align their policies to those circumstances to make it possible for civil servants to fulfil their mandates in an ethical and legal fashion. One academic said that the policies are not outdated but needed adjustments to accommodate the true reflection of economic reality, and also to empower the custodians of those policies to stay current and be able to fulfil their mandates with ease.

One academic highlighted the importance of ensuring that government policies benefit from regular alignment to stay current and effective. Despite the drastic change in political dispensation in South Africa, reading policies from both periods there seems to be very peripheral adjustments which have no real effect and hardly deal with the new demands; hence civil servants are displaced by their own policies. Instead the minor adjustments effected in policy frameworks diluted them to be more ineffective and work against what the custodians hoped to achieve, in fact removing the responsibility completely from government's hands and leaving it lingering as it is not assigned to any societal group.

The focus group highlighted that the problem is not unique to South Africa as most countries suffer such oversights. Another academic said governments worldwide need to realise that times have changed and they cannot bully society into doing their jobs anymore, they must stop fundraising practices and share their huge budgets to provide infrastructures to develop self sustaining strategies for the poor.

The researcher noted that with the benefit of the six year research she realised that society realises that government is not a comprehensive solution to social problems, rather mere legislators. Dees (1998a) supports this notion by highlighting that in

recent times society has established that government, independently, is inadequate to address social ills.

Thus increasingly the general population has turned to concepts like entrepreneurship and business innovation as imperative tools for social problem-solving, combining profit-making enterprises with social impacts, innovating commercially for social benefit, and using social entrepreneurship as a technique to catalyze social transformation. Consequently, all avenues of society have the responsibility of improving the lives of the most vulnerable parts of society by extending necessary tools to the custodians and contributing whichever way they can.

Society appears ready for this responsibility, but it does not absolve government from the role of addressing social need, housing the responsibility and legislating it. In fact Alvord, *et al*. (2002) acknowledges that the global challenges of finding effective and sustainable solutions to various social problems are considerable; hence they strongly suggest that the solutions may require integration of many factors in society, but government must allow for that by legislating that option and allowing civil servants to access that help from all sectors of society. Ziegler (2009) talks directly to the urgent need that when government realises there is enthusiasm to solve social problems, they should take advantage of those initiatives by embracing them and acknowledging them in policy frameworks.

In many First World countries, volunteerism from various sectors of the economy is in action to support areas where government is not coping and is a viable vehicle for the South African landscape especially during this transitory period. Every sector of the economy understands the value of solving social problems to mobilise the economy since the masses of the population are trapped at the bottom and cannot participate in the mainstream economy, which in turn disadvantages the national economy and its prospects for growth.

One academic concurred and advised that education is the most important tool to activate economic development and empower any custodians to understand the exact needs of his/her role and address them with conviction. Furthermore she placed academic institutions as the most apposite and credible groups to approach

government with the impending change and as appropriate facilitators for an amicable integration with SWP's. Interestingly, the Minister of Social Development in South Africa had already suggested that in her view academics are the only convincing and trustworthy groups who should evaluate these deficits at all times then suggest solutions to the relevant government departments long before it becomes a predicament. As such they are aware of the desperate need but not competent to address it and are dependent on academic institutions to intervene.

Consequently, Focus group One unanimously suggested that since all parties are in agreement that policy frameworks are superseded by prevailing global economics and need critical alignment, findings of this research should serve as the first offering to the relevant government department and the governing body of SWP's to establish appropriate conversations and action. It is important to note that Social Entrepreneurship has nothing to do with SWP's. Rather it is an avenue of entrepreneurship where business minded people use their profits, skill and other resources purely for social benefit.

The move has created an awareness of social problems experienced since a different group of professionals is showing interest in social needs. This study has seized the opportunity to extend this avenue of entrepreneurship as an academic resource for SWP's. Furthermore, the policy segment of Wits P&DM should offer its services to both government and SWP's to facilitate the amendment of the relevant segments of policies governing the profession of SWP's and legislating it. Once that interlude has been addressed, P&DM should design the intellectual architecture of the role of an SWP in South Africa then hand over the assignment to the business school to design the curriculum for integration.

P&DM was also advised to start facilitating conversations between government, business and academic institutions to explore safe processes of integrating government participation with business imperatives, education and social activity to forge useful partnerships intended to address social needs and catalyse social transformation, and also to be the incubator that houses this necessary transformation from beginning to implementation. What has happened before is now irrelevant; what

is very important is that government adopts these recommendations and implements them with immediate effect.

The three main recommendations from Focus Group One to be detailed in policy frameworks are as follows:

- Policy frameworks have to acknowledge the growth in the role of Social Work Professionals and go further to:
    - qualify the growth;
    - tabulate the detail of that growth;
    - clearly stipulate the new calibre of professional needed to augment that growth and the education they need.
- Education necessary to qualify as a Social Work Professional in South Africa has to be immediately amended in policy frameworks to incorporate specialisation in social work. There must be at least two groups of social workers in place covering rehabilitation and business administration:
    - Specialisation in rehabilitating SWP's must have the four year Bachelor of Social Work degree as is currently in place;
    - It was advised that a new specialisation of business administration has to be introduced with immediate effect legislatively, which includes that:
        - Policy should acknowledge the period it will take to recruit, identify and train this new cadre of SWP's;
        - Academic institutions should actively become involved in the policy amendment, curriculum development and rigorous training of the new specialising professionals;
        - In the meantime partnerships have to be formed by different sectors of the economy to volunteer their services to the social sector to augment this urgent need and mentor interested practicing SWP's who might want to choose the enterprise route;
    - Business Administration and/or enterprising SWP's must also have a minimum qualification of a four-year Bachelor of Commerce (Social)

degree incorporating competence in the social landscape, social entrepreneurship, comprehensive management and regular business administration skill sets;

- Autonomy of SWP's to innovatively advance their profession and manage their profession within the policy framework and openly suggest necessary policy adjustments necessary;
    - Subsidy from government;
    - The new branch of enterprising SWP's must be given legislated autonomy to form partnerships with mainstream business, non-profit sectors, government and social entrepreneurs to form beneficial and self-sustaining social enterprises within limits;
    - Monetary support from government must be reviewed to be percentage based and not Rand based with a minimum of sixty per cent of the approved budget coming from government annually;
    - Sources of income to sustain their organisations should be left to the enterprising SWP to determine. That said, donations should be discouraged and value-based partnerships should be encouraged;
    - Sectors of economy that make sizeable social contributions in skill, labour or resources should be acknowledged tax-wise and otherwise by government.

Focus Group One praised all practising South African SWP's for holding on and their dedication to doing a sterling job despite very difficult circumstances. The researcher was humbled by the acknowledgement this study received from the academics and the encouragement to continue with the initiative to see it tofruition.

FOCUS GROUP TWO

Focus Group Two which specialises in Social Entrepreneurship all-inclusive, evaluated each presented problem experienced in the South African NGO sector from case studies one and two and the suggested aspects of Social Entrepreneurship as solutions. They brainstormed innovative resource combinations suitable for the South African environment; entrepreneurship incorporating management proficiency as a

comprehensive concept to relook at alternative methods of earning income that are effective and sustainable.

Please find attached case study one and two in conjunction with all the policy frameworks and the questionnaire. Focus group one is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion.

5.2.4 Case studies one and two

Case One: Precious Home for the Disabled

Preamble:

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the patient's identity and that of their custodian. Most of the respondents in this segment of the research were concerned members of the community who were trying everything in their power to save the Precious Home for the Disabled. The DSD requested the researcher to visit them after they were consistently sending scathing reports and demands to the Department. The researcher interacted with all those involved on the project, then interviewed the founder and the community members.

The founder of the facility for the disabled, Mrs Phyllis Nkosi, is a highly qualified Social Work Professional who is very experienced in rehabilitating the most vulnerable parts of society. She founded the Precious Home for the Disabled based on her own plight as a disabled member of society. Despite her education and contribution to society she remained marginalised and discriminated against. Her family rejected her when her health deteriorated and she had nobody to look after her. Concerned members of the community requested assistance from a neighbouring hospice to accommodate Mrs Nkosi during her lengthy illness as there was nobody to look after her daily needs.

After a few months in the hospice she recuperated and went back home very determined to assist other disabled persons, especially those less fortunate than her. She started the facility for the disabled from her own home with meagre savings from

decades of hard work. Her resources did not go far as the demands were beyond her means. She approached different government departments for assistance. She was advised to register her facility as a formal residence for people living with disabilities and with South African Revenue Services (SARS) as a Public Benefit Organisation (PBO). Those two registrations would enable the government to extend thirty per cent of Mrs. Nkosi's monthly budget to the facility and allow her to legally raise funds more widely.

Her excitement at the prospect was short-lived when she realized how futile and burdensome knocking at different doors for donations was, especially the effect the daily begging had on the people she was looking after, not to mention her self-esteem both as a professional and a human being. Mrs Nkosi quickly realized that times have changed, donations are not automatic anymore and companies do not base their decisions to donate monies to charity on empathy but rather on a mutually beneficial value proposition that benefits both the company and the charity organisation.

Fundraising is a competence she was never trained for and as such she did not know how to convince the companies to make a donation. She was not trained to strategise at that level either. Furthermore, even when she eventually received the monies she would quickly go to the supermarket to stock up on urgently needed basic necessities. The money would vanish so quickly that she immediately found herself in the streets begging again. Ultimately she realized that she compromises her patients' rehabilitation by spending more time soliciting funds than performing her core function of healing and nurturing.

Her next attempt was to approach the neighbouring community to assist in every way they can in terms of time, food, medicine or any intervention that they deemed necessary. Different members of the community started donating time to look after the disabled when Mrs Nkosi is busy fundraising, some donated skills, food and other resources. Despite all the efforts and varied contributions the home continued to struggle. Mrs Nkosi was so stretched that her stress levels were raised, her health started to suffer again and she was spending time in and out of hospital, further compromising her patients' well being.

The community was now so involved in this project that it became everybody's responsibility to assist. The challenges continued to hinder the Precious Home for the Disabled in its main focus. Members of the community were becoming helpless and slowly giving up as the home was expanding but the financial support reduced. This made it impossible to sustain. Dr Bomvana, the local community medical practitioner had donated his skills and held regular community meetings where members brainstormed ideas on how to save the home, sadly to no avail. Despite Mrs Nkosi's hard work, the government subsidy, the donor community's regular contributions, the communities' earnest contributions, there has been no improvement at the home or even hope that it can be saved, and the facility faced closure.

Different community members were interviewed during research to establish their experiences on the work SWP's are doing, what they think is the cause of the problem, and what they think possible solutions might be. The community that consistently assisted Mrs Nkosi and her facility included neighbours and former SWP's who had resigned from social work through dissatisfaction but frequently assisted at home, and who shared their thoughts.

Research findings from the community's and former SWP's perspective

The community gets very involved as volunteers in charity work, assisting the institutions that house vulnerable people. The local professionals like doctors, teachers, and nursing sisters offer professional services for free to the institutions since they cannot afford to pay for medical care. Whilst the government hospitals offer free medical care, the institution does not have enough personnel to queue for hours at the hospital to assist one child. Even the unemployed neighbours offer their time to feed and play with the children and to clean the centre on a regular basis. Their donations include time, personal effects and sharing their food with the institution whenever necessary.

The community has first-hand experience of all the hardships the institutions go though and assert that Social Work as a profession is denigrated by the majority of society that demeans SWP's and has discouraged the youth from pursuing "Social Work" as their profession of choice. Community members blamed the government for

all the problems that Mrs Nkosi and her facility for the disabled suffered and felt that the government should be taking full responsibility.

The community was almost accusing government of abusing social workers, especially Mrs Nkosi whom they have seen suffering to assist people she does not even know. Government never showed up except for the cheque they send monthly that covers thirty per cent of the facility's costs, which itself was seen as an insult by the community members. Instead of allowing the facility to close they are fighting to get the government to take responsibility. They wrote and signed a long petition and presented it to the DSD.

Case Two: Two sisters who dedicated their lives to social work
Social Work Professional's perspective

Dear Focus Group Two: *Please find attached case study one and two in conjunction with all the policy frameworks and the questionnaire. Focus Group Two is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion. Furthermore consider the effect policy frameworks have on SWP's.*

Preamble:

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were concerned practicing SWP's who were trying everything in their power to restore dignity to their profession and request better education and resources from government to fulfil their mandate. Margaret and Sophie Nhlapho are twin sisters who were raised in an orphanage, Zenzeleni Children's Home, after they were found dumped at the hospital at birth in the 1960s.

They identify with the ostracism, poverty, growing up without love or sense of belonging, lack of access to education and all the other injustices suffered by children in need of care who are parented in orphanages. Fortunately they were exceptionally intelligent, focused and performed very well at school. When they were in standard

six, parents of a pupil at their school, Prof. and Dr Mngadi adopted them and raised them in their home with their two children. The Mngadi' were more enlightened than an average township family; the parents were highly educated, broadminded and wealthy by black township's standards. They experienced love of a close family for the first time when integrated with their new family. They were exposed to a more structured upbringing with a solid set of values, and an abundance of everything they needed. For the first time in their lives they enjoyed their human right to privacy, respect and were encouraged to think broadly and speak their minds at all times. The twin sisters chose to pursue social work as a profession as their objective was to assist communities trapped within an upbringing similar to their initial experience before they were adopted.

They graduated from high school with impressive results and proceeded to study social work at university. During their studies, they both chose to serve their internships and practical training at the institution where they spent their early years with the most senior Social Worker, Mrs Ncala, who headed the organisation during their stay. Mrs Ncala was now suffering from a mental illness, but remained the head of Zenzeleni Children's Home, which had deteriorated badly with the lack of dedicated focus. When Margaret and Sophie graduated with their Social Work degrees, Zenzeleni had closed down for lack of resources and dependable leadership. They attempted to trace Mrs Ncala without any success.

Mrs Ncala's illness meant she was spending longer periods in mental institutions. She used to be accommodated at Zenzeleni whenever released from hospital before it closed down. Now she had nowhere to go as her children felt she was an embarrassment and refused to bring her home. Moved by their original parent (Mrs Ncala)'s difficult situation, the twin sisters opened a home for mentally handicapped patients who have been stabilised from Sterkfontein Hospital, teaching them to be self-sufficient before releasing them back to the community. They took in Mrs Ncala and nursed her back to health and gave her a permanent place at the home. They structured their facility as a government initiative to ensure continuous flow of financial resources. In addition they tried to run it as a business by charging the families of the patients they assisted.

The sisters were discouraged by society's view of their business model for the facility. They tried hard to explain to all that they do not have time and/or skill to do fundraising as they need to focus all their attention on rehabilitating their patients. They highlighted that their core competence is not fundraising or managing funds but rather healing patients and producing a healed human being ready to be assimilated back into the community.

They quickly realised that government's support is limited to thirty per cent of their monthly budget and they then decided to empower themselves by studying part-time to reinforce their competencies with some commercial skills sets. After graduation they did not know how to integrate their new skills into their work environment. When they realised that not even having some commercial training would transform their situation they were further discouraged. They felt undermined and undervalued by both government and their community. Very unhappy and helpless, they sadly left the profession. Margaret Nhlapho joined a bank, heading their CSI department, and Sophie Nhlapho works in London as a social worker in a thriving NGO.

Research Findings from the perspective of Practicing Social Work Professionals

This group of respondents consists of highly educated professionals who have extensive experience and skill in rehabilitating the vulnerable of their communities, specifically women, people living with disabilities and children in need of care. They are the main subject of the debate, or rather their ability to meet demands made on their profession. Their responses were the most emotional of all the stakeholders. There is a lot of anger and resentment that more decisive actions are not taken to assist the needy and vulnerable.

They are very protective of their profession but currently feel very vulnerable and their initial stance was that the only solution is an immediate short course that will equip them to continue in their profession whilst satisfying the donor's needs.

Some of them have expressed how they have learnt to live on a thirty per cent subsidy provided by government to avoid any fundraising and further humiliation, notwithstanding that they are fully aware of the dire consequences of this financial

deficit. Whilst they acknowledge needing an entrepreneurial and comprehensive management skills base, their main concern is finding immediate alternative methods of earning income and improving their prospects of independence and job security. This is currently their main focus and need. They prefer a short Financial Management course for immediate relief and welcome future planning for longer term solutions. But SWP's who have gone that route like the Nhlapho sisters are quick to say that is never going to work. A special cadre of financial or management type professionals should choose to train for that role and to serve the community with that skill as they believe it is not possible to switch roles to that extent. There was also a strong concern that they would lose their jobs if a new cadre of enterprising SWP's was introduced. However, they accepted that the new generation of social workers could transform the social vocation and help NGOs to be self-sustaining organizations.

The SWP's noted that they would be newly committed to their work if they no longer had to try and fundraise. They suggested that in future the role of management be separated from the role of rehabilitating, but for the time being they feel adequate to handle both roles on condition they are afforded immediate guidance in financial management. They suggested a few topics where they need capacity building based on their current challenges in the field, including a comprehensive introduction to all possible sources of income and tactics of how to approach them. They also suggested courses on the legal framework within which they work, as well as budgeting skills.

Specialisation in the vocation of social work was strongly and unanimously suggested by all stakeholders who participated in the research:

- The vocation of social work now involves at least two major professional streams that cannot be performed by one professional. The first role is a nurturing function of rehabilitating the most vulnerable members of society which requires a specific set of competencies. The second role is an administrative function that entails managing the organisation and providing for its financial needs. These roles cannot be performed optimally by one professional and should be separated. SWP's are adequately skilled to perform the first role effectively but need support to perform the second;

- Entrepreneurship and management proficiency are necessary skills for the survival of the profession;
- Development of a new cadre of enterprising SWP's who will change the culture of solving social ills and innovate for alternative opportunities was also strongly suggested;
- That development will take approximately 10 to 15 years. In the meantime volunteering by captains of industry from all sectors of the economy was strongly suggested.

Discussion:

All stakeholders had wide-ranging, strong and emotional positions on all issues raised as expressed by an SWP who manages an orphanage: "The prospect of restoring the dignity of an SWP, of being allowed to enjoy the career I studied for, essentially rehabilitating and healing vulnerable populace, and never having to beg to feed my children is overwhelming and long overdue".

The younger group of practicing SWP's expressed a deep interest to study further to specialise in commercial studies, while the older groups of SWP's were keen to focus solely on their dedicated social work for which they had trained, and not have to worry about finances. They all felt that this move would refresh the profession and rejuvenate the interest in the social vocation by attracting a young, dynamic and vibrant cohort of SWP's that would invigorate the sector. Furthermore, the poor salaries had historically stifled innovation, but if the sector becomes more self-sufficient, salaries could be increased and this would be a motivating factor for both practicing and prospective SWP's.

Entrepreneurs feel that this avenue of entrepreneurship should have been formalized and extended to SWP's and others keen to study commercial skills to benefit the social sector long ago. One entrepreneur explained that no organisation can survive without income and proper financial management, more so a non profit organisation, so it was time they earn their own income and manage it efficiently. He cautioned that it takes time to develop a new genre of professionals, specifically because it is not only theory that is essential but practice as well. This will be a challenging scenario as there is no precedent for an enterprising SWP in South Africa; as such we need two

different experienced professionals, a social vocational specialist and an entrepreneur. Practicing social entrepreneurs suggest that it would take fifteen to twenty years to develop a strong pool of experienced enterprising SWP's. In the meantime, volunteerism from all practicing social entrepreneurs, entrepreneurs and other commercial specialists from all sectors of the economy is recommended, and is likely to be welcomed by the donor community.

Donors admitted to perhaps being overly generous in their support of the sector and thus perpetuating dependency. They explained that their donations were to some extent driven by self-interest, and whilst they wanted to give back to communities, they also receive tax breaks for donations and score necessary empowerment points for corporate social investments. Donors are thus keen to support skills development initiatives. Academics concur with the need to address the skills deficit in the social sector. They also feel that specialisation in the social sector is long overdue and strongly recommend that it be implemented with immediate effect.

They suggest two new streams, namely, comprehensive management and entrepreneurship designed for social benefit, and will design an appropriate if there is government approval. Government has blamed academia for not making this suggestion long ago as they assert that management of qualifications for any sector is not their specialty as they are guided by academic institutions. However, they welcomed this development and promised to legislate it on presentation of a formal proposal from a reputable academic institution.

5.2.5 Intellectual construction of knowledge

Focus Group Two which specialises in the of Social Entrepreneurship evaluated cases one and two that highlight the problems experienced in the South African NGO sector. Furthermore they perused the policy frameworks to ensure that they do not contravene the existing laws and then used the questionnaire to initiate conversations. They brainstormed innovative resource combinations suitable for the South African environment and their findings are summarised in the suggested amended social entrepreneurship model below as a comprehensive scholarly solution.

Focus Group Two felt that the problems that SWP's are experiencing should not be blown out of proportion. Instead the exact competence that is needed must be identified and a crisp proposal presented to government. They acknowledged efforts to include government in the study as a strategic move. This enabled legislators to better understand the real challenges and the impact on the sector, and to accept that the only route to improvement is amending policy to acknowledge the socio-economic changes and their effect on the social sector.

Government is open to amendments that could transform the social sector, but have made it clear that they rely on academic institutions to design the educational requirements. Six aspects of social entrepreneurship were suggested for SWP competence and the amended social policy framework was placed at the heart to ensure that legislation is always adhered to. This section discusses the five aspects, the amendments by government and the benefits this will have on the social work sector.

1. Social Welfare Policy Frameworks

The policy frameworks cannot be ignored by any sector of the economy as they are imperative legislation that protects and governs the vulnerable population and their legal custodians, SWP's. That said it is necessary for government to acknowledge the role of all relevant sector contributions and activities that affect the social sector to consistently ensure that the policy frameworks are still relevant and do not sabotage and/or oppress the very people they should protect. Dees (1998a) highlights that government has realised they are incapable of managing this sector alone and resolving social problems in isolation, thus they depend on other sectors to partner with them.

One scholar concurred with this realization and pointed out that it is the main reason why government must open its doors to society to always suggest necessary amendments. It should be noted that government cannot impose itself on the population and other sectors must also contribute their services. Without discounting other sectors, academic institutions were unanimously thought by Focus Group Two to be the most credible of sources in the value chain to initiate such a discussion with government, especially because they can be held responsible for their suggestions and

the follow-up. In this case the growth in the role of SWP's and possible specialisation is under discussion.

Tanner and Tanner (1995) insist that in any profession when a segment of another field of expertise starts to be a dominant feature, it is time to re-examine the role it plays in the profession and evaluate if it is necessary to incorporate customized elements to improve the offering. In this case business administration, entrepreneurship and management now takes up eighty per cent of an SWP's time which clearly shows that it needs to be a role on its own, only designed to catalyse social transformation and not for profit. Focus Groups One and Two made comprehensive recommendations in this regard.

2. Comprehensive management

One scholar suggested that the support this study has received from government encourages the assumption that the growth in the role of an SWP will be acknowledged legislatively, specialisation will be also be legislated, then the real work of designing, educating, and populating that growth must start. One of the most important competency themes that were agreed as pivotal but missing by the focus group is management. The researcher felt that while SWP's believe there is some management competence in place, it is preferable to consider a new design.

Drucker (1990) insists that it is not possible to strengthen what does not exist; you must first develop it, put structures in place then populate them with skilled and seasoned incumbents. In the childcare sector, management structures cannot be strengthened as they do not exist. The management competence is a loaded field as it encompasses many avenues: human resources, strategy and planning, accountability, governance, and financial management. Drucker notes that whilst non-profit organisations were excluded from this competence, they actually need it more than the profit-making organisations, precisely because they have no bottom line.

3. Entrepreneurship: Innovative solutions designed for social transformation

Once legislation has passed and academia is enabled to design curriculum for the special identified role, the most imperative competence is comprehensive management to plan the structures. Next is an important segment of entrepreneurship

which addresses social needs and all necessary resources. Defourney (2000, p.11) suggests that social entrepreneurship might be an expression of a new branch of entrepreneurship in the early stages of its development. One scholar emphasised that this means that the business world has realised that their markets are shrinking as the majority of people are trapped in cycles of poverty. To activate positive economic movement business thus needs to activate the ailing social sector.

One scholar said that business must continue as usual to keep the economy ignited but more is needed in changing the landscape of doing business to impact social change, which centres on the notion of change as a form of development "from within" in contrast to change as adaptation "from the outside" (Steyaert & Hjorth, 2006, p. 11). Developing a new cadre of enterprising SWP's in South Africa is allowing its social sector to develop their own resources from within, albeit supported by government and all sectors of economy. This is a pivotal step that will yield enormous benefits including, but not limited to, dignity, reduced dependence, responsibility, education and positive movement of disadvantaged people.

One scholar highlighted that South Africa does not need to waste time and reinvent the wheel, they must learn from international experiences and adapt their social entrepreneurship models. However, there may be challenges in that while social entrepreneurship is a solid concept, it was not designed with Africa in mind or rather designed by scholars who did not really understand the problems that Africa experiences. In fact the pitch of the design is so high that it leaves Africa below the radar and does not cater for most of the social needs.

Innovation is the key element in defining social entrepreneurship, which means not all initiatives can be applied universally (Roy & Sideras, 2006). The core must be applied that frames the concept but populate it with aspects that affect South Africa directly to make the model worthwhile. Thumbadoo and Wilson (2007, p. 17) speculated that a few characteristics of South Africa like the fact that it is a rights-based society, the changing nature of its social sector and the donor environment today make it a particularly ripe economy for encouraging social entrepreneurship. Some scholars agreed with this observation and advised another inclusive process of developing the curriculum to include the social sector, business, government, SWP's

and academics to consolidate in a way that will empower the new cadre of enterprising SWP's to own this space with conviction.

4. Development and upscaling of social enterprises

Development of social enterprises is an imperative aspect of social entrepreneurship that is at the core of this development. South Africa, especially SWP's, are far from this competence. A lot has to be developed before they can develop standing and sustainable social enterprises. They will need support from business, academia and government with resources and competence in order to succeed. For instance, Alter and Dawans (2006) build on leadership, funding and social programmes, integrating these three schools of thought that are familiar to the social sector as necessary tools to catalyse their sector and develop new social enterprises.

As such Davidsson, Low and Wright (2001) suggest that to formalize this sector and educate the social vocation will encourage more research and improved awareness. Business should partner with the social sector to provide the required support. When the social enterprise succeeds then they upscale and duplicate it. Again this needs to be legislated to ensure that the resources are optimally utilised for social transformation. Seasoned business people can do this with ease, but SWP's need further training, both theoretically and practically.

One scholar asked how SWP's can shift from rehabilitating to enterprising. The researcher that a long-term view is needed of developing a solid cadre of SWP's who would go through the same training that normal commercial students receive and get support and mentorship from partnerships with business. Defourney (2000, p.11) says that social enterprises are an expression of a new subdivision of entrepreneurship in the early stages of its development. O'Conner (2004) concurs and adds that this expansion would enlighten the participants to view social action through an entrepreneurial lens and explore entrepreneurship through a social lens. In this context, it is logical that concerned people have seized on social entrepreneurship as a new opportunity for development to address social concerns and create social value.

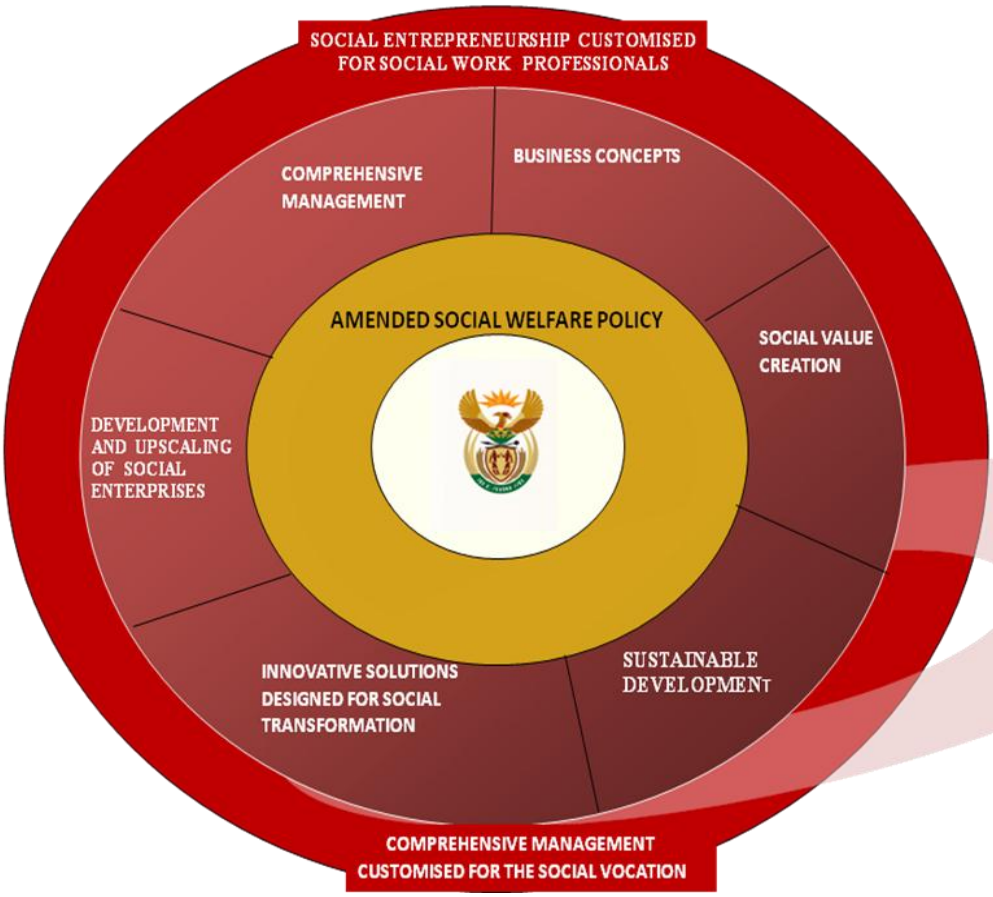
5. Sustainable development to create social value

One scholar said that once the process gets to the developed stage that development will have to be sustained in many ways, with education, refining skills sets, resource base and pure management of the process. Sustainable empowerment requires constant evaluation, despite fixed contradictions inherent in non profits, namely the economic need to earn financial resources and management thereof versus the humanitarian values instilled in charity work (Hammack, 1995).

This is becoming progressively more vital in the global economic downturn as, "NGOs work in an increasingly demanding environment characterized by growing competition for shrinking aid budgets while under increasing pressure to demonstrate that the recourses they are given by government and various donors make a visible and lasting impact" (Britton, 2005, p. 4). Bornstein (2004) insists that most of the energy devoted to a social entrepreneur tends to focus on how business innovation and management skills can be applied to achieve social ends.

Precisely by translating business acumen to the social sector, since the main reason of a social enterprise practitioner is to create and sustain social value (Alter and Dawans, 2006), management proficiency and government support to design and scale up social enterprises to earn income for the social sector and create sustainable social value is crucial to this aspect. Focus Group Two believed that the five aspects of social entrepreneurship mentioned above are sufficient for the South African landscape. Further aspects can be added as times change and call for either more or less intervention. The figure below summarises the South African model.

Figure 4: Amended Social Entrepreneurship for Social Worker Professional's Model



Source: Mngadi, 2012

5.3 FOCUS GROUP THREE

Focus Groups Three and Four specialised in Management Education of Non Profit Organisations, Humanities and Social Transformation. The group was very big hence their role was split into two groups to probe two different tasks. Group Three was tasked with describing the current role of an SWP in society and the competence needed to perform it effectively, and the role of a modern SWP considering the prevailing socio-economic environment after the global economic downturn. Furthermore, they examined in thorough detail the advantages and disadvantages of introducing specialisation in the social work vocation, where the rehabilitating role will be separated from the providing and management role. Focus Group Three was presented with Case Study Three for information purposes.

5.3.1 Case study three

<u>Case Three</u> : Academics – Education and edification of a sector of the economy

Dear Focus Group 3: *Please find attached case study three which has a similar story to another case but a different finding in conjunction with all the policy frameworks and the questionnaire. Focus Group Three is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship especially comprehensive management as the foundation of our discussion, as well as the effect policy frameworks have on SWP's.*

<u>Preamble:</u>

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were concerned practicing SWP's.

<u>Background:</u>

<u>Preamble:</u>

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were concerned practicing SWP's who were trying everything in their power to restore dignity to their profession and request better education and resources from government to fulfil their mandate. Margaret and Sophie Nhlapho are twin sisters who were raised in an orphanage, Zenzeleni Children's Home, after they were found dumped at the hospital at birth in the 1960s.

They identify with the ostracism, poverty, growing up without love or sense of belonging, lack of access to education and all the other injustices suffered by children in need of care who are parented in orphanages. Fortunately they were exceptionally intelligent, focused and performed very well at school. When they were in standard six, parents of a pupil at their school, Prof. and Dr Mngadi adopted them and raised them in their home with their two children. The Mngadi' were more enlightened than an average township family; the parents were highly educated, broadminded and

wealthy by black township's standards. They experienced love of a close family for the first time when integrated with their new family. They were exposed to a more structured upbringing with a solid set of values, and an abundance of everything they needed. For the first time in their lives they enjoyed their human right to privacy, respect and were encouraged to think broadly and speak their minds at all times. The twin sisters chose to pursue social work as a profession as their objective was to assist communities trapped within an upbringing similar to their initial experience before they were adopted.

They graduated from high school with impressive results and proceeded to study social work at university. During their studies, they both chose to serve their internships and practical training at the institution where they spent their early years with the most senior Social Worker, Mrs Ncala, who headed the organisation during their stay. Mrs Ncala was now suffering from a mental illness, but remained the head of Zenzeleni Children's Home, which had deteriorated badly with the lack of dedicated focus. When Margaret and Sophie graduated with their Social Work degrees, Zenzeleni had closed down for lack of resources and dependable leadership. They attempted to trace Mrs Ncala without any success.

Mrs Ncala's illness meant she was spending longer periods in mental institutions. She used to be accommodated at Zenzeleni whenever released from hospital before it closed down. Now she had nowhere to go as her children felt she was an embarrassment and refused to bring her home. Moved by their original parent (Mrs Ncala)'s difficult situation, the twin sisters opened a home for mentally handicapped patients who have been stabilised from Sterkfontein Hospital, teaching them to be self-sufficient before releasing them back to the community. They took in Mrs Ncala and nursed her back to health and gave her a permanent place at the home. They structured their facility as a government initiative to ensure continuous flow of financial resources. In addition they tried to run it as a business by charging the families of the patients they assisted.

The sisters were discouraged by society's view of their business model for the facility. They tried hard to explain to all that they do not have time and/or skill to do fundraising as they need to focus all their attention on rehabilitating their patients.

They highlighted that their core competence is not fundraising or managing funds but rather healing patients and producing a healed human being ready to be assimilated back into the community.

They quickly realised that government's support is limited to thirty per cent of their monthly budget and they then decided to empower themselves by studying part-time to reinforce their competencies with some commercial skills sets. After graduation they did not know how to integrate their new skills into their work environment. When they realised that not even having some commercial training would transform their situation they were further discouraged. They felt undermined and undervalued by both government and their community. Very unhappy and helpless, they sadly left the profession. Margaret Nhlapho joined a bank, heading their CSI department, and Sophie Nhlapho works in London as a social worker in a thriving NGO.

FACTS AND RESEARCH FINDINGS

This is a group of seasoned financial managers and/or scientists that develop education and impart the theory to both students and practicing financial practitioners from various sectors of the economy. They shared their views on what their jobs entail and how they think SWP's can equip themselves with skills to survive. They assert that they have learnt in their profession especially since the economic downturn that absolutes do not work well; rather a comprehensive approach is needed that services various avenues to benefit SWP's, the vocation and the social sector both in the short and longer terms.

They assert that no organisation can survive without proper income-generating strategies, disciplined management and accountability, and even more so non profit-generating organizations. This group advised that this initiative would benefit from immediate short courses in the interim whilst the scientists are developing a fully comprehensive and customised curriculum for a more detailed and longer term solution. Importantly, seasoned financial managers who are willing to volunteer their time and skill should be encouraged to donate their skills in the interim to NGOs; practicing SWP's should take advantage of the opportunity to learn from the captains of industry.

Whilst there is consensus on the desperate need to empower SWP's with management and commercial skills, there is a more pressing requirement of acknowledgement of the growth in their role in the social order, by government, academic institutions, and society, then quantifying the extent and field of the growth;

- The social vocation needs a paradigm shift as a prerequisite to empowerment;
- The precise growth in an SWP's role must be quantified;
- Define the required proficiency necessary to augment the growth to reignite the effectiveness of an SWP;
- Incorporate the growth of the role of an SWP and the proficiency needed to qualify in Social Welfare Legislation;
- Carefully investigate and resolve the important considerations stipulated below;
- *Only then* design the appropriate curriculum to augment the skills incongruence as a last step.

Discussion:

Over the years, specifically before the global economic downturn, the researcher engaged in research regarding competencies required for managing NGOs. Since all relevant stakeholders were complaining about commercial edification in the social sector, the obvious starting point was investigating appropriate topics to design a commercial curriculum for integration into the current syllabus of SWP's, customising it to the precise needs of SWP's in the South African landscape, and encouraging further research to diagnose the extent of the damage caused by the economic downturn in the social sector, in addition to investigating the kind of information needed to equip SWP's to convincingly manage their environment.

This part of the investigation opened up a more important avenue to be investigated, namely, the nature and size of the growth in the role of an SWP and the current hindrances that impede SWP's from being entrepreneurial. Social Entrepreneurs strongly discouraged the development of a commercial curriculum and took the time to explain why it was premature and elucidated the dangers of ignoring that advice.

They suggested that developing a curriculum is a bandage approach that will conceal the real issues that first needed thorough investigation and attention, rather than an "add-on" approach.

Various stakeholders supported this view and identified areas of concern that needed a closer look to empower SWP's, which all highlighted that social welfare policies were hindering the autonomy of SWP's. On approaching government regarding the problems encountered in the social sector, government blamed academia for not empowering SWP's with appropriate skills. Furthermore, they allowed the researcher to review legislation governing SWP's and discuss with them and all relevant stakeholders the areas of concern. This was a useful step that generated the next finding which proved to be the most concentrated centre to investigate to positively change the SWP environment.

5.3.2 Intellectual construction of knowledge

Focus Group Three was tasked with describing the current role of an SWP in society and the competence needed to perform it effectively, and the role of a modern SWP considering the prevailing socio-economic environment after the global economic downturn. From the information given, it was evident that the role of an SWP has grown far beyond its original skill base of rehabilitation and now incorporates commercial activity that SWP's are not trained to execute. Since the rehabilitating role of an SWP and/or the urgent need to specialise were not in question, only the growth aspect of commercial activity was explored in detail, as a branch of specialisation and profiling the professional to fit the role.

Profiling of an incumbent was discussed at great length here, since the growth in the role of an SWP demands a completely different professional expertise to the original. One academic said that only an authentic entrepreneur who has genuine concern for social needs can do this successfully. Practicing SWP's have said themselves that they do not have any entrepreneurial interest and are not keen to be placed in a position of added responsibility in this regard. This gave rise to the question of where the necessary professional expertise will be sourced.

SWP's advised that forcing themselves to perform the commercial growth function has ruined their work environment and self-confidence. One entrepreneur in previous interviews had suggested volunteerism from practicing entrepreneurs in terms of fulfilling the role and training a new generation of social entrepreneurs who are dedicated enterprising SWP's, and this proposal was extended for discussion. The group supported this and gave examples of how well it has worked in other regions, but the question remained where they would find a pool of professionals to train.

Another academic pointed out that the youth is drawn to specific careers for various reasons other than passion. Their main focus is often status and financial security which unfortunately the profession of SWP's lacks significantly. Consequently the group advised that this consideration should be discussed with government and business, and that the enterprising SWP's must be treated like normal commerce graduates with market-related salaries and the same respect that their counterparts enjoy in their profession. Furthermore, the group probed in thorough detail the advantages and disadvantages of introducing specialisation in the social work vocation, where the rehabilitating role will be separated from the resourcing and management role.

The group agreed that once a role in any profession demands more competence than originally anticipated, then the role is ready to be divided and a new specialisation introduced. In this case there is evidently a need to introduce an enterprising group of SWP's to execute the new role. Considering that the profession of SWP's is already declared a rare skill in South Africa, the disadvantage of ignoring the urgent need of specialisation is that the profession would sink from a rare skill to a dead profession. Citing Tanner and Tanner (1995), in any profession when a segment of another field of expertise starts to be a dominant feature, it is time to re-examine the role it plays in one's own profession and evaluate if it is necessary to split the role by creating a new role.

The most basic start would be to introduce a social specialisation in the normal Bachelor of Commerce degree as the profile of a BCom degree is business-related but students choose specialisation in the field that interests them most. For instance, a BCom in law, architecture, information systems, or similar, attracts the commercial

core with a particular focus, and adding social value specialisation would have already profiled a business minded person with an interest in social redress. Their curriculum must hone in on the South African social landscape, commercial and management, and mainly the five aspects of social entrepreneurship suggested by Focus Group Two.

5.4 FOCUS GROUP FOUR

Focus Groups Three and Four specialised in Management Education of Non Profit Organisations, Humanities and Social Transformation, and being a large group was split into two. Group Four was specifically tasked with probing the effect that principles of Social Entrepreneurship have on the social sector and the possibility of developing a new cadre of enterprising SWP's, what their educational requirements will be and the time frames of recruiting, training and deploying qualified enterprising SWP's. Group Four was given two case studies of social entrepreneurs eager to solve social problems, but using two different models. In addition, the analysis is also from two different groups of professionals, SWP's and Social Entrepreneurs. Group Four was asked to compare both the models and findings provided and suggest best practices to take this initiative forward.

5.4.1 Case studies two and six

Case Two: Two sisters who dedicated their lives to social work
Social Work Professional's perspective

Dear Focus Group Four: *Please find attached case study two and six in conjunction with all the policy frameworks and the questionnaire. Focus Group Four is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship especially comprehensive management as the foundation to our discussion, and the effect policy frameworks have on SWP's.*

Background:

Preamble:

This is a true story depicting a real situation in the largest black township in South Africa. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were concerned practicing SWP's who were trying everything in their power to restore dignity to their profession and request better education and resources from government to fulfil their mandate. Margaret and Sophie Nhlapho are twin sisters who were raised in an orphanage, Zenzeleni Children's Home, after they were found dumped at the hospital at birth in the 1960s.

They identify with the ostracism, poverty, growing up without love or sense of belonging, lack of access to education and all the other injustices suffered by children in need of care who are parented in orphanages. Fortunately they were exceptionally intelligent, focused and performed very well at school. When they were in standard six, parents of a pupil at their school, Prof. and Dr Mngadi adopted them and raised them in their home with their two children. The Mngadi' were more enlightened than an average township family; the parents were highly educated, broadminded and wealthy by black township's standards. They experienced love of a close family for the first time when integrated with their new family. They were exposed to a more structured upbringing with a solid set of values, and an abundance of everything they needed. For the first time in their lives they enjoyed their human right to privacy, respect and were encouraged to think broadly and speak their minds at all times. The twin sisters chose to pursue social work as a profession as their objective was to assist communities trapped within an upbringing similar to their initial experience before they were adopted.

They graduated from high school with impressive results and proceeded to study social work at university. During their studies, they both chose to serve their internships and practical training at the institution where they spent their early years with the most senior Social Worker, Mrs Ncala, who headed the organisation during their stay. Mrs Ncala was now suffering from a mental illness, but remained the head of Zenzeleni Children's Home, which had deteriorated badly with the lack of

dedicated focus. When Margaret and Sophie graduated with their Social Work degrees, Zenzeleni had closed down for lack of resources and dependable leadership. They attempted to trace Mrs Ncala without any success.

Mrs Ncala's illness meant she was spending longer periods in mental institutions. She used to be accommodated at Zenzeleni whenever released from hospital before it closed down. Now she had nowhere to go as her children felt she was an embarrassment and refused to bring her home. Moved by their original parent (Mrs Ncala)'s difficult situation, the twin sisters opened a home for mentally handicapped patients who have been stabilised from Sterkfontein Hospital, teaching them to be self-sufficient before releasing them back to the community. They took in Mrs Ncala and nursed her back to health and gave her a permanent place at the home. They structured their facility as a government initiative to ensure continuous flow of financial resources. In addition they tried to run it as a business by charging the families of the patients they assisted.

The sisters were discouraged by society's view of their business model for the facility. They tried hard to explain to all that they do not have time and/or skill to do fundraising as they need to focus all their attention on rehabilitating their patients. They highlighted that their core competence is not fundraising or managing funds but rather healing patients and producing a healed human being ready to be assimilated back into the community.

They quickly realised that government's support is limited to thirty per cent of their monthly budget and they then decided to empower themselves by studying part-time to reinforce their competencies with some commercial skills sets. After graduation they did not know how to integrate their new skills into their work environment. When they realised that not even having some commercial training would transform their situation they were further discouraged. They felt undermined and undervalued by both government and their community. Very unhappy and helpless, they sadly left the profession. Margaret Nhlapho joined a bank, heading their CSI department, and Sophie Nhlapho works in London as a social worker in a thriving NGO.

Research Findings from the perspective of Practicing Social Work Professionals

This group of respondents consists of highly educated professionals who have extensive experience and skill in social work, and their responses were the most emotional of all the stakeholders. There is a lot of anger and resentment that people are not more supportive of their attempts to improve the social status of poor and vulnerable people. They feel helpless and desperately need support and guidance in effecting their mandate. Whilst they acknowledge needing an entrepreneurial and comprehensive management skills base, their main concern is finding immediate alternative methods of earning an income and financial management skills to better manage the funds they have. This is currently their main focus and need.

There is also a view that a special group of financial management professionals should be trained to serve the community and transform the social vocation and NGOs to be self-sustaining organizations.

The SWP's suggested that in future the role of management should be separated from the role of rehabilitation, but that a two-phased approach was needed, both short-term and long-term interventions. Topics were suggested for capacity-building that encompass both income generation and technical support. Specialisation in the vocation of social work was strongly and unanimously suggested by all stakeholders who participated in the research:

- The vocation of social work now involves at least two major professional streams that cannot be performed by one professional. The first role is a nurturing function which requires a specific set of competencies. The second role is an administrative function that entails managing the organisation and providing for its financial needs. These roles cannot be performed optimally by one professional;
- Entrepreneurship and management proficiency are necessary skills for the survival of the profession;

- Development of a new cadre of enterprising SWP's who will change the culture of solving social ills and innovate for alternative opportunities was also strongly suggested, and in the meantime the private sector should be approached to volunteer the necessary skills as its contribution.

Discussion:

The older SWP'S were keen to see their dedicated role and dignity as SWP's restored through the separation of roles and responsibilities. The younger group of practicing SWP's expressed an interest in specialising in commercial studies to better support their organisations. The older SWP's welcomed the prospect of a new group of professionals who are just as keen on the social vocation but are competent to earn and grow income specifically designed to catalyse social transformation and create social value. They feel that this move would refresh the profession and rejuvenate the interest in the social vocation by attracting a young, dynamic and vibrant cohort of professionals. It was noted that competitive salaries would have to be considered in order to retain such skills.

It was emphasised that no organisation can survive without income and proper financial management, and providing these skills was an urgent need. This will be a challenging scenario as there is no precedent for an enterprising SWP in South Africa, and while such skills were being developed, it would be necessary to encourage the private sector to offer their support.

This approach was strongly supported by donors, including with skills transferral. They also feel that specialisation in the social sector is long overdue and strongly recommend that it be implemented with immediate effect, proposing the introduction of comprehensive management and entrepreneurship designed for social benefit. Government itself was open to such a proposal which should emanate from a credible academic institution.

Case Six: Chile case – The Social Entrepreneur's perspective

Dear Focus Group Four: *Please find attached case study number six which discusses an initiative in Chile, South America, a social enterprise appropriately named "new beginnings". In addition the researcher has attached all the policy frameworks and the questionnaire. Focus Group Four is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion. A group of four young successful and altruistic entrepreneurs decided to make a sizeable contribution to their community as a first step to catalyse for social transformation. One of the entrepreneurs is an African by birth but now a citizen in South America. Joyce Mann, a successful archaeologist, was very keen to educate South Americans about an aspect of her original continent, and decided to start a museum where visitors could come and learn about Africa. Peter Gonzalez was very keen to start an internship programme where he invites young budding entrepreneurs to work in his upscale art gallery that attracted the wealthiest of patrons from all over the world for a small fee and learn about entrepreneurship, then send them back to the real world with some experience. Mary King studied social science but never practiced as she had to run a family business as soon as she graduated from Harvard. She was very keen to start a home for children in-need-of-care where she would create a model institution of how to raise children in institutions, hoping to demonstrate how it should be done to government, and possibly extending her model to more institutions. Cesario Kent had spent his younger years as a management consultant for Bain and Company in the United States of America and had returned home to start his own management consultancy, which became a landmark in Chile. These four young people came together as social entrepreneurs, integrating their varied skills to uplift their communities. They all agreed on Joyce's idea of a museum as it was both a business and an educational tool. They also agreed to combine all their skills, financial resources, time, and passion for community to make a difference in society. Four different business plans were combined to create a very successful social enterprise.*

Preamble:

This is a true story depicting a real situation in South America, where four young social entrepreneurs started a successful and innovative social enterprise project that can be used as a model for more developing countries. All the proceeds from the social enterprise were donated to a related charity organisation managed by one of the entrepreneurs. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were all social entrepreneurs who have been extremely successful in their private careers and accumulated wealth for themselves, and had reached a point where they wanted to share their experiences and wealth to uplift their communities in one way or another.

Background:

Joyce's business plan was for a unique museum that depicts the origins of humankind. Africa is considered as being where the ancestors are said to have evolved into human beings. Her years of research and findings had given her extensive knowledge on the subject, and she was very keen to share this information packaged as a business with the community. Here is what she had to share: The "beginnings of humankind museum" is a world-class museum that comprises two independent, but closely linked, facilities. It is the world's only museum dedicated to exploring and celebrating the history of modern humankind, and tells the story of the emergence of human beings and humanity.

Conceptualised by a team of academics who worked with Joyce and designers, the museum aims to provide visitors with a unique experience of Africa's rich and complex heritage. The museum presents itself as a centre for human evolution, showing early human remains and some of the earliest images made by humans found in Africa. Starting from fossils discovered in South Africa, it explores the contributions in understanding the development of humankind. The focus of its exhibition rests on the origins of humankind in Africa, and then moves through the development of its art, symbolism, and technology on that continent.

But the museum does not limit itself to exhibiting the evolution. Rather, it pursues a very ambitious mission of restoring the African continent to its rightful place in

history – at the very beginning of mankind's journey to humanity. After their first years, the team decided to change the management of the museum and to bring in a more business-oriented culture. They opened the museum in 2008 and registered it as a not-for-profit social enterprise. The team felt that Joyce's colleagues, whilst very knowledgeable with their archeological background, did not have the requisite skills to make it a business success. They wanted to introduce a business style and appointed an experienced commercial operator who has skills to manage a museum.

There was a strong focus on business operations like functions and events, but mainly on the educational side. The team started a lecture series which generated free publicity. The newspapers covering the activities cost the team nothing but launched the museum and introduced its unique nature to the whole country, introducing a real demand for cultural activities. The set-up of the centre raised questions about the role of the museum in the business and created a lot of positive dialogue. The research-validated world also got wind of this unique invention and started offering their services at the museum. The museum generated revenue and raised awareness to schoolchildren and adults alike, and is considered a very successful model.

Peter, who owns an important art gallery in Chile, is a successful entrepreneur who knows a lot about art. He was determined to teach children the value of art. He started an internship programme where he took students of any interest and gave them lessons and experience on being a successful entrepreneur. When the team came together to start this social enterprise, he decided to alter his plans and convert the internship programme to focus on further developing art students and exposing them to opportunities whilst imparting entrepreneurial skills. His academy formed an art gallery that was integrated with Joyce's museum. Students were mentored by the most seasoned artists and grew to express different aspects of cultural activities, some of which were influenced by the teachings of the museum. The art and sculptures at the gallery complemented the museum and generated a different revenue stream.

Mary, a managing director for a group of supermarkets belonging to her family, had solid management support at the family business and did not need to be fully involved, and decided to pursue her passion of changing the life of children raised in institutions. She was not interested in the quick approach of donating to temporarily

appease the child or its custodian. She took an eighteen-year approach of giving a child full and controlled upbringing that can be monitored and managed for the duration of his/her childhood. Mary's segment of the social enterprise was a pure cost centre with no revenue stream but is where the team is making the most difference.

Mary registered her institution for children in-need-of-care with all relevant government departments. This institution was registered to house any child who needs care irrespective of their situation or challenges, ethnicity or religion. From her own resources she built a complex next to the museum with an administration block, a self-contained and fully equipped clinic, a recreation centre, playgrounds, a library, a media centre and 20 four-bed roomed homes, with each home to accommodate "a family" consisting of children, a mother and a father. Mary appointed the best available social work professionals to rehabilitate the adopted children who all deal with a range of issues.

In addition, Mary advertised to churches and to the community for the role as a parent. She appointed an agency and included psychologists to interview thousands of interested candidates for suitability as a parent. Twenty pairs of parents were appointed after extensive testing and a rigorous selection process. Some were middle-aged couples who had finished raising their own children but were keen to try it the second time. Some were single people whose lives were dedicated to community building. Some parents were two women instead of a mother and a father. Thirty per cent of the appointed parents were qualified social work professionals, most of whom were unemployed during the recruitment period.

They all received meticulous training and constant support throughout the process. Government then awarded her one hundred and twenty children after inspecting her premises and approved it for raising children. Her mission was to give her adopted children an eighteen-year comprehensive and balanced upbringing to prove that if a child from any background and circumstance is raised with a focused approach with a solid value system, love, proper nutrition, medical care and proper grooming they can be successful balanced adults that integrate into the community and all its rich activities.

Mary approached the captains of industry ranging from architects, medical teams, rugby players, golf professionals, musicians and invited them to spend time at her home to evaluate children and choose a child or two that they felt had an interest in their profession that they could groom from a young age until tertiary education and beyond. The children were also professionally tested for their career aptitude. The community was taken by this model and professionals came in numbers to offer their services at the home. The children were growing well and the community was fully involved.

Cesario was the management guru who designed and managed brilliant administration structures for large corporates. He was given the same responsibility for the social enterprise and designed a social structure that was a multi-faceted partnership, incorporating government, community, business and academia all contributing to the success of this social enterprise and every aspect of it. The enterprise's revenue stream was solid and all the proceeds were transferred for social gain, supporting the children's upbringing and the community's education. This was social entrepreneurship at its best. The success of this enterprise encouraged the partnership to scale up and reproduce these enterprises to catalyse for social transformation.

RESEARCH FINDINGS

Social Entrepreneurs, Entrepreneurs and Philanthropists

Social Entrepreneurship is the innovative use of resource combinations within and across the non profit, business, and public sectors to pursue opportunities aiming at the creation of practices that yield social transformation and sustain social benefits. Social Entrepreneurs are an important link and stakeholder for this study as they discourage the donations approach and promote an entrepreneurial approach of earning a living instead of soliciting income through donations.

Philanthropists are high net worth individuals who have extended their financial success to help those in need through donations as well as direct participation with skills, time and other resources. These two groups play a more active role in the NGO sector since they are concerned with material structural change in the NGO sector. This group's responses to the questionnaire is not concerned with peripheral

accountability standards that all other respondents were concerned with, but more with longer term comprehensive capacity building.

Whilst they concur that it is imperative to incorporate financial management instruction into the education and training of SWP's, they feel that merely adding a short term educational intervention might cause more harm than good. Firstly, Financial Management cannot be taught in isolation, it needs a syllabus of accompanying subjects to make sense. They argue that a more exhaustive approach that will be assimilated from as early as undergraduate level to produce a new cadre of SWP's is the only way forward. They also argue that the role of sourcing, handling and managing funding should only be performed by a seasoned financial management candidate.

Whilst they acknowledge that it is possible to merge the softness of social work with the ruthlessness of earning revenue, they discourage the multi-skilling and advice on a more viable and longer term solution of developing subject matter experts. Interestingly, when probed for suggestions for an interim solution, they suggested advertising for seasoned entrepreneurs, financial managers and/or accountants who are willing to donate their skill to charity in the short term. These two groups acknowledged that there is a financial management discrepancy in the NGO sector that needs immediate attention but there is also a deeper problem of acknowledgement of the growth of the SWP's' profession. Furthermore, they recognize that NGOs might not need the full spectrum of financial tools needed by revenue generating organizations, but cautioned about the dangers of giving too little information.

They suggested that a comprehensive management and entrepreneurial training intervention, customized for the NGO sector, and administered methodically long term is needed. This should be commissioned by social welfare policy bearers to be effective. The first two findings are agreeing about the discrepancy in the competence of SWP's, the urgent need to incorporate entrepreneurship and comprehensive management instruction into the SWP's education and training syllabus and the reasons. However, there are different views regarding the method and quality of the intervention needed. Their contributions are obviously informed by their interest and current role in the NGO sector. The donor community is keen to safeguard their

outlay and just wants to ensure that it is managed by the right people and reaches the intended recipients.

The social entrepreneurs and the philanthropists are active stakeholders and thus are more interested to fundamentally change the structure of the non-profit sector from 'supplicants' to entrepreneurs. They insist that SWP's must focus on rehabilitating the most vulnerable parts of society and they encourage a new community of entrepreneurs that are most concerned with creating social value to investigate alternative methods of raising funds and professionally administering them. They argue that this community does not have to be newly established but should be recruited from regular entrepreneurs who have developed an appreciation for transforming social activity to create sustainable social value. This study feels that both arguments have value in the short and longer terms.

5.4.2 Intellectual construction of knowledge

Group Four probed the effect principles of Social Entrepreneurship have on the social sector and the possibility of developing a new cadre of enterprising SWP's, what their educational requirements will be, and the time frames in recruiting, training and dispensing qualified enterprising SWP's. One academic pointed out that social entrepreneurship is an integration of business principles designed for social benefit. She continued that information from South Africa indicates that SWP's have low self-esteem because of the way business and society treats them as 'mute healers'. She suggested that this is because they cannot earn their own income but rather have to request government, business and society for their basic needs. SWP's earning their own income would restore their dignity. Secondly, developing a designated group of enterprising SWP's to provide consistent income for their organisation would free practicing SWP's to concentrate on performing their core function of rehabilitating without distractions. One academic suggested that SWP's be freed to do their job before the new group is even developed. The issue of volunteerism came up again as another academic was suggesting that it will take approximately fifteen to twenty years to develop a solid group of enterprising professionals, but such proficiency was needed immediately.

He highlighted that entrepreneurship is more than a skill; it is also an attitude that is deeply ingrained in someone's DNA, thus one cannot turn SWP's into entrepreneurs, but have to groom a new cohort of enterprising SWP's. This could immediately commence through approaching matriculants and first year students who are learning commerce and entrepreneurship with social awareness to interest them in specializing in their chosen careers of study but benefiting the social sector instead. The students would then get special social awareness and grooming throughout their studies. Their curriculum will include an integration of both business and social streams, including strong negotiating skills to allow them to always involve any sector of the economy that is necessary to advance the social agenda, since the whole society should take responsibility for social needs.

Afterwards, they will get practical training from both the business and social streams. Their role should be legislated to articulate the exact training they need and the support they are entitled to from government and business, but they should not be dependent on government for income and/or salaries. Furthermore, they should be rewarded by the social enterprises according to prevailing market trends. Finally, the group agreed that the purpose of this exercise is not to become involved in curriculum development but rather to establish the need to specialise and the intellectual construction of knowledge. Now that both are established, a business school should design an appropriate educational curriculum to meet this need.

5.5 FOCUS GROUP FIVE

Focus Group Five which specialised in customised social enterprising and scaling up of social enterprises, probed in detail the reasons for lack of entrepreneurship in the South African NGO sector, and how practicing SWP's can change their immediate environment and start looking at different models of earning income in a sustainable fashion instead of soliciting donations.

5.5.1 Case study four

Case Four: Orlando Children's Home – Donor perspective

Dear Focus Group Five: *Please find attached case study number four which discusses how the donor community really feels about donating to charity in the current socio-economic environment. In addition the researcher has attached all the policy frameworks and the questionnaire. Focus Group Five is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion. Furthermore consider the effect policy frameworks have on SWP's.*

Preamble:

This is a true story depicting a real situation in South Africa, where a corporate can no longer donate to a charity organisation it has supported for fifteen years, following the global financial meltdown. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were all members of the business community that has been supporting South African charities for years but are now fighting for their own survival and are now unable to extend a hand of support. They are deeply pained by this and are advocating for immediate relief for SWP's.

Background:

Mr Peter Ndoro is now a director at a big South African company. He had a huge budget for charity for many years whilst he was managing the Corporate Social Investment department of the same corporate, likewise supported a lot of charities in his time. Orlando Children's Home was his preferred charity organisation as it was situated in the community he grew up in, he through his company provided for all their needs. He observed the institution throughout his childhood helping troubled children who were addicted to drugs and living in the streets. All the institution had to do to request funding for the following month was to account for how they used the allocated funds by supplying proof of payments and their funds were replenished.

Mrs Mazibuko, the managing director of Orlando Children's Home suffered enormous shock when she submitted her monthly request in January 2009, after fifteen years of dependence, and was told that she may not receive any more funding from the company as the department has run out of funds and the company is no longer able to provide for her institution's financial needs. She had no idea where to turn. In no time she found herself begging in the streets to sustain her institution. The government subsidised thirty per cent of her monthly budget which was by far insufficient.

None of the corporates were keen to contribute as they had no extra funds to spare for charity at that time. For the first time in fifteen years, Mrs Mazibuko found herself knocking on doors to support her beneficiaries. She unintentionally started to neglect them as feeding them and securing the shelter was more important. In her own words, "You can never rehabilitate a hungry child, they cannot even hear you as they are not focused, they are hungry. This means the government is depriving vulnerable people of their basic human rights".

The standard of the Home soon deteriorated to unacceptable levels as the senior social worker assigned to manage the institution spent no time at the institution but rather in the streets raising funds. Mrs Mazibuko says it is not worth doing this job anymore. She insists that she is not trained to raise, grow or manage funding. She is trained to rehabilitate vulnerable people and is forced to neglect them, and is very unhappy. The constant disappointed look on the young residents' faces gives her nightmares and she cannot cope any longer. As such she informed us during the interviews that she is resigning as she cannot do her job properly. When she was asked what she thinks of Social Entrepreneurship (concept thoroughly explained to her), her response was: "You need to understand that poverty is not in the pocket or stomach, but rather a state of mind. To achieve any positive result you need to heal my deprived state of mind first by changing my mindset. This means that there is a lot of work between now and developing social enterprises. Do that work first and come back to me to ask about Social Entrepreneurship".

RESEARCH FINDINGS

Donor Community (Foundations, international donor agencies, private and public corporate organizations and individual donors)

This group of respondents accounts for at least 50 per cent of the NGOs' income stream, and were obviously very keen on the Entrepreneurial and Financial Management grooming of SWP's as they insist that with the recent economic changes, there is no room for the oversights that they allowed charity organizations in the past, especially because they can no longer afford to donate monies. For every cent donated, donors insist on effective projects, full disclosure on how and where their funds were used, and also the full benefits accomplished with their funds in addition to accountability of those funds. NGOs will henceforth be treated like a regular cost centre of the donor organisation. Donors will only contribute to strategic programmes that are well conceptualised and managed, and that benefit the donor. Donors now expect a higher level of financial management, from budgets to accountability. Like a normal cost centre/ department, the NGO will at the end of the financial year account on how they expended the budget responsibly. Depending on how effectively those funds were used, the donor will entertain part allocation for the NGO's budget for the following year.

Such an approach requires financial expertise to manage the funds and reporting of a number of different donors. costs for each financial year. The perspective of donors, which practicing financial management professionals concur with, is that no proper attention has ever been paid to this role as it is performed by SWP's that have different training, skills and responsibilities within the organisation. Hence their emphasis that it is impossible to successfully administer this role as a peripheral duty, whilst having to concentrate on rehabilitation and other duties within an NGO. It has to be a dedicated role.

Donors suggested that the financial management role be acknowledged formally, a move which would allow the roles of SWP's to be separated to allow SWP's to either specialise in rehabilitation issues or in management of the NGO as a self-sustaining

organization. This is significant in terms of the way SWP's should approach their duties, since managing an NGO should not be much different from managing any revenue-generating organisation. Donors recommend immediate corrective measures and suggest recognizing an organization's priority as survival, as a separate and equally important role and their contributions treated with the same focus and respect, as an imperative step.

That role should encompass accurate planning for the NGO's needs for a financial year, raising those funds in advance, disbursing them effectively and finally professionally accounting for their use. The findings from this group established that four topics would provide a good foundation for a basic module for financial management customized for effective management of NGOs, and suggested that it should be made an obligatory competence for directors who are responsible for this important function. The donor community warned that henceforth the above-mentioned criteria would be the only motivating factor in donating their money, and only to a well-structured NGO managed by an appropriately trained incumbent.

Donors feel that an immediate intervention for a short Financial Management course would benefit the practicing SWP's in the short term and allow donors to continue supporting this sector. In the long term, the government must intervene and change the structure to empower SWP's to earn their own money and reclaim their dignity. They suggested partnerships with philanthropists and social entrepreneurs for skills and projects sharing. Donor responses also charge at practicing SWP's for performing too many duties within an NGO, some of which they are not even trained to perform.

SWP's are not prepared to manage NGO problems, rather they believe that it is the SWP's responsibility to change their work environment and create more conducive and responsible work conditions. Donors insist that they give their hard-earned money to encourage social value creation and not to clear their guilt or to get tax breaks. As a result, most donor respondents suggest that they will no longer give freely of their money as SWP's show any commitment to addressing their concerns. Therefore, over and above their normal criteria, they now require a well-trained financial manager who must be dedicated to the role of managing finances for the NGO and ensure that their funds consistently reach the intended recipients.

They are also keen to provide practical training to SWP's who take the initiative to acquire formal financial management training. If this important requirement is not in place, the request for funding will no longer be considered. Donors view financial planning, budgeting, professional accountability and relationship management as the most important tools currently needed by SWP's. Clearly the donor community is not concerned with restructuring the NGO sector as they have their own core businesses to worry about. Their main concern is proper use and accountability of the funding they extend to NGOs.

It is imperative to respect this demand and promptly attend to the suggestions as donors are still the main source of income for the NGO sector. Thus this study has heeded the responses and advice of donors and recommends immediate implementation of their suggestions, not as a long-term solution but rather as an interim corrective measure to ensure that SWP's learn basic skills of financial planning and budgeting, fund-raising in a more professional manner, effective use of the raised funds, and full accountability, whilst a more comprehensive plan is explored.

- The time for the 'begging bowl' approach is over, economically and morally;
- The donor community cannot continue as the major provider with no return on investment;
- Corporates and business are struggling to survive themselves thus contributing to charity is no longer entertained like before, it is a luxury they can no longer afford.

Discussion:

Government confirmed that it provides approximately thirty per cent in subsidies monthly towards the operational costs of an NGO that qualifies. SWP's complain that this reduces the quality of care available to vulnerable citizens, and they are compelled to fundraise themselves for the seventy per cent shortfall. The legislative restrictions imposed on the work of SWP's has negative consequences for people in need of social services. The donor community has been the primary and only

legislated contributor of resources to the NGO sector; however, in the worsening economic climate, they are no longer in a position to contribute at the same level as previously, due to economic demotivation and ethical considerations.

One corporate executive said that economically it has become impossible to have extra funds to extend to anything else outside their business. He claimed that they are struggling for survival as the recession has hit his company very hard. With the recent global downturn they have also had to cut costs and re-evaluate how they spend their money. Furthermore, the company changed their policies on various issues including donating to charity. Whilst they do not currently have money to give to charitable causes, he cautioned that even when they have money in the future, they will be more circumspect in how it is distributed. Their Corporate Social Investment department has become a cost centre and they are only interested in contributing to charities that have something to offer them in return, such as advertising, internships, or similar.

One entrepreneur observed that the donor community has contributed to the "defeated mentality" of the social sector since they spoiled SWP's. He implied that if there were no donations, SWP's would have stood up long ago and shouted demanded better support from government. It was only after the economic downturn when there are limited donations that SWP's are demanding support from government. Furthermore, he observed that it is a moral injustice to give handouts to needy people, whether they are at a traffic light or in a legal institution.

At a human level he understands that SWP's become desperate to meet survival needs but on principle he would never give a handout, since people disrespect free things that they did not earn. Two SWP's concurred with the entrepreneur, in that receiving donations has been the most demeaning part of their career. They would have preferred support that would improve their chances of helping themselves. It is important to assess the real needs and plan properly to design worthwhile solutions.

The prospect of developing a new cadre of enterprising SWP's who would be thoroughly trained to earn income for the social sector with SWP's occasioned some excitement, as well as confusion, fear and anticipation. Initially, SWP's claimed that the different requirements cannot be combined as different types of people are

required. However, it emerged that the older SWP's had felt threatened but when they realised that this would, in fact, be a complementary role, they all expressed enthusiasm at the prospect.

5.5.2 Intellectual construction of knowledge

Focus Group Five which specialised in customised social enterprising and scaling up of social enterprises, probed in detail the reasons for lack of enterprising in the South African NGO sector, and how practicing SWP's can change their immediate environment and start looking at different models of earning income in a sustainable fashion instead of soliciting donations. This group was emotional about this topic as they feel that the only way forward for the social sector, especially in developing countries, is to inculcate an entrepreneurial "DNA" in an African child so they grow up with awareness, entrepreneurial and social importance. One academic said that the development of future entrepreneurs was needed with a conscience to catalyse "social transformation". The social sector will never survive the existing century old model.

Another academic said that he enjoyed reading the background information as it indicated that the researcher understood the core meaning of entrepreneurship and was not using it as a buzz-word that defines modern liberal capitalists. His impression is that the super-ordinate objective of this initiative is to actively influence the way young African children think about the world and themselves in it, to set in place new emotional and intellectual "DNA". One academic from a previous focus group had intimated that prospective enterprising SWP's should be recruited from matriculants and first year university students. The researcher felt that such a process should commence even sooner, in order to inculcate an entrepreneurial attitude and social awareness from a much younger age.

At the base of this "attitudinal re-coding" will be a drive to develop the self-concept, self-esteem, confidence and courage of the African child, and thus turn their preoccupations and thoughts into actions, which become habits, habits which become character, by which point the child is a master of his/her own destiny and that of society at large. The researcher shared this assessment and explained that the right emotional and intellectual "posture" will mean the African child comfortably holds

his/her own, and is forever emancipated from the shackles of dependency, a "serving mentality", or the brutality of a "less-than" status.

Starting social enterprises and scaling up needs to be managed by seasoned entrepreneurs is a solid platform for both the social sector and the trainee social entrepreneurs. Graduates from the proposed project should emerge with an "employer" mentality, rather than one of "employee" and break the dependency in the social sector from "government and donor community" to "self". That is what is missing. Unfortunately this ability is not taught at business schools, rather it is an attitude entrenched in children from a very young age. We owe it to society to develop this entrepreneurial DNA in children, who in turn will benefit the various sectors of the economy, including the social sector.

One scholar reminded the group that if one chooses to improve the lives of the most vulnerable citizens, there should be an awareness of the huge responsibility being taken on and adequate capacity and skill to manage it. The South African government's policy is based on this model but the disjuncture developed when the model and incumbent were not congruent. Government said one thing but recruited the opposite so the two streams diverged when they issued practicing licences to the wrong profile of SWP, who does not have financial skills.

The head of an NGO should be held responsible for providing for it and for choosing competent human resources to ensure that they do not cause more harm than good to vulnerable people. Thus the head of an NGO must be an enterprising SWP. Government must not only legislate this, they must enforce it and manage the process and the value chain very closely. One professor observed that the South African social sector currently lacks this energy and government has not made the situation easier to deal with.

Policy restrictions, and lack of appropriate skilling have undermined the spirit of SWP's; society's negative perceptions have negatively impacted on the SWP's' soul and it is hoped that this initiative will rekindle that spirit. This rendition of focus group five does not begin to express the excitement and exuberance from this group. Every focus group member took the contents of this study personally and was deeply

involved in forming constructive concepts for the South African social sector. Whilst there were pockets of theory it was a very candid and open forum with a lot of real-life circumstances that were even personal for most of the professors.

5.6 FOCUS GROUP SIX

Focus Group Six is a group of South African experienced scholars who specialise in policy, social vocation, entrepreneurship and comprehensive management. They were tasked with focusing on the South African application of the overall findings culturally, politically and economically. They probed each aspect of social entrepreneurship that is relevant for the South African landscape in detail to address each deficiency. Finally, they scrutinised the best practice case study from South America to evaluate if there were lessons for the South African NGOs.

5.6.1 Case study six

Case Six: Chile case – The Social Entrepreneur's perspective

Dear Focus Group Six: *Please find attached case study number six which discusses an initiative in Chile, South America, a social enterprise appropriately named "new beginnings". In addition the researcher has attached all the policy frameworks and the questionnaire. Focus Group Six is requested to peruse all the attached documents, and carefully consider all the aspects of Social Entrepreneurship including management as the foundation to our discussion. A group of four young successful and altruistic entrepreneurs decided to make a sizeable contribution to their community as a first step to catalyse for social transformation. One of the entrepreneurs is an African by birth but now a citizen in South America. Joyce Mann, a successful archaeologist was very keen to educate South Americans about an aspect of her original continent, thus decided to start a museum where visitors could come and learn about Africa. Peter Gonzalez was very keen to start an internship programme where he invites young budding entrepreneurs to work in his top end art gallery that attracted the wealthiest of patrons from all over the world for a small fee and learn the ropes of entrepreneurship, then send them back to the real world with some experience. Mary King studied social science but never practiced as she was*

required to run a family business as soon as she graduated from Harvard. She was very keen to start a home for children in-need-of-care where she would create a model institution of how to raise children in institutions, hoping to demonstrate how it should be done to government, possibly extending her model to more institutions. Cesario Kent had spent his younger years as a management consultant for Bain and Company in the United States of America and had returned home to start his own management consultancy, which became a landmark in Chile. These four young people came together as social entrepreneurs, integrating their varied skills to uplift their communities. They all agreed to go with Joyce's idea of a museum as it was both a business and an educational tool. They also agreed to combine all their skills, financial resources, time, and passion for community to make a difference in society. Four different business plans were combined to create a very successful social enterprise.

Preamble:

This is a true story depicting a real situation in South America, where four young social entrepreneurs started a successfulsocial enterprise that can be used as a model for more developing countries. All the proceeds from the social enterprise were donated to a related charity organisation managed by one of the entrepreneurs. Characters are real but the names have been changed to protect the identities of all people involved. Most of the respondents in this segment of the research were all social entrepreneurs who have been extremely successful in their private careers and had reached a point where they wanted to share their experiences and wealth to uplift their communities one way or another.

Background:

Joyce's business plan was for a unique museum that depicts the origins of humankind. Africa is considered as being where the ancestors are said to have evolved into human beings. Her years of research and findings had given her extensive knowledge on the subject, and she was very keen to share this information packaged as a business with the community. Here is what she had to share: The "beginnings of humankind museum" is a world-class museum that comprises two independent, but closely linked, facilities. It is the world's only museum dedicated to exploring and celebrating

the history of modern humankind, and tells the story of the emergence of human beings and humanity.

Conceptualised by a team of academics who worked with Joyce and designers, the museum aims to provide visitors with a unique experience of Africa's rich and complex heritage. The museum presents itself as a centre for human evolution, showing early human remains and some of the earliest images made by humans found in Africa. Starting from fossils discovered in South Africa, it explores the contributions in understanding the development of humankind. The focus of its exhibition rests on the origins of humankind in Africa, and then moves through the development of its art, symbolism, and technology on that continent.

But the museum does not limit itself to exhibiting the evolution. Rather, it pursues a very ambitious mission of restoring the African continent to its rightful place in history – at the very beginning of mankind's journey to humanity. After their first years, the team decided to change the management of the museum and to bring in a more business-oriented culture. They opened the museum in 2008 and registered it as a not-for-profit social enterprise. The team felt that Joyce's colleagues, whilst very knowledgeable with their archeological background, did not have the requisite skills to make it a business success. They wanted to introduce a business style and appointed an experienced commercial operator who has skills to manage a museum.

There was a strong focus on business operations like functions and events, but mainly on the educational side. The team started a lecture series which generated free publicity. The newspapers covering the activities cost the team nothing but launched the museum and introduced its unique nature to the whole country, introducing a real demand for cultural activities. The set-up of the centre raised questions about the role of the museum in the business and created a lot of positive dialogue. The research-validated world also got wind of this unique invention and started offering their services at the museum. The museum generated revenue and raised awareness to schoolchildren and adults alike, and is considered a very successful model.

Peter, who owns an important art gallery in Chile, is a successful entrepreneur who knows a lot about art. He was determined to teach children the value of art. He started

an internship programme where he took students of any interest and gave them lessons and experience on being a successful entrepreneur. When the team came together to start this social enterprise, he decided to alter his plans and convert the internship programme to focus on further developing art students and exposing them to opportunities whilst imparting entrepreneurial skills. His academy formed an art gallery that was integrated with Joyce's museum. Students were mentored by the most seasoned artists and grew to express different aspects of cultural activities, some of which were influenced by the teachings of the museum. The art and sculptures at the gallery complemented the museum and generated a different revenue stream.

Mary, a managing director for a group of supermarkets belonging to her family, had solid management support at the family business and did not need to be fully involved, and decided to pursue her passion of changing the life of children raised in institutions. She was not interested in the quick approach of donating to temporarily appease the child or its custodian. She took an eighteen-year approach of giving a child full and controlled upbringing that can be monitored and managed for the duration of his/her childhood. Mary's segment of the social enterprise was a pure cost centre with no revenue stream but is where the team is making the most difference.

Mary registered her institution for children in-need-of-care with all relevant government departments. This institution was registered to house any child who needs care irrespective of their situation or challenges, ethnicity or religion. From her own resources she built a complex next to the museum with an administration block, a self-contained and fully equipped clinic, a recreation centre, playgrounds, a library, a media centre and 20 four-bed roomed homes, with each home to accommodate "a family" consisting of children, a mother and a father. Mary appointed the best available social work professionals to rehabilitate the adopted children who all deal with a range of issues.

In addition, Mary advertised to churches and to the community for the role as a parent. She appointed an agency and included psychologists to interview thousands of interested candidates for suitability as a parent. Twenty pairs of parents were appointed after extensive testing and a rigorous selection process. Some were middle-aged couples who had finished raising their own children but were keen to try it the

second time. Some were single people whose lives were dedicated to community building. Some parents were two women instead of a mother and a father. Thirty per cent of the appointed parents were qualified social work professionals, most of whom were unemployed during the recruitment period.

They all received meticulous training and constant support throughout the process. Government then awarded her one hundred and twenty children after inspecting her premises and approved it for raising children. Her mission was to give her adopted children an eighteen-year comprehensive and balanced upbringing to prove that if a child from any background and circumstance is raised with a focused approach with a solid value system, love, proper nutrition, medical care and proper grooming they can be successful balanced adults that integrate into the community and all its rich activities.

Mary approached the captains of industry ranging from architects, medical teams, rugby players, golf professionals, musicians and invited them to spend time at her home to evaluate children and choose a child or two that they felt had an interest in their profession that they could groom from a young age until tertiary education and beyond. The children were also professionally tested for their career aptitude. The community was taken by this model and professionals came in numbers to offer their services at the home. The children were growing well and the community was fully involved.

Cesario was the management guru who designed and managed brilliant administration structures for large corporates. He was given the same responsibility for the social enterprise and designed a social structure that was a multi-faceted partnership, incorporating government, community, business and academia all contributing to the success of this social enterprise and every aspect of it. The enterprise's revenue stream was solid and all the proceeds were transferred for social gain, supporting the children's upbringing and the community's education. This was social entrepreneurship at its best. The success of this enterprise encouraged the partnership to scale up and reproduce these enterprises to catalyse for social transformation.

RESEARCH FINDINGS

Social Entrepreneurs, Entrepreneurs and Philanthropists

Social Entrepreneurship is the innovative use of resource combinations within and across the non profit, business, and public sectors to pursue opportunities aimed at the creation of practices that yield social transformation and sustain social benefits. Social Entrepreneurs are an important link and stakeholder for this study as they encourage an entrepreneurial approach of earning a living instead of soliciting income.

Social entrepreneurs and philanthropists play a more active role in the NGO sector since they are concerned with material structural change in the NGO sector. This group's responses to the questionnaire were not concerned with peripheral accountability standards that all other respondents were concerned with, but more with longer term comprehensive capacity building. Whilst they concur that it is imperative to incorporate financial management instruction into the education and training of SWP's, they feel that a long term approach with a solid foundation is preferable.

Financial Management cannot be taught in isolation, and needs a syllabus of accompanying subjects to make sense. A comprehensive approach implemented from undergraduate level to produce a new cadre of SWP's is the only way forward. They also argue that the role of sourcing, handling and managing funding should only be performed by a seasoned financial management candidate. Whilst they acknowledge that it is possible to merge the softness of social work with the ruthlessness of earning revenue, they discourage the multi-skilling and advice on a more viable and longer term solution of developing subject matter experts.

As an interim solution, they suggested advertising for seasoned entrepreneurs, financial managers and/or accountants who are willing to donate their skills to charity in the short term. These two groups acknowledged that there is a financial management discrepancy in the NGO sector that needs immediate attention but there also is a deeper problem of acknowledgement of the growth the SWP profession. Furthermore, they recognize that NGOs might not need the full spectrum of financial

tools needed by revenue-generating organizations, but cautioned about the dangers of too little information being provided.

The process of full management and entrepreneurial training customized for the NGO sector and administered methodically in the long term requires social policy change in order to be effectively implemented. Their views are obviously informed by their interest and current role in the NGO sector. The donor community is keen to safeguard their outlay and to ensure that it is managed by the right people and reaches the intended recipients. The social entrepreneurs and the philanthropists are active stakeholders and thus are more interested to fundamentally change the structure of the non profit sector to encourage entrepreneurs who will create social value while SWP's focus on rehabilitating the most vulnerable parts of society.

5.6.2 Intellectual construction of knowledge

Focus Group Six is a group of South African experienced scholars who specialise in policy, social vocation, entrepreneurship and comprehensive management. They were tasked with focusing on the South African application of the overall findings culturally, politically and economically. They have been involved with the study from the onset; hence this was the concluding step of the journey that had been travelled together for five and half years. They probed each aspect of social entrepreneurship that is relevant for the South African landscape in detail to address each deficiency.

Finally they scrutinised the best practice case study from South America to evaluate if there were any lessons for the South African NGOs. They concur with the findings from other global scholars that have strongly validated the original South African conclusions. The main findings are the discovery that the social welfare policy framework has posed the biggest hindrance to the profession of SWP's and the NGO sector, as such all stakeholders are in accord with immediately harmonizing the policy framework with the prevailing socio-economic framework.

The second most important issue is acknowledging the growth in the role of SWP's and creating a new specialisation to accommodate the growth. The growth is clearly in the commercial stream, but since SWP's do not need the full core business

principles to survive, a customised entrepreneurial and management capacity building approach was agreed upon. Thirdly, the question was posed of who and where to recruit this new pool of SWP's to fulfill this role. A more prudent approach was debated by all stakeholders here but it was agreed that the most feasible approach would be to develop such individuals from a young age. This specialty is not a new profession, but rather an amalgamation of two existing professions to be performed by one professional.

However, there can be no delay in introducing the changes in the social sector so it was agreed that the offer of existing entrepreneurs of volunteerism should be taken up whilst a new cadre of enterprising SWP's is developed. The education side will be outsourced to academics to advise the government immediately and start preparing all necessary structures. The fourth issue was acknowledging that Social Entrepreneurship is not a social work concept; it is rather an avenue of pure entrepreneurship whose reward is designed to benefit the social sector. This study honed in on the concept as competence to empower the new avenue of enterprising SWP's.

This model was further supported because the individual resources combined to form the concept are jointly and severally useful to the imminent changes in the profession of SWP's. That said, an NGO in Chile was examined that has developed their own good model of social entrepreneurship, and whilst it had excellent qualities the group concurred that South Africa has its own talents and it would be preferable to design a local model, borrowing from a few practices that they have perfected for an NGO. The six focus groups were an inspiration to the researcher, the study and extremely helpful to further research commitments. They were professional and well structured. Their contributions were impartial and very constructive. They continuously questioned each other as academics and the findings of the research were incorporated to question existing theory.

The solidness of the theory withstood scrutiny, despite being shaken by real life issues. Admittedly it was unanimously agreed that the concept is less ready for developing and Third World countries as a lot of work has to be done beforehand but once the groundwork is done social entrepreneurship is an excellent tool to catalyse

social transformation. At some point, the researcher began to feel that the main study would be a futile exercise but it was in any event a reinforcing process that provided confidence in the research, the findings and the conclusions thereof. The members of the focus groups requested to remain involved in the development of the new cadre of enterprising SWP's and the concept of social entrepreneurship in the South African landscape.

CHAPTER SIX

CONCLUSION AND POLICY IMPLICATIONS

6.1 INTRODUCTION

This study was concerned with the role of Social Work Professionals in South Africa who are struggling in practice, and furthermore, are disillusioned, as they are not coping with the vocation since they neither have sufficient proficiency nor resources to fully facilitate their mandate. Three extensive studies were conducted with the intention of designing a commercial curriculum. The exercise exposed deep-seated resentment from SWP's and various sectors of the economy that are concerned with the well-being of the social work sector, SWP's and their constituents. Through their honest responses, it emerged that curriculum development was premature, and what really needed addressing and acknowledgement was the growth in the role of an SWP and the challenges that would result from neglecting that growth.

A first phase was conducted to understand the history of social work, diagnose the magnitude of the problem in detail, establish viable tools necessary to accurately provide better understanding of the SWP's' skills incongruity, and establish the best methods necessary to catalyse social transformation. The extensive investigation identified Social Entrepreneurship as a comprehensive concept suitable as a positive gateway to address SWP's' concerns. The main phase deliberated on every characteristic of the unit of analysis, "Social Entrepreneurship" in order to assess its suitability for the socio-economic environment in South Africa and if it is a practical skills set to empower SWP's with proficiency to address the growth in their role.

The study was guided by three distinct research questions that assisted the researcher with appropriate direction to conduct the research, and opened the study up to probe related and unrelated avenues which solicited varied responses that shaped the

findings of the study. The three questions were adequately answered in an extensive manner in previous chapters, but in this concluding section a crisp summary of all three questions and their corresponding responses is reiterated for emphasis. The researcher will draw conclusions from the main findings of the first and the main phases. Finally, the core findings will be presented that emanated from the four conclusions, the initial phase, the first phase, the main phase and finally from research questions and their responses.

6.2 CONCLUSION: RESEARCH QUESTIONS

The combination of the initial, first and main phases contributed immense insight that provided better understanding to all the research questions. The first question probed the reason for the ostensible lack of enterprising in the social sector. The second question examined when professional specialization is appropriate in the vocation of social work. The third question probed the relevance of Social Entrepreneurship as a concept and also its suitability to address problems experienced in the South African social work landscape. Exploring these questions was a loaded exercise and the research revealed that all four aspects of legislation that govern SWP's was the biggest hindrance.

Research highlighted that SWP's generally have a different role and profile to that of any avenue of commercial activity or enterprise. SWP's have never been expected nor taught how to earn an income, and it has never been their concern. They are concerned with healing vulnerable people. Social Welfare Policy dictates that they concentrate on healing the most vulnerable segments of society and have to strictly adhere to legislated methods of soliciting income to cover their costs, namely government subsidy and donations. Enterprise has never been part of the deal and is not legislated as an SWP competence.

As such, SWP's have always depended on funding from government that originally covered seventy five per cent of their operational costs and they raised the discrepant twenty five per cent from donations, which was a manageable situation. With the prevailing socio-economic environment, things have changed; SWP's no longer have a reliable source of income to sustain their basic needs. Firstly, subsidy from

government was drastically reduced by inflation and is no longer sufficient as originally designed. Secondly, the donor community can no longer affords to underwrite NGOs either economically or morally.

Both factors have affected the SWP's' source of income negatively and left them spending all their time begging for the majority of their monthly budgets to cover basic needs, whilst being forced to neglect their core duty. SWP's are fully aware of their predicament and have some idea of appropriate steps to take, but their hands are tied by legislation and lack of expertise to innovatively redeem their situation. Proficiency needed by SWP's to augment the identified growth in their role needs to be acknowledged and legislated first before it can be designed and executed.

Professional specialisation becomes appropriate when a professional role grows beyond its original skills base and needs more competence than originally envisaged. If the new competence takes more time from the professional than the original competence, then it is time to separate the roles. The role of an SWP has grown and now incorporates commercial, management and entrepreneurial competence which was not part of their role before. This realisation highlights that the role of an SWP has reached a point where specialisation is no longer a choice but an imperative. The current profile of a regular SWP does not align with the new demands imposed on their role and therefore development of a new cadre of enterprising SWP's was strongly suggested.

The growth in the role of an SWP presented individual problems including, but not limited to, a need to consistently earn income to support their organisations, needing management capacity to administer their organisations profitably, and designing new strategies to integrate business, government and communities to partner in the quest to catalyse social transformation. Social entrepreneurship was unpacked as a combination of resources that offer a positive gateway to addressing problems encountered by SWP's. That said, much research is still necessary to accurately align the problems with the resources for optimum solutions.

Examples of solutions offered by Social Entrepreneurship in other countries convinced stakeholders that it is the most viable tool to catalyse social transformation

and address the growth experienced in the role of SWP's in South Africa, even though the South African resource combination is not necessarily the same as other countries, especially First World countries, but rather is customised to South African needs. Social Entrepreneurship as a concept strongly encourages government and business to join forces to address social needs, which is an urgently needed development.

6.3 CONCLUSION: THE INITIAL, FIRST AND MAIN PHASES OF THE STUDY

Whilst the initial study, which intended to produce a customised commercial curriculum for the social sector, was rendered completely misplaced by all stakeholders, it charted a very positive path forward. The wide ranging responses to the original questionnaire opened vital avenues that needed urgent attention in the social sector and presented the initial plan as being useful but premature. The recently revealed challenges were so extensive that the researcher decided to split the study into two phases that would probe two different avenues to ensure that essential information was not overlooked.

The first phase investigated the history of social work in South Africa, specifically the role government originally legislated for SWP's to execute, and carefully evaluated what role they are currently executing. Gap analysis to augment the discrepancy showed a huge difference between the two roles, clearly depicting the growth in the role of an SWP. Socio-economic conditions have introduced new demands to the role of an SWP which cannot be ignored, and as a direct result SWP's found themselves performing tasks that they were not equipped to execute while ignoring their core task of rehabilitating and humanizing the vulnerable population.

The enterprise and management roles are inadvertently imposed on SWP's, since they are already performing them, albeit "unlegislated", "not skilled for", "not remunerated for" and in fact largely unacknowledged. Precisely because of the lack of recognition of this growth, it is not catered for in policy frameworks, in performance in the value chain of healing vulnerable people, or in the government's budgets. The first study revealed that the role of an SWP has grown far beyond its original skill base and government was gently encouraged to acknowledge this growth by legislating it in the Social Welfare Policy Frameworks.

This legislation should incorporate the growth in educational needs as management and enterprising proficiency, government subsidy given to SWP's to be commensurate with their needs, and the legal sources of income for SWP's should be autonomous within legal parameters. Academic institutions should acknowledge the responsibility placed at their door by both the public and private sectors to educate SWP's with the new proficiency demanded by the growth in their role and facilitate the requisite legislation.

The main phase of the study examined the concept of Social Entrepreneurship which was unanimously suggested by respondents as an excellent solution to the problems experienced by SWP's. This study has established that Social Entrepreneurship does not exclusively entail aspects of the social work sector, rather it is the integration of community concerns with business imperatives and government participation to address societal challenges.

Social Entrepreneurship has nothing to do with the role of SWP's, it is a branch of pure entrepreneurship that is designed to catalyse social transformation, through customised resource combination that benefits the social sector. The main phase determined a practical combination of resources within Social Entrepreneurship that open a window of skills sets to address the five main problems experienced in the South African social sector, although extensive research is still necessary to refine the offering.

6.4 FINAL CONCLUSION

Based on the findings of this research, it was concluded that the role of an SWP in South Africa has grown far beyond its original skills base and now incorporates management and entrepreneurial responsibilities. Therefore, specialisation in this avenue is fundamental to the survival of the profession of social work. A new cadre of enterprising SWP's must be recruited and developed to augment the growth in the role of a Social Work Professional effectively over time. This development is generisable and well placed to be extended to other public sector roles.

Social Entrepreneurship is an innovative comprehensive concept of free enterprise and the most suitable gateway that is well placed to catalyse social transformation by partnering various segments of the economy. Furthermore, it is a practical academic strategy to develop tools to address the five main problems currently experienced by the South African social sector. As a legal acknowledgement, Social Policy Frameworks need to be amended by government to incorporate this growth and the concomitant educational needs in the education and training syllabus of SWP's.

6.5 VALUE ADDED

After extensive research, the questions posed by this study were answered and produced solid theoretical constructs that will contribute greater awareness to the body of knowledge in the education and training needs of SWP's in South Africa. Furthermore, the researcher discovered other factors that were not designed, but as a consequence of this research worthy contributions to the body of knowledge of Methodology. The value added by this study is articulated below in order of importance.

The role of a Social Work Professional in South Africa has grown far beyond its original skills base. Research has determined that the relevant parties being SWP's, government, academia and the donor community have been aware of this growth for a considerable period. The situation had deteriorated to a point where social work was declared a scarce profession in South Africa. Neither party took the initiative to dialogue with all parties to correct the impasse, and instead both the public and private sectors were directing blame at academia to resolve their problems.

This study, through academia, has taken the initiative of pulling together SWP's, government and business in their various capacities to jointly acknowledge the growth, and the steps necessary to address it academically and legislatively. That awareness is welcome by all sectors involved as a value addition. Furthermore, the study suggested Social Entrepreneurship, a comprehensive concept as a gateway to augment the growth articulated above specifically as a practical academic strategy to develop tools to address the five main problems currently experienced by the South

African social work sector, while highlighting new research areas that could also contribute new knowledge to the area of social entrepreneurship.

The combination of methodological techniques and the methodological variations of case study methods and macro-triangulation that were developed by this study are also a contribution to the body of knowledge of Methodology. Social Entrepreneurship which forms the architecture that outlined this research is about careful resource combinations, taking risks and innovating to produce the best value. In line with the philosophy that defines the multi-faceted nature of the unit of analysis that frames the core of this study, the researcher decided to illustrate that philosophy in the methodology by integrating the best aspects of each research method and discovered how each method brings out salient and slumbering variables.

Since each group of stakeholders came from different schools of thought and had different frames of reference, collecting, presenting and analysing the extensive data was very challenging and misleading and required a methodological step that would simplify the findings whilst preserving the complexity of the problems.

Further complicating the challenge was the fact that the data gathered highlighted five major problems during analysis that were pivotal to understanding the plight of SWP's, their history, and the depth of collaboration needed to correct the problem the study was resolving. The quality of this data gave solid findings that needed further clarification from the next group of respondents. Academic captains of industry that had founded and authored the concept of Social Entrepreneurship assisted the researcher to hone in on the concept to ensure that it is definitely the precise tool to catalyse social transformation in South Africa.

It was not the role of the academics to separate and group the data accordingly or to analyse it. A risk was taken of being innovative and providing a crisp but accurate summary of the analysed findings as background information in addition to a questionnaire designed to validate Social Entrepreneurships' usefulness. Entirely for the purpose of consolidating the data already collected and analysed, the researcher elected to tell a story of each categorised problem in the form of a case study to

inform the next stage of the research, which was concerned with honing in on the suggested proficiency.

These case studies were used for the sole purpose of providing background information to familiarise the chosen population with the problems experienced in the South African social sector when answering their questionnaire as they did not fully understand the South African landscape, nor the problems at hand. Secondly, the researcher contacted the authors of the papers, books and articles that had been perused during the research to request them to participate in a validating study where the research findings would question their theoretical constructs.

Amazingly, a huge response was received and a solid group of academics then formed six focus groups. Triangulation at a macro level was done where research findings were linked back to theory with the authors directly conversing with the process. The populations for this segment of the study were seasoned global academics, who identified these methodological steps as a worthy discovery to Research Methodology that deserves further attention and refinement.

6.6 POLICY IMPLICATIONS

Consequent from a great deal of research, this study concluded that the role of Social Work Professionals in South Africa has shifted. As such, concluding findings from both phases of the study have notable policy implications for legislation governing SWP's. Whilst the growth in the role of an SWP was acknowledged and qualified academically as entrepreneurial and management deficiencies in this study, to complete the acknowledgement this growth has to be recognised legislatively in the policy frameworks.

Furthermore, the roles of an SWP in South Africa should be separated and specialization introduced in the area of entrepreneurship and management customised for the social sector. Specialisation in the profession of social work would also need to be legislated to authorise academia to design intellectual leadership on the new role, define research needs, develop a new curriculum, and then recruit and develop a new cadre of entrepreneurial SWP's. These findings suggest that policy frameworks

governing SWP's are somehow not congruent with the prevailing socio-economic environment and might benefit from a review thereof.

6.7 FUTURE RESEARCH

It has been concluded that it is imperative for SWP's to acquire entrepreneurial and managerial competence to address their expanded role, and provide for and sustain their organisations and ongoing projects effectively and with dignity.

1. Intensive research into Social Policy Framework adjustments is necessary to ease the plight of SWP's, to challenge all policy restrictions mentioned in section one of this thesis, and to ensure that legislation governing SWP's is congruent with the prevailing socio-economic environment;
2. The roles of an SWP in South Africa should be separated and specialization introduced in the area of entrepreneurship and management customized for the social sector;
3. Social Entrepreneurship is somewhat new in academic circles and still needs intensive research to solidify it as an academic solution for the plight of SWP's.
4. Defining the exact combination of resources needed to empower SWP management and entrepreneurial competence did not fall entirely within the scope of this research but it is a necessary exercise worth pursuing to validate this study further and preserve the profession of SWP's;
5. Government needs to increase its investment in this sector to empower academic institutions to develop an entrepreneurial skills base and management proficiency as an impetus for the social vocation.

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APPENDICES

APPENDIX 1: COVERING LETTER TO QUESTIONNAIRE FOR FIRST STUDY

Date: 10th October 2007

Dear Sir/Madam

Re: Comprehensive Management in NGOs and Institutions that house children in-need-of-care in South Africa.

I am a 2nd year PhD (Management) student at the WITS Graduate School of Public and Development Management. For my research Thesis, I intend to investigate the requisite need and probable advantage ofestablishing comprehensive entrepreneurial and management skills as a core competence for Social Work Professionals that manage NGOs and Institutions that house Children In - Need- of – Care in South Africa. These institutions are currently struggling financially despite belligerent fundraising and financial support from the government, Corporate South Africa and international donor agencies , because of lack of business and financial management proficiency.

Legae‘s research in 2003 advised that the social workers responsible for this illustrious task are not equipped to handle it persuasively as they are only trained to nurture and rehabilitate the most vulnerable parts of society but not to manage the institutions as self sustaining organisations. Practicing social workers suggest that their current Syllabus is insufficient in quantity and quality, and needs to be reinforced by developing an entrepreneurial and comprehensive management skill-set of courses customized for managing NGOs to be integrated into their syllabus from the onset of their studies to empower them to manage both roles effectively and accomplish the needs of society.

Donors tend to agree with this notion as they feel that their contributions are not managed appropriately, as a result does not reach the intended recipients. I chose to explore this topic further as I have a vested interest in the upliftment of the child-care sector in South Africa. I have a registered Foundation that strives to facilitate an enhanced approach to rehabilitating children in institutions through Education, which can be viewed on www.emangadini.com The Hammond Foundation's main aim is to introduce comprehensive management structures in Children's institutions as a prerequisite reinforced by the government, in particular the department of social development.

Please assist by completing the accompanying questionnaire, which was carefully designed with the help of experienced childcare professionals, academics, donors, and practicing financial managers in addition to reviewed literature relevant to childcare. The responses from various sectors of the economy will assist in evaluating the significance of this initiative. The questionnaire will be faxed in advance and an appointment set up for a face-to-face interview to answer the questions in detail. Results will be evaluated and the conclusions will be circulated to the wider research-validated community in addition to all interested respondents.

Please fill in the attached form if you would like to receive the result and recommendation.

Thanking you in anticipation of your response.

Yours sincerely,

Zanelle Mngadi

APPENDIX 2: LETTER OF SUPPORT FROM DEPARTMENT OF SOCIAL DEVELOPMENT

APPENDIX 3: FIRST STUDY QUESTIONNAIRE

SECTION 1:

Your profession: (Mark the profession you currently work in with a tick.)

	Business Management		Donor (state role in organisation)		Dept. of Social Services		Social Worker
	Academic		Director: Children's home		Philanthropist		Senior Social Worker
Management area of expertise / Other (specify):							

The sector: (Mark the sector you currently work in with a tick.)

	Corporate		Department of Social Services		Ministry of Social Development		Foundation
	Welfare Services		NGO		Philanthropist		Private Practice
Other (specify):							

Number of years of involvement with: Managing or donating to children's homes,

and/or involvement in a Business Administration/Management environment?

(Indicate your years of experience with a tick.)

	0-5 years		6-10 years		11-15 years		16-20 years		21years or more

SECTION 2:

Instructions for filling in the questionnaire:

- Please read all the questions carefully;
- Please answer as comprehensive and as best as possible prior to the interview to allow ease of reference during the interview;
- Have as many examples as possible for the actual interview;
- Please use a separate sheet for extra information beneficial to this interview.

Questionnaire for NGOs, Social Entrepreneurs and Academics

Background information about entities

1. Name of Entity?

   ……

2. How long in operation?

   ……..……..

3. List all registrations with South African Legal bodies?
   a. Dept of Social Services

      ……..…….

   b. SARS ……
   c. Registrar of Companies

      ……..

4. Who manages your Institution? What is their qualification?

   ……

5. Who is responsible for Financial Management in the institution? What is their qualification?

   ……

6. How many children do you have under your care? What are their backgrounds? (Please elaborate)

   ……

7. Any other relevant information? (Use separate page)

   ……

Funding and Accountability?

1. Does your institution receive a government subsidy?

   ……

2. What is the per centage of subsidy in relation to budgeted costs for the Institution?

   ……

3. Who funds the shortfall? What other fundraising mechanisms does your institution use to fund the shortfall?

   ……

4. Local or International Funders?

   ……

5. Per centages of contributions and frequency?

   ……

6. How does your institution account for raised funds (Give full details)

   (a) Subsidy

   ……

   (b) Donations

   ……

7. Are your institutions accounts audited?
8. By whom (Accounting firm)?

   ……

9. Frequency?

   ……

10. Who raises the funds in your institution? What criteria do they use?

    ……

11. What is their training?

    .....

12. Do your funders ever request for accountability of donated funds?

    ……

13. Does the Department of Social Development request for accountability of subsidy provided?

    .....……

14. Has your institution ever satisfied the Department of Social Development or Funders regarding accountability of funds?

    .....……

15. If yes how?

    ……..…..….

16. If no why?

    ……

17. Any further comments (Use separate page)

    ……..……

Results

1. How do you convincingly demonstrate that the funds you receive reach the intended recipients

   ……

2. How do you convincingly demonstrate that the funds you received benefited the livelihood of women, disabled persons and Children-In-Need-of-Care?

   .....

3. Most children's homes and NGOs lack funds to sustain themselves despite belligerent fund raising and financial support from corporate South Africa. In your experience and Assessments:

   a. What is hindering their progress? (Give as many real life experiences as possible. Use separate page)

   ……

4. Considering all your struggles in raising and managing funds, what specific tools do you think you need to effectively manage financial issues imposed on your role?

   ……

5. Who do you regard as competent to address the shortage of the skill-sets described in question 4 above?

   ……

6. Are you prepared to go back to class to learn the skill-sets declared in question 4?

   .....

7. Over and above the financial management skills discussed above, do you deem it necessary to incorporate comprehensive management skill-sets into the education and training syllabus of SWP's?

   ……

8. Have you ever considered specialization in the profession of social work? Please elaborate your views and what informed them?

   ……

9. At which stage of your career do you think the financial management and /or comprehensive management skill-sets should be incorporated? Why?

   ……

10. Having practiced in the NGO sector do you think it would be better:

    a. To separate the role of rehabilitating the most vulnerable parts of society from the role of managing an NGO? Why?

       ……

    b. For a qualified and practicing SWP to be endowed with entrepreneurial skills to manage the institution? Please elaborate;

       ……

    c. Do you think a seasoned entrepreneur concerned with social requirements will be better placed to concentrate on the management issues of the institution? Please elaborate

       ……

11. If you had the opportunity of restructuring the role of SWP's in society, how would you restructure it? Please give full details.

……

Questionnaire for all the Organisations who fund NGO institutions :

Background Information about Entity

1. Name of Entity?

   ……..……..……

2. Type of Organisation and sector?

   ……

3. How long in operation?

   ……

4. Designation of person answering questionnaire?

   ……..……

Funding and Accountability

1. How many NGOs does your organisation fund?

   .....……

2. Why?
    a. Corporate Social Investment…….
    b. Tax deductions……..
    c. Genuine community enrichment programs……..
    d. Other…….
    e. All of the above……
3. Please elaborate

    ……
4. What criteria does your organisation use to approve funding?

    ……
5. Which aspect of their needs do you fund?

    .....
6. Why?.....
7. What benefit do you derive from the funding?

    …….
8. How long have you been funding institutions?

    …….....
9. What monitoring mechanisms do you use to zoom in – please give comprehensive details

    …….
10. In your assessment:
    a. Do the institutions have adequate skills to manage the institution? Please elaborate

        ……..…
11. What is the skills level of Directors who manage the institutions?

    ……

    What is the skills level of incumbents who manage the finances of the institutions……...
12. What is the skills level of incumbents who raise funds for the institution……
13. What is the skills level of incumbents whomanage the funds and are responsible for accountability?

    ……Wh

    at formation do you request from the institutions for accountability e.g.

Monthly reports?

……

14. How often?

.....

15. Do institutions comply with these requirements – Do they satisfy your requirements?

……

16. Do institutions meet desired objectives with the resources you provide?

……

18. How do you assess this?

……

19. if not, what is hindering this process?

……..…...……

20. What corrective measures have you implemented to assist?

……...……

21. Does this problem persist over a period? Give Details:

.....

<u>Assessment</u>

1. How do you assess and confirm that:
    a. The funds you have donated reach the correct recipients?

    ……

    b. That the intended purpose of improving the livelihood of Children-In-Need-Of-Care is achieved?

    ……..

2. Most children's homes and NGOs lack funds to sustain themselves despite belligerent fund-raising and consistent financial support from corporate SA, Foundations, Philanthropists and other donors

    What in your assessment is needed to improve the:

    a. Administration of NGOs and children's homes?

    ……

    b. The Financial Management of these institutions?

    ……

3. Give comprehensive details

……

THANK YOU FOR YOUR TIME!

APPENDIX 4: REQUEST FOR RESULTS

To: Mrs. Zanelle Hammond

Fax: 086 648 2214

I wish to receive a copy of the report summarizing the results of the investigation on whether Comprehensive Management skills should be developed and integrated into the Education and Training syllabus of Child – Care professionals.

Please forward the report to:

Entity :_____

Attention:_____

Address:_____

_____

_____

_____

Telephone:_____

Facsimile:_____

APPENDIX 5: APPROVAL FROM THE ETHICS COMMITTEE

APPENDIX 6: COVERING LETTER TO MAIN STUDY QUESTIONNAIRE

APPENDIX 7: MAIN STUDY QUESTIONNAIRE

SECTION 1:

Your Academic specialisation: (Mark the faculty you currently work in with a tick.)

	Comprehensive Management		Management of a Non-Profit Organisation		Policy Framework		Social Entrepreneurship
	Entrepreneurship		Multi-disciplinary: (State combined disciplines)		Social Work		Methodology
Other (specify):							

Optional: (State the University(ies) or academic institution(s) you are involved with)

	University of the Witwatersrand		Harvard University		St Gallen University		Innsbruck University
	Oxford University		University Of Cape Town		Ashoka		World Economic Forum
Other (please specify)							
Your Qualification(s) Optional							

Number of years of involvement with your specialty. Indicate with a tick

	0-5 years		6-10 years		11-15 years		16-20 years		21years or more

Please indicate if you give permission for any of your details to be published on the thesis?

	Yes		**No**

SECTION 2:

Instructions for filling in the questionnaire:

- There are three segments in this questionnaire, you may choose to discuss one, two or all three segments:
  - Social Entrepreneurship;
  - Policy Framework; and
  - Management in the non-profit sector.
- Please read all the questions carefully;
- Please answer as comprehensive and as best as possible prior to the focus group meeting, to allow ease of reference during the discussion;
- Have as many examples as possible for the discussion in the focus group;
- Please use a separate sheet for extra information you deem beneficial to this study;

You are requested to submit the filled questionnaire at the end of the discussion. The discussion of the focus group will be filmed for ease of reference during downloading of data and for analysis. Please indicate by circling your option if you object to being filmed.

Object to being filmed;
No objection to being filmed;
Indifferent

SOCIAL ENTREPRENEURSHIP:

This study has relied on Mair and Naboa, (2005) definition of Social Entrepreneurship which states:

Social Entrepreneurship is the innovative use of resource combinations within and across the non-profit, business and public sectors, to pursue opportunities aiming at the creation of organisations and/or practices that yield social transformation and sustain social benefits.
Mair and Naboa, 2005

1. Do you have a different view of Social Entrepreneurship? How would you define it?

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2. Five interlinked case studies were provided in advance as background information that necessitated this study.

   a. Please describe in your own words which instances have you deduced as problems from the case studies?

      ……

   b. Of the problems deduced which ones falls in your area of specialty?

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   c. Of the problems deduced which ones would you like to discuss, why?

      .....

   d. Of the problems deduced which ones in your opinion fall squarely in the vicinity of Social Entrepreneurship?

      .....……..……

3. Which aspects of Social Entrepreneurship do you deem as necessary to create social value for the South African environment? Why?

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4. Which aspects of Social Entrepreneurship do you deem as inappropriate for the South African environment? Why?

……

5. Which aspects of the problems experienced in the South African social vocation as articulated in the case studies, have contributed to the lack of Social Work Professionals' (SWP's) enterprising? Why?

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6. What is the link between Social Entrepreneurship and Social Work, if any?

……

7. Do you think practising Social Work Professionals should be exposed to entrepreneurial education designed to catalyse for social transformation towards creating social value? Yes or No …….

    a. If yes, why?

……

    b. If No, why?

……

8. Social work is viewed as a humanitarian intervention performed lovingly with a clear objective to heal and enterprising is viewed as a shrewd and risky activity performed with harshness and a clear objective of making a profit. In your opinion, can these roles be performed by one person or should the roles be split? Why? Please motivate your response comprehensively.

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9. What is a social enterprise?

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10. The social sector's activities are housed in non governmental organisations (NGOs) which are organisations that are not a government entity but provides services for the benefit of the public; and non profit organisations, (NPO's)which are independent organisations, bodies, trusts, companies or

other associations of persons operating at national, provincial and/or local level to provide welfare services not for gain, but for a public purpose.

a. Is Social Entrepreneurship advocating converting NGOs and NPO's into social enterptises? Explain

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b. What is the purpose of a social enterprise in the social vocation?

……

c. Who manages social enterprises?

…….....

GOVERNMENT POLICY FRAMEWORK:

Attached are three Social Welfare policy frameworks that govern SWP's education requirements, the financial support due to NGOs in South Africa and lastly methods allowed to be utilised by SWP's to solicit funding from various donors. Please scrutinise them in conjunction with the attached case studies for your information.

11. What is a policy framework?

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a. Who is the custodian of these policies?

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b. What is the purpose of the policies?

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c. What role has policy played in the problems experienced by the South African social vocation? Why?

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d. What autonomy do SWP's have within the policy frameworks?

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e. Who is authorised to sanction an amendment to a government policy?

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f. On average, how long does it take to amend a policy?

……

12. What action, or lack of, would be the catalyst that motivates for an amendment of a government policy?

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13. Do you think the problems experienced by the South African social sector are valid reasons to recommend an amendment of pertinent aspects of the Social Welfare policy? Please explain

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14. Which aspects of the attached policy frameworks would you recommend changing? Why?

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15. What officially permitted relief would you suggest to the social sector in the interim?

……

MANAGEMENT OF THE NON-PROFIT SECTOR:

16. It is established that SWP's are taught a certain measure of management skills during their four year degree. Do you consider that skilling sufficient for effective management of Non profit sector?

……

17. What is the distinct difference between management of a for-profit sector versus a non-profit sector? Please give comprehensive details

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18. Which segment of management profeciency do you deem necessary for the effective management of the social sector? Why? Please elaborate on each recommended aspect.

……

GENERAL:

19. Do you think that this questionnaire has addressed all the problems articulated in the five case studies? Yes or No .....

a. If yes, why? Please respond as comprehensively as possible

……

b. If No, why and which problems do you think have been overlooked?

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THANK YOU FOR YOUR TIME!