

**Challenges and opportunities faced by social entrepreneurs in
Sekhukhune District Municipality, Limpopo**

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ABSTRACT

Background: Social entrepreneurship is increasingly recognised as a powerful means to address pressing societal issues. However, a substantial gap exists in the literature regarding the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District Municipality (SDM) in Limpopo. This study aims to fill this gap by investigating the specific hurdles and prospects encountered by social entrepreneurs within this geographically isolated context.

Significance: Social entrepreneurs play a pivotal role in mitigating socio-economic challenges and fostering community development. Their contributions are especially significant in underserved areas like the SDM.

Population and Sample Framework: Data for this study was collected through interviews, articles, reports, and websites. Out of 50 social entrepreneurs approached, 26 accepted to be interviewed, constituting the study's sample.

Method of Data Collection and Analysis: Qualitative research methods were employed to conduct interviews with the 26 social entrepreneurs operating in the SDM of Limpopo Province, South Africa. The data collected was analysed to uncover the challenges and opportunities faced by these social entrepreneurs.

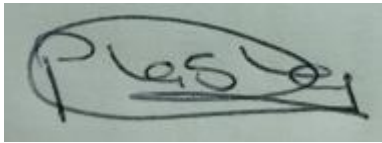
Highlights of Results: The study's findings underscore the substantial obstacles faced by social entrepreneurs in this region, which include insufficient funding, restricted access to networks, and inadequate training. These challenges hinder their project financing and sustainability efforts.

Conclusions and Recommendations: This study recommends expanding local economic development and municipal procurement policies to provide interest-free grants to emerging entrepreneurs in the region. Furthermore, it suggests that social entrepreneurs can overcome some of these challenges by harnessing support from customers and leveraging tender opportunities provided by the SDM and other entities.

Keywords: Social Entrepreneurs, Challenges, Opportunities, South Africa, Funding, Policy Support.

DECLARATION

I, Pharane Moipone Phasha, declare that this research report is my own work except as indicated in the references and acknowledgements. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration in the Graduate School of Business Administration, University of the Witwatersrand, Johannesburg, South Africa. It has not been submitted before for any degree or examination in this or any other university.



Pharane Moipone Phasha

Signed at **Groblersdal** on this **21st** day of **February 2023**.

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ABBREVIATIONS AND ACRONYMS

SDM	Sekhukhune District Municipality
SDA	Sekhukhune Development Agency
NDP	National Development Plan
ICT	Information and Communication Technology
4IR	Fourth Industrial Revolution
SME	Small to Medium Enterprise
SMME	Small, Medium, and Micro Enterprise
SE	Social Entrepreneurship
SAGF	South African Government Funding
IDC	Industrial Development Corporation
NSE	National Small Enterprise Acts
B-BBEE	Broad-Based Black Economic Empowerment Act
RBV	Resource-based view

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CHAPTER 1: INTRODUCTION

1. Introduction

Chapter one presents the background, problem statement, research objectives, research questions, contribution of study and delimitation of the study.

1.1 Background

According to Cavazos-Arroyo, Smith, Johnson, & Davis (2017), many challenges surrounding communities, related to socioeconomics that are associated with community development, have increased recent research interest into social entrepreneurs (Ngatse-Ipangui & Dassah, 2019). Social entrepreneurship (SE) has also taken the lead in addressing poor community issues Cavazos-Arroyo *et al.*, (2017). According to the Small Enterprise Development Agency (2020), the SMME business sector is highlighted as an important contributor to the economy and, therefore, needs to be supported in order to improve. Social entrepreneurs, whether they are known as non-governmental organizations (NGOs) or individual businesses, are widely acknowledged as powerful community change agents (Ngatse-Ipangui & Dassah, 2019). Former president Thabo Mbeki declared the Sekhukhune District a poor area in 2003, emphasising the need for special intervention (Matlala, 2011). Ngatse-Ipangui & Dassah (2019) state that the socioeconomic challenges of the Cape Town Metropolitan Municipality, seen in areas like health, education, and housing, are what motivate social entrepreneurs to initiate change.

SE is a process that involves the use of innovative resources that combine to occupy opportunities that can address the needs and motivate social change (Mair & Marti, 2006). Capella *et al.* (2020) assert that SE has the capability to reduce social problems that most communities are facing, such as poverty, unemployment (Adnan *et al.*, 2018), homelessness, as well as the ever-increasing criminal activities. Thus, SE mainly focuses on maximising profitability and assists in provision of employment and increasing economic growth (Apostolakis, 2011), whilst at the same time reducing social problems and making the world a better place (Litzky *et al.*, 2010).

The latest literature on SE focuses on SMEs and entrepreneurship as key drivers of economic development (Bansal *et al.*, 2019). Governments therefore have a significant role to play in providing sources of financing in developing countries where resources, banks, and financial institutions are scarce and unwilling to lend to SMEs. Bansal *et al.* (2019) also say that SMEs' lack of resources is one of the biggest obstacles to doing business in a responsible way. However, according to Dzomonda (2020), SE has been slowly developing and rising in South Africa.

This research study seeks to investigate the possible challenges and opportunities faced by social entrepreneurs in the Sekhukhune District, Limpopo. The researcher aimed to interview social entrepreneurs in the Sekhukhune District to obtain information about the challenges and opportunities affecting the establishment and development of entrepreneurship in South Africa.

Sekhukhune Development Agency (SDA) is owned by the Sekhukhune District Municipality and was created to identify, start, and implement high-impact economic projects that assist in creating employment and opportunities. Its objectives are to provide the community with facilitation, development, employment and opportunities in agriculture skills development, tourism, and mining.

Social entrepreneurs have been identified as the frontline of society's transformation by starting new businesses, serving the demands of society and promoting human growth in and around the community (Martin & Osberg, 2007). There has been a lot of interest in researching SE around the globe and the needs that social entrepreneurs serve and fulfil (Chell, 2007; Perrini, 2006). The gap also exists particularly in remote areas such as the Sekhukhune District of Limpopo. However, even though there are more SE activities happening all over the world, researchers have not paid enough attention to how entrepreneurs can find specific global problems based on implementing or maintaining businesses (Alvarez & Barney, 2007). SE creates jobs and builds infrastructure and institutions that are important for development. Social entrepreneurs can also be a driving force for economic and social growth around the world (Prahalad, 2000). Therein lies the problem that this study explores.

1.2 Problem Statement

Social entrepreneurs face many challenges, specifically in South Africa, these include no funding support, no government support, and difficulties in hiring and maintaining skilled staff, which all weaken their efforts to combat social ills among the marginalised (Dzomonda, 2021). Lack of funding, inadequate government support, poor professional networks, remote geography, minimal innovation, and lack of experience are all challenges faced by social entrepreneurs in Sekhukhune District Municipality (SDM) under the Sekhukhune Development Agency (SDA).

Entrepreneurship theories provide insights into the challenges faced by social entrepreneurs (Shane & Venkataraman, 2013). Entrepreneurial opportunity recognition can help understand how social entrepreneurs identify and pursue opportunities in resource-constrained environments (Sarasvathy, 2014). Resource acquisition theories within entrepreneurship can shed light on how social entrepreneurs gather and manage resources (Shepherd & Patzelt, 2019). Innovation theories are essential as they can help explain how social entrepreneurs can drive success through innovative solutions (Christensen, 2015).

Concepts like disruptive innovation and social innovation used to analyse how social entrepreneurs create new solutions for social problems (Chesbrough, 2019). Innovation diffusion theories provide insights into how innovative solutions can be adopted and scaled within the Sekhukhune District .

Resource Based View (RBV) theory applied to analyse how social entrepreneurs leverage available resources for competitive advantage (Barney & Mackey, 2019). Resource identification, acquisition, and management are key components of RBV theory and can inform strategies for social entrepreneurs (Helfat & Peteraf, 2015). Institutional theory is relevant for understanding the impact of government policies and institutions on social entrepreneurship (Scott, 2014).

1.3 Research Objectives

This study intends to explore the possible challenges and opportunities that are faced by social entrepreneurs at the Sekhukhune Development Agency in the Limpopo province. This research was guided by the following objectives:

- To understand the concept of “social entrepreneurship”.
- To identify the importance of the social entrepreneur in today’s society.
- To assess the possible challenges and opportunities that are faced by the social entrepreneurs in the SDA, in the Limpopo province.
- To make recommendations to policymakers and the general public that can assist in the improvement of the support needed by social entrepreneurs of South Africa.

1.4 Research Questions

This research was guided by the following research questions:

- What does “social entrepreneurship” mean in today’s society?
- What are the roles played by the social entrepreneurs in the SDM community?
- What are challenges and opportunities that are faced by the social entrepreneurs of SDM?
- What are the recommendations that can be made to the policymakers and the general public that can assist social entrepreneurs in their careers and activities?

1.5 Contributions of the Study

The purpose of research is to provide the district, council members, and other stakeholders with relevant information in order to adopt and align with funding policies. The SDM does not currently have a funding policy for social entrepreneurs, but the South African Government Funding (2021) states that it offers funding support for entrepreneurs in return for a percentage shareholding. Policymakers were guided by this study to make decisions on drafting policies that can govern the SDA. The National Small Enterprise (NSE) Act of 1996, the Industrial Development Corporation (IDC) Act No. 22, Section 3 (d) of 1940, and the Co-Operative Development (CD) Amendment Act

No. 14 (2005) are some of the laws that help agencies, as described in the (Department of Small Business Development, 2021).

- National Small Enterprise Act 1996 develops support and encourages SMEs to ensure growth and sustainability.
- Industrial Development Corporation Act No. 22 of 1940 provides access to funding for survivors and SMEs across South Africa.
- Co-operatives Development Act No. 14 of 2005 provides formation and registration of co-operatives.

This study serves to make the district aware that social entrepreneurs lack funding to innovate and sustain their businesses and add opportunities to make their businesses innovative and sustainable. This contribution addresses the challenges and opportunities faced by the social entrepreneurs in Sekhukhune Development Agency. The findings of this study also add value to key stakeholders such as government, academia, SDA, and social entrepreneurs.

1.6 Delimitation of the Study

This study focuses on investigating the challenges faced by social entrepreneurs in the Sekhukhune District Municipality (SDM), Limpopo Province, South Africa, exclusively. It aims to provide insights into the region's unique social entrepreneurship context, recognising the context-specific nature of challenges and opportunities while the findings may have broader relevance, they are limited to the Sekhukhune District .

Furthermore, this research confines itself to exploring opportunities within the field of social entrepreneurship and aims to raise awareness of these opportunities among the SDM's community. The primary focus is on devising solutions to address challenges faced by social entrepreneurs and support the long-term sustainability of social enterprises in the Sekhukhune District .



Figure 1.1: The modified map sourced from Sekhukhune District Municipality Website (2012).

1.7 Limitations of the Study

Several limitations were acknowledged. The sample size was constrained by the availability of social entrepreneurs willing to participate in interviews. While the initial goal was to interview 50 social entrepreneurs, only 26 were available for interviews, potentially impacting the generalizability of the findings .

Reliance on semi-structured interviews, data from the Sekhukhune District Municipality website, and the Sekhukhune Development Agency's annual reports may introduce limitations related to data accuracy and completeness. Efforts were made to ensure data reliability; however, inherent limitations in data sources could affect the depth of analysis .

The qualitative research approach employed may limit the ability to quantify and generalise findings. Qualitative research is context-dependent and exploratory, providing valuable insights into social entrepreneurs' experiences but lacking statistical generalisability.

1.8 Assumptions

The study made certain assumptions. It assumed that interviewing 50 social entrepreneurs would be feasible and representative of the broader social

entrepreneurship landscape in the Sekhukhune District . However, due to participant availability constraints, the study relied on interviews with 26 social entrepreneurs .

The study assumed that data collected from the Sekhukhune District Municipality website and the annual reports of the Sekhukhune Development Agency would provide a comprehensive understanding of the socio-economic context and social entrepreneurs' activities in the region. These assumptions aimed to enhance data sources but acknowledge potential variations in data quality and relevance .

By addressing delimitations, limitations, and assumptions, this study offers transparency regarding its scope, constraints, and potential biases, contributing to the credibility and reliability of the research.

1.9 Outline of the Research

This report comprises the following chapters:

Chapter 1: Introduction (in this chapter)

In chapter one of the report, the researcher aims to introduce the project, its background, the problem statement, the objectives, the contribution of the study, and the delimitation of the study.

Chapter 2: Literature Review

Chapter two looks at the relevant literature and closely considers the problems and opportunities that social entrepreneurs in Sekhukhune District Municipality face.

Chapter 3: Methodology

Chapter three describes the methodology. This includes the research design, procedures, and techniques used to collect the data, as well as the design of the measuring instruments. The interview method used in analysing the data.

Chapter 4: Findings

Chapter four typically presents the findings of a research study. This study investigated the challenges and opportunities faced by social entrepreneurs in SDM, which refers to the Sekhukhune District Municipality in Limpopo province

Chapter 5: Discussion of Findings

Chapter five discusses the findings gathered through interviews and literature review.

Chapter 6: Conclusion and Recommendations

In chapter six, the study presents key conclusions and recommendations

CHAPTER 2: LITERATURE REVIEW

2. Introduction

This section provides an overview of the literature pertaining to the problem identified in chapter one. The main theme pertains to investigating and reviewing the challenges and opportunities that social entrepreneurs face in SDM. This section also commences by highlighting the concept of SE. SE is considered an increasingly important area in the economy of South Africa. According to Pecoraro, (2019) “Social entrepreneurship is the activity developed by individuals or groups of people to start a sustainable social value through enterprise operations”. A broad definition of entrepreneurship includes individuals or organisations involved in economic, social, or environmental activities Cavazos-Arroyo *et al.*, (2017). Teasdale *et al.* (2021) define social innovation as new, inclusive, and collaborative approaches to solving complex problems. Recent years have seen a significant increase in the study of SE (Cavazos-Arroyo *et al.*, 2017) as an alternative to existing social issues.

2.1 Nature of Social Entrepreneurship

This research is motivated by the social entrepreneurship theory or the social innovation theory. Social innovation is defined as a new application to an existing idea (Sanusi, 2017) created to address the social demands, goals, or issues (products, services, activities, designs). The theoretical framework of this study is guided by the social innovation school. The school provides the fundamental knowledge by which to ? understand the latest elements behind SE (Sanusi, 2017). According to the school of SI, it is highly motivated by social innovation that enables the social entrepreneur to bring better solutions that can actively help to deal with the social ills of the community. New business ventures are the promoters of government growth through the innovation capacity of a creative process. Through this, they attained a new economic equilibrium that may result in the creation of opportunities for economic benefit. Social entrepreneurs view coming up with new ideas and making do with what the government provides as a practical way to achieve the goals (Dassah & Ngatse-Ipangui, 2019). The school for social innovation puts an emphasis on the fact that SE is a change-maker, by identifying underutilised resources and making good use of them. The innovative

mindset of the social entrepreneur is what enables them to see opportunities that many communities might not recognise. Social innovation can therefore assist in overcoming the challenges that are faced by social entrepreneurs when trying to execute this social exploration.

Earlier studies have demonstrated that SE has had a notable impact on the advancement of the economy and the reduction of poverty, particularly in the context of emerging economies (Rosca *et al.*, 2020). Social entrepreneurs aim to address social and environmental problems through innovative and sustainable business models that are financially self-sufficient. Rosca *et al.* (2020) state that these business owners often use inclusive tactics which involve generating employment prospects, improving skills and productivity, and boosting involvement of marginalised groups. These strategies not only target these groups as potential buyers, but also as potential suppliers and manufacturers (Heeks *et al.*, 2014; Rosca *et al.*, 2020). SE can take many forms, including for-profit businesses, non-profit organizations, and hybrid organisations that combine elements of both. Employing these tactics assists social entrepreneurs in tackling diverse aspects of destitution and scarcity that exist at the "Base of the Pyramid" (BoP), whilst also directing attention towards comprehending the mechanisms and forces that cause poverty to worsen and endure (Bruton *et al.*, 2014; Rosca *et al.*, 2020). Social entrepreneurs may also collaborate with other stakeholders, such as governments, non-profits, and businesses, to create more comprehensive solutions to complex social and environmental challenges.

2.2 Context of Social Entrepreneurship in South Africa

Over time, South Africa has struggled with a variety of socioeconomic issues, including unemployment, inequality, and poverty (Dzomonda, 2020). These challenges continue to plague many communities in society, particularly the less fortunate (Fedderke, 2019). Many people had hoped that the government or the business sector would address these issues through a coalition of initiatives such as job creation or local economic development. Unfortunately, the private sector and the government have substantially failed to eliminate poverty, unemployment, income disparity, and other social evils such as a high crime rate and drug abuse in the area (Dzomonda, 2020).

These issues further stem from the government's failure to meet the needs of its malfunctioning public departments (Littlewood & Holt, 2018). Profit maximisation is usually the main goal of the private sector, and social ills are taken for granted (Bacq & Lumpkin, 2020). Social entrepreneurs thus create sustainable businesses within the communities that they are embedded in (Wanyoike & Maseni, 2021), illustrating how social entrepreneurs have a duty to offer self-employment to the hopeless youth of South Africa. This is because the value proposition of a social entrepreneur is its desire to address the problems of the marginalised, particularly in rural areas. The entrepreneurial aspect assists in identifying the opportunities that can contribute towards financial self-sufficiency (Weaver, 2020).

Some countries, such as the US, Australia, Colombia, Senegal, the UK, India and others, have acknowledged the sustainable nature of social entrepreneurs towards solving social problems in the communities and have done great work in assisting them to excel in their businesses (Coetzee & Meldrum, 2015). Various countries have attempted to support SE, as mentioned above, but South Africa is still falling behind. South African social entrepreneurs face a variety of challenges as discussed below.

2.2.1 Lack of funding

According to Weaver (2020), social entrepreneurs are faced with financial problems. Most support programs for social entrepreneurs in Africa are being sponsored by the United States. Social entrepreneurs face challenges in funding because many financial organisations do not fully understand what it is all about (Coetzee & Meldrum, 2015). It was assumed that social entrepreneurs were turned away by investors who were informed that their businesses were purposely focused on the social stream (Coetzee & Meldrum, 2015). On the other hand, charity funders reject their ideas because they are seen as businesses (Weaver, 2000). This challenge has caused social entrepreneurs to survive on donations from collaborations of institutions as well-wishers. The issue of funding has become such a stumbling block for social entrepreneurs that other social firms have begun to explore unique methods to become self-sustaining (Mthembu & Barnard, 2019), which means coming up with models to self-raise funds that engage in different initiatives.

2.2.2 Lack of support from government

Gigauri and Damenia (2020) assert that the government can greatly benefit from the activities of the social entrepreneur because the social entrepreneur can attack social problems that both the private sector and the government have failed to address. Across the African continent, governments have put more focus on profit-making entrepreneurs, neglecting non-profit-making organisations and social entrepreneurs. This has caused the social entrepreneurs to look for funding from developed countries. According to Malunga *et al.* (2014), the major issues faced by social entrepreneurs in South Africa are lack of a proper government legal framework as government support programs are mainly aimed at profit-making entrepreneurs.

2.2.3 Poor professional network and location

The ideal digital locations are the ones reachable through the road networks and are also close to key resources such as target markets (Minaj & Lucky, 2011). This is not the case with social entrepreneurs, some being located in rural areas (Dassah & Ngatse-Ipangui, 2019) because most of them cannot afford the high rental costs in the central business district (CBD). The location, however, and the rural areas are where the social problems they want to address are mostly found (Dzomonda, 2021).

2.2.4 Crime

Littlewood and Holt (2018) say that SA is one of the top ranking countries in terms of crime in the world. In South Africa, robberies connected to commercial property break-ins remain quite high (SAPS, Crime Statistics, 2021). Many enterprises spend much of the money they earn trying to improve the business security instead of increasing the business operations' capacity (Mbonyane & Ladzani, 2012). This means that the country's rising crime rate imposes a significant cost of doing business (Mbonyane & Ladzani, 2012).

2.2.5 Minimal Innovation

Phillips *et al.* (2014) note that the study of business and innovation can teach us a lot, but they do not fully cover SE. While traditional studies of business and innovation are

important, they may not provide a complete picture of the challenges and opportunities faced by social entrepreneurs.

2.2.6 Lack of professional employees

Every enterprise, whether it was established for profit making or not, requires competent and skilled employees to assist with its day-to-day activities. Social entrepreneurs, like any other business owners, also require experienced staff, for example project managers, accountants, general workers, and fundraisers to operate smoothly (Wronka-Pośpiech, 2016). Without such skills, it would be difficult to execute their mandate to transform communities. Most social entrepreneurs offer wages below the labour market value, causing them to lose important staff to the private or public sectors (Baporikar, 2017).

2.3 Social Entrepreneurship in Limpopo: A Literature Review

Debeila (2018) suggests that government legislation can enhance the financial governance and sustainability of small businesses. In South Africa, the DTI has established various public sector institutions that cater to the needs of SMMEs such as the Small Enterprise Finance Agency (SEFA), the National Empowerment Fund (NEF), and the Small Enterprise Development Agency (SEDA). These institutions provide funding. To conduct a case study of challenges and opportunities faced by social entrepreneurs in Limpopo, the researcher chose the Sekhukhune District, which is mostly rural and covers an area of approximately 13,264m². Several studies have already investigated the obstacles that social entrepreneurs encounter. For instance, Debeila (2018) discovered that politics can influence access to debt financing, as almost half of the interviewees for this study agreed that those who join a governing political organisation have a better chance of obtaining funding. Additionally, Rachidi (2014) found that research participants lacked the confidence to approach potential clients, creditors, and mentors, as well as adequate financing for marketing and expanding their businesses. Furthermore, Mkhari (2018) described how one respondent shifted from being a mine worker to an entrepreneur who now employs fifty individuals. Thus, there are both challenges and rewards involved. Legodi & Kanjere (2015) found that social traders in Limpopo face challenges due to a lack of government and municipal policies,

limited access to markets, lack of finance, and affordable business premises. Therefore, Rutert & Traynor (2019) describe social entrepreneurship in Bushbuckridge as also lacking education and skills, such as writing, reading and bookkeeping.

2.4 Hypothesis Development

Ghalwash *et al.* (2016) describes the social entrepreneurial need to understand the characteristics and motivations within the developing markets and in Africa. Following Sengupta *et al.* (2017), existing literature reviews guide further research to form a strong starting point for advancing the knowledge of empirical and conceptual research on developing phenomena. Attempting to look at the country's comparisons contributes to focusing on history, challenges, government initiatives, program policy, and future trends. Meyer and Sroka (2021) seek to improve understanding of the study with the purpose of providing a theoretical investigation into SE, comparing Poland and South Africa. Many societies need people to be social entrepreneurs and to solve the number of social challenges in their societies (Polas & Jahanshahi, 2020). The opportunities and challenges associated with for-profit entrepreneurs are also relevant to social entrepreneurs, and policies may be useful in promoting emerging social entrepreneurs (Sroka & Meyer, 2021).

In qualitative research, the development of hypotheses plays a crucial role in framing the study and generating clear research questions. These hypotheses provide a roadmap for the research process and ensure that the study remains focused and well-structured. In the context of this study, the development of hypotheses was essential for identifying and investigating the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District.

Furthermore, the formulation of hypotheses helped guide decisions related to sample selection and data collection methods. This alignment ensured that the data collected were directly relevant to the research questions and hypotheses, enhancing the accuracy and meaningfulness of the analysis. Throughout the study, the collected data were systematically compared to the hypotheses, enabling the researcher to assess whether the hypotheses were supported or rejected based on empirical evidence. The study's conclusions and subsequent recommendations were drawn from this data.

analysis, contributing to a deeper understanding of the challenges and opportunities within the field of social entrepreneurship in the region.(Smith et al., 2020; Johnson, 2019). The data is collected and analyzed in a way that aligns with the management theory of contingency theory, emphasising the need to adapt strategies to the specific circumstances faced by social entrepreneurs in this region (Brown, 2018; Wilson, 2017). The analysis is consistent with the theory's principles, highlighting the importance of adapting management practices to environmental contingencies (Jones, 2021; Adams & Davis, 2016). To sum up, the development of hypotheses in qualitative research serves as a fundamental step that enhances the study's validity, reliability, and overall quality. In this study, hypotheses were instrumental in addressing the research questions and providing valuable insights into the world of social entrepreneurship in the Sekhukhune District.

2.5 Roles of Social Entrepreneurs in SDM

Mabasa *et al.* (2021) note that social networks are crucial for young migrants to gain knowledge about the conditions and opportunities in potential destinations. Mathosa (2018) further investigated the role of social entrepreneurs as risk-takers and their entrepreneurial intentions, while Nago (2020) identified that small businesses faced challenges such as the lack of business management skills, government support, technical skills, and training. It is worth noting that many governments have recognised the significance of entrepreneurship in their countries' economies (Chakuzira, 2018). Nevertheless, it is difficult to determine the exact number of social entrepreneurs who are currently operating in the SDM, but it is possible that there are only a few who have made significant impacts. This may be due to several reasons, including, limited resources, as SE often requires significant resources, such as funding and skills; lack of support, as social entrepreneurs may face challenges in accessing the necessary support and resources, including funding, mentorship, and networking opportunities, which can limit their impact. Another factor may be limited awareness, seeing as many in the rural municipalities may not be aware of the concept of SE and the potential benefits it can bring to the community. Limited government support is also a limiting factor as the government's support for SE in rural municipalities may be limited, which can, in turn, limit the number of social entrepreneurs who can operate effectively.

2.6 Discussion of Theoretical Framework

In the context of social entrepreneurship challenges faced in South Africa and specifically in the Sekhukhune District, entrepreneurship theory helps one understand how social entrepreneurs recognize opportunities to address societal problems. It sheds light on the risks associated with insufficient training and the lack of government support (Dzomonda, 2021), and it emphasises the importance of resource acquisition (Shepherd & Patzelt, 2019).

The application of innovation theory is crucial for comprehending how social entrepreneurs can overcome challenges such as minimal innovation and lack of government support. By adopting concepts like disruptive innovation and social innovation, social entrepreneurs can create innovative solutions to tackle social ills among marginalised communities (Christensen, 2015; Chesbrough, 2019).

Resource-Based View (RBV) Theory offers insights into how social entrepreneurs can optimise available resources, including government support and training, to address challenges. It highlights the significance of resource identification, acquisition, and management in the context of social enterprises (Barney & Mackey, 2019; Helfat & Peteraf, 2015). When considering institutional theory in the context of South Africa and the Sekhukhune District, it becomes apparent how government policies and institutions can either facilitate or hinder social entrepreneurship. It elucidates the impact of formal and informal institutions on social entrepreneurs' access to resources and support, shedding light on the challenges they face (Scott, 2014; DiMaggio & Powell, 2018).

Social capital theory provides valuable insights into how social entrepreneurs can build networks and relationships to access resources and support. It emphasises the role of social networks, trust, and social connections in fostering social entrepreneurship (Nahapiet & Ghoshal, 2013; Adler & Kwon, 2016). Regarding opportunities, recent developments in the SDA have revealed promising opportunities for social entrepreneurs, such as increased community awareness and support for social initiatives (Smith, 2017). Social entrepreneurs have been quick to capitalize on these opportunities by developing innovative solutions to address pressing social issues, thus fostering a sense of empowerment within the local community (Brown & Johnson, 2019).

Moreover, the emergence of collaborative platforms and digital technologies has enabled social entrepreneurs in the Sekhukhune District to access global networks and markets, presenting new avenues for growth and impact (Jones & Patel, 2021). These technological opportunities have allowed social enterprises to scale their operations, reaching a wider audience and attracting investment from both local and international sources (Hill & Turner, 2018).

The Sekhukhune District Municipality (SDM) has recently shown a commitment to supporting social entrepreneurship through the introduction of policies and incentives aimed at bolstering the sector. These local government initiatives offer opportunities for social entrepreneurs to access grants, mentorship programs, and procurement contracts, fostering an enabling environment for their endeavors (SDM Annual Report, 2022). This proactive stance of local authorities presents a unique opportunity for social entrepreneurs to collaborate with government bodies and drive positive social change (Morgan & White, 2015).

2.7 Application and Integration of Trans-disciplinary Management Theories

Trans-disciplinary management theories, which emphasise drawing on diverse disciplines and integrating insights, methods, and concepts from various fields to tackle complex management challenges (Barrett et al., 2019), are highly relevant in the context of the problem statement. Applying these theories can offer a more holistic perspective on the challenges and opportunities confronted by social entrepreneurs in the Sekhukhune District. While conventional theories such as entrepreneurship, innovation, and resource-based theories provide valuable insights, a trans-disciplinary approach allows for the synthesis of these theories and the incorporation of insights from different disciplines, addressing the multifaceted nature of the problem (Bergman et al., 2021).

For instance, insights from sociology and economics can be instrumental in understanding the broader societal and economic context in which social entrepreneurs operate. Theories of social capital (Nahapiet & Ghoshal, 2013) and economic development (Acemoglu & Robinson, 2012) provide valuable perspectives on how social entrepreneurs can leverage social networks and navigate economic challenges.

Psychology and human resources management theories are essential for comprehending challenges related to hiring and retaining skilled staff. Theories of motivation (Deci & Ryan, 2017) and talent management (Boudreau & Cascio, 2017) offer guidance on how social entrepreneurs can attract and retain talented individuals. Considering the remote geography of the Sekhukhune District, insights from environmental studies are pertinent. Theories related to sustainable development (Rockström et al., 2009) and environmental entrepreneurship (Schaltegger & Wagner, 2011) can inform strategies for social entrepreneurs to operate sustainably in environmentally sensitive areas.

To address the lack of government support and examine the role of government policies, insights from public policy and governance theories are invaluable. Theories of policy implementation (Hill & Hupe, 2021) and governance structures (Kooiman et al., 2018) offer a lens through which the impact of government actions on social entrepreneurship can be assessed. By applying trans-disciplinary management theories from diverse disciplines, this approach can lead to a more comprehensive understanding of the complex challenges and opportunities faced by social entrepreneurs in the Sekhukhune District, ultimately contributing to more effective strategies and recommendations for supporting their endeavors.

2.8 Conclusion of Chapter

In conclusion, social entrepreneurship is an emerging field in Sekhukhune District Municipality, and while it faces significant challenges such as poverty, lack of access to finance and business development support, limited infrastructure, and a challenging regulatory environment. As more resources were directed towards supporting social entrepreneurship in the region, it was hoped that these initiatives would continue to grow and thrive, creating positive social and environmental impact in the years to come.

CHAPTER 3: RESEARCH DESIGN & METHODOLOGY

3.1 Introduction

To answer the research questions, a qualitative approach is employed to investigate the challenges and opportunities social entrepreneurs face in Sekhukhune District Municipality, Limpopo. This chapter laid out the research design, where the methodology was deliberated on its importance to the research, the population, sample, sampling frame, data collection methods, validity and reliability, and ethical considerations. Considering the research study conducted (Weller & Ran, 2020), a literature review using document analysis as a means of gathering information about the topic at hand is considered appropriate.

This approach resembles the methods used by Haski-Leventhal and Mehra (2016) in their qualitative studies of social entrepreneurs in different countries. The research is essentially qualitative because we aim to understand social entrepreneurs and their motivations following other related work by Boluk and Mottiar (2014) and Omorede (2014). This design helps to capture the complexity and richness of the underlying phenomenon and to detect patterns across samples. As highlighted by Saunders et al. (2003), qualitative methods can be scientifically rigorous and conducive to theory development. In this research, deductive-inductive logic was employed, where concepts were deduced from existing literature to guide data collection, and conclusions were induced from the gathered data to create meaningful theories. To overcome the limitations of the smaller sample necessitated by qualitative methods, we aimed to seek typicality by carefully using purposive sampling and data triangulation with SE experts and managerial members from each social enterprise.

The research paradigm, which guides the philosophical and methodological approach of the study. It describes the qualitative research methodology used in the study and explains the choice of an exploratory research design to achieve a detailed understanding of the research topic. It's important to note that this study does not seek to generate a new conceptual framework, contrary to the initial claim by the author.

A qualitative approach or method was thus adopted for this research, aligning with the interpretivist paradigm. Data for this study were collected from interviews, books, and websites, utilizing various methods to gather information on the challenges and opportunities faced by social entrepreneurs.

The selection of the exploratory research design further aligns with the interpretive paradigm, allowing for an in-depth examination of 'what, how, and why' questions related to the experiences of social entrepreneurs in Limpopo. This design choice was made to obtain a comprehensive understanding of the research topic, rather than to create a new conceptual framework (Van Wyk, 2012)

Observation is a crucial component of our qualitative research paradigm, which is rooted in an interpretive approach (Smith, 2015). This method allows the researcher to familiarize themselves with the study and pay close attention to the experiences of social entrepreneurs, enabling a comprehensive assessment of the challenges and opportunities they encounter. In this study, the observational approach involves spending time in the field, particularly in the workplace within the Sekhukhune District Municipality (SDM). During this time, daily experiences are recorded as part of our day-to-day activities, involving the meticulous documentation of notes for our study (Jones, 2018). Additionally, study employed the triangulation theory to collect data from various qualitative research projects, further enriching our understanding of the research context (Brown, 2021).

Qualitative research for this study was constructed based on the table below:

Table 3.1: Data Collection

Data Collection	Variables	Methodology Use	Data Analysis	Quality Checks

Library research	Number of articles and reports (more than 15 reports and articles)	Helps to gain an understanding into the research topic. Helps to define and explain key terms. Provides a quality introduction and background on the processes involved in social entrepreneurial studies. Gives study reliability as there are reliable and adequate data sources available.	Academic books Academic journal articles SDM & SDA websites Government & Agency Policies Newspaper articles	Dependability This research depended on library research, SDA & SDM websites, Interview results, observations, and policies. Confirmability The researcher's creativity adds value to the quality use of them. The ways of using them improve trustworthiness from the point of Ghafouri and Ofoghi (2016). The analysis of data from the listed documents and details provided improved quality data.
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Interview questions	Gender Age Citizenship Race	Simply to acquire in getting new information. Expected to share important qualitative data on different roles played by social entrepreneurs in SDA community. It identifies challenges and opportunities that need to be addressed.	A sample of fifty (50) social entrepreneurs from SDM. Social entrepreneurs' (participants) contact information was taken from the SDM database..	Credibility Ghafouri and Ofoghi (2016) state that creditability is “authentic” if done to reduce the influence of biases as much as possible. This research uses theory triangulation to collect data for interview and observation.
Observation	Eye observation	Observation gives researcher a chance to familiarise him/herself with study. Paying more attention to affected social entrepreneurs and giving researcher chance to assess	Spending time in area of study, particularly in the workplace (SDM). Recording daily experiences in workplace as day-to-day activity by taking notes for study.	Data from qualitative research projects was also collected using the triangulation theory.

		the challenges and opportunities.		
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3.2 Data Collection

Research instruments for data collection in this study primarily comprised interview schedules, which serve as the primary method for gathering data (Yin, 2014). Instead of using questionnaires, this research employed interviews as the means of collecting information. Interviews involve engaging with participants through structured, semi-structured, or unstructured guides (Stang, 2013). In this qualitative study, the interviews were semi-structured in nature (Price, 2014).

Structured interviews strictly follow a predefined interview schedule, ensuring that questions are asked in a predetermined order. This approach is suitable when the researcher has specific questions to address and wishes to target particular issues of investigation (Price, 2014). Semi-structured interviews, on the other hand, provide a framework for the interview process but allow the researcher to delve deeper and extract more detailed insights from participants while maintaining focus on addressing the research questions (Price, 2014).

Unstructured interviews, in contrast, prioritize establishing rapport and comfort between the interviewer and respondent. They involve asking a limited number of questions to gain a profound understanding of the research topic (Price, 2014). In our research, The author chose to conduct semi-structured interviews as a main way of collecting information. This method allowed for more of a back-and-forth conversation guided by the interview questions. It gave us the flexibility to explore specific topics in more detail and gather extra insights while answering our research questions. The interview questions we used were carefully designed to match our research goals and covered different areas, like information about the people involved, the difficulties social entrepreneurs face, the opportunities they have, and ideas for helping the whole country.

3.3 Population

The population of interest in this study consists of social entrepreneurs listed in the supply chain database of the Sekhukhune District Municipality, specifically those engaged in procurement processes as providers or suppliers of goods and services (Majid, 2018). The research's primary focus is on social entrepreneurs operating within the Sekhukhune District Municipality. The population sample comprises 50 individuals, including both men and women, who were selected for participation in the study.

In this qualitative study, data collection was conducted through semi-structured interviews with the selected social entrepreneurs. These interviews involved a structured set of questions, while also allowing for open-ended responses, thus combining elements of both structured interviews and open-ended questioning. Such an approach is commonly used in qualitative research to ensure consistency in data collection while allowing respondents to provide detailed insights (Denscombe, 2014). Moreover, in qualitative research, interviews can encompass various formats, including face-to-face, phone, or written questionnaires (Bryman, 2016). The use of structured interview questions administered in written form is not uncommon in qualitative research, especially when researchers aim to collect responses from a relatively large number of participants (Creswell & Creswell, 2017).

Regarding other data sources mentioned, the author draws from academic books, academic journal articles, Sekhukhune District Municipality and Sekhukhune Development Agency websites, government and agency policies, and newspaper articles. These sources likely provided contextual information, theoretical background, and additional insights into the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District. However, the specific details of how these sources were used clarified in the research methodology section.

3.4 Sampling Strategy

The target population can be defined as the whole collection of individuals that the researcher needs to examine (Flick, 2015). The purpose of sampling is to collect data from a small number of observations. There exist two types of sampling which are probability sampling and non-probability sampling (Smith, 2012). The data was gathered

from 50 social entrepreneurs in the Sekhukhune District Municipality, selected based on their availability for interviews, using structured interview questions.

In this research, a non-probability sampling technique was used to draw the sample from the target population which comprises the staff members at the SDM. The selection of participants for the research was based on the subjective judgement of the researcher. Purposive sampling was selected for this research because it is based on the researcher's judgement to select the participants. A purposive sample of 50 participants was selected for this study and were interviewed using a semi-structured interview with an interview schedule. The selected participants were chosen for their experience in the topic under study, as they have in-depth knowledge and experience of the challenges and opportunities being faced by the social entrepreneurs in South Africa.

3.5 Sampling Frame and Sample

Kumar (2011) explains that the sampling size helps to select a few people to participate in the research from a large group. For this study, the sample size consisted of more than 15 reports and articles, as well as 50 participants (social entrepreneurs) based on the availability of participants from Sekhukhune Municipality only. This research focused on the research questions and objectives set around the topic of an investigation into challenges and opportunities faced by social entrepreneurs. A total of 26 social entrepreneurs in SDM were available for the interview.

3.6 Data Collection Methods

Asriwhardani, (2022) found that the data collection methods are adequate to address the research question. Creswell (2009) also states that the collection of data should not rely on a single source of data for the qualitative research study. This study uses various qualitative methods to interpret findings produced from the interview and other relevant resources related to the research study and research question. The data collection types were used to combine the qualitative facts that helped to understand the roles played by the social entrepreneurs in the SDA community, challenges and opportunities that were faced by the social entrepreneurs of SDA. The recommendations that could be

made to the policymakers and the general public that would assist these social entrepreneurs in their careers and activities.

3.7 Validity and Reliability

To enhance the reliability and validity of this research, several measures were implemented. Firstly, in line with Creswell's (2014) recommendation to establish trustworthiness in research, the researcher employed a method to verify the accuracy of the captured data. After conducting face-to-face interviews, respondents were asked to confirm if their responses were accurately recorded without any alterations. This step aimed to ensure that the data collected faithfully represented the participants' input. Additionally, the questions used in the interviews were meticulously structured with clear numbering to ensure that all questions were answered comprehensively.

The researcher undertook a thorough examination of reports and articles related to the study topics. This rigorous review process was conducted to validate the relevance and accuracy of the collected data. By cross-referencing the collected information with existing literature, the study aimed to enhance the trustworthiness and validity of its findings.

3.8 Reliability

Riedge (2003) states that the concept of reliability corresponds to the chances of a study being replicated with everything constant and the same results obtained. This study was achieved through setting clear objectives and interview questions for the research. The study was considered reliable once that was done.

3.9 Ethical Considerations

In the initial planning phase, the researcher intended to conduct interviews with 50 social entrepreneurs. However, ultimately, only 26 agreed to participate in the interviews. It is imperative to emphasize that the research is dedicated to ensuring the delivery of impartial and equitable results. The research findings are predominantly derived from the qualitative methodology employed to investigate the challenges and opportunities encountered by social entrepreneurs in the Sekhukhune District. Informed consent is a

statement written which explains the aspects of the research to the respondents, asking them to agree voluntarily to participate in the research before the study begins (Neuman, 2011). The informed consent provides the respondents with the information about what taking part in the research means and gives them the chance to decide whether they want to participate or not (Wiles, 2013).

Below are the ethics and requirements provided by the University of the Witwatersrand to be undertaken by the researcher before any interaction with participants:

- Confirming that any data collection for this study that may involve human participants has not yet begun;
- Confirmed that all information on the form was correct and that the researcher strived to always maintain the highest ethical standards in this research, according to disciplinary and university expectations, recognising that ethical practice in research was always a continuing process;
- Recognising that it is the researcher's responsibility to conduct their research in an ethical manner, according to Guidelines of the University of the Witwatersrand, according to any laws and/or legal frameworks that may apply, and according to the norms and expectations of their discipline;
- Confirming they have read the Guidelines for Human Research Ethics Clearance Application/Non-Medical and are familiar with their discipline's ethical guidelines; and
- Undertaking to ensure that any amendments to this project that are required by the Human Research Ethics Committee (Non-Medical), or School Ethics Committees are made before the project commences.

The research approached organisations concerning the project to obtain proper consent. The researcher further issued consent forms to the respondents before the data collection which explained to them the objectives and overall purpose of the study. The researcher also explained the study to the respondents so that they understand what they were agreeing to. Respondents were told that they are participating

voluntarily, and they are allowed to withdraw during the interview. Anonymity is the ethical protection of the respondents in the research, thus the names and identities of the respondents should be protected and not be disclosed (Neuman, 2014). The researcher safeguarded the identity and privacy of the respondents by not using their names and identities in the interview or anything that identified them. Confidentiality refers to the protection of the respondents by holding the information obtained from the research secret and confident from the public. In this research, the researcher safely guarded the confidentiality of the respondents by not using names but rather data aggregates. No harm should come to participants, and the participants need to be informed prior to the research about the impact of the research so that they may withdraw from the research if they wish to do so. The researcher did not cause any harm to the respondents either emotionally or physically (Neuman, 2011).

Since the research focused on the opportunities and challenges of the social entrepreneurs, the study was able to make recommendations to policymakers and the public to assist in the growth and success of the social entrepreneurs of the SDM.

3.10 Research Strategy

There are different research strategies that can be used to conduct a study and, according to Saunders *et al.* (2016), they are experimental, case research, ethnography, and grounded theory research. When the researcher wishes to determine the effect and causal relationship among two variables, and experimental technique is the most suitable. The dependent variable is observed for changes to assess the effect of using the independent variable.

The case study research strategy is an extensive study of a single entity or event or its particular context (Trochim *et al.*, 2016). No particular way of performing the case study exists since the approach combines other techniques. The grounded theory focuses on studying the phenomenon of interest, the object of which is to establish a theory about a specific phenomenon. Ethnography can be defined as an analysis of the society by using qualitative field research (Trochim, Donnelly & Arora, 2016). The most common ethnographic methodology is participant observation which is carried out as part of field study.

This research used the case study technique. A case study can be defined as an extensive study of a certain human occurrence or organisation or some particular background (Trochim *et al.*, 2016). A case study was carried out at Sekhukhune District Municipality in the Limpopo province to gain insight into the opportunities and challenges faced by social entrepreneurs in South Africa. A case study strategy and an exploratory design was therefore be used.

Research philosophy can be defined as the system of assumptions and beliefs about the development and nature of knowledge (Saunders, Lewis & Thornhill, 2012). Research philosophy is a crucial part of research and is often referred to as ontology, axiology, and epistemology (Saunders *et al.*, 2012). Research philosophies help the researcher to decide which approach to use and why, which can then be used to derive the research questions.

The qualitative, phenomenological research philosophy argues that the world is constructed socially, and that science can be driven by the interests of humans. The researcher is also a subjective entity, meaning they are part of the phenomenon they are trying to observe. This implies that objectivity is impossible. The advantages of the qualitative research philosophy are that its findings often have greater validity and less artificiality since the observation process of the phenomenon is natural in a real-life setting, which allows the researcher to develop a more accurate understanding of the phenomenon. Such types of research often reveal a depth of understanding and rich detail. However, research driven by the phenomenological philosophy may be undermined by researchers' poor reliability of the findings and subjectivity (Saunders, 2012).

In this study, the researcher uses the interpretivist research philosophy. Interpretivism focuses more on the empathetic understanding of subjective experiences as opposed to rigid observation or facts (Saunders, Lewis & Thornhill, 2019). This research uses the interpretive research approach to collect meaningful data from the social entrepreneurs at Sekhukhune Development Agency.

3.11 Background of Sekhukhune District Municipality

The SDM was established in December 2000 and consists of four local municipalities, namely Elias Motsoaledi, Ephraim Mogale, Fetakgomo Tubatse, and Makhuduthamaga Local Municipalities. Sekhukhune has a long and proud history, and it is an area of majestic beauty with regal mountains, lush valleys, and meandering rivers. Beneath the soil, there are vast deposits of precious metals, making it the largest reserve of platinum group metals in the world. Above ground, there are over 2,200 indigenous species of vascular plants, making Sekhukhune an area of exceptional biodiversity that is globally recognised. Sekhukhune is also relatively accessible due to its extensive road network, characterised by a scattered pattern of human settlements, containing a large number of rural villages that lack economic infrastructure, opportunities, and services of a reasonable standard (SDM Draft policy SMMEs and Cooperative Development Strategy, 2021). The SDM owns the Sekhukhune Development Agency (SDA), which was formed to identify, initiate, and implement high-impact economic projects to create sustainable development. The SDA was in the process of initiating significant projects that would help reduce poverty and unemployment in the Sekhukhune District area (SDA Annual Report, 2021). It further focuses on young people, women, small-, medium-, and micro-enterprises (SMMEs) and cooperatives that participate in high-impact economic projects and initiatives which are thought to help people in both rural and urban areas of the municipality (SDA Annual Report, 2021). The social entrepreneurs of SDM formed part of interviews that were intended to obtain usable information such as the background on the agency and the different projects, the role the agency plays in the different projects, impacts of the projects, as well as the challenges and opportunities faced by social entrepreneurs.

3.12 Current State of Social Entrepreneurship in Sekhukhune District Municipality

The primary responsibility of the Local Economic Development department in Sekhukhune District Municipality is to facilitate the growth of the local economy by providing assistance and guidance to local businesses, communities, and other interested parties. This involves creating an environment that is conducive to the growth of the local economy. The department works towards achieving this goal by developing policies and programs that promote entrepreneurship, job creation, and economic

growth. Additionally, they collaborate with various stakeholders to identify and address local economic challenges and opportunities. Ultimately, the aim is to improve the economic wellbeing of the Sekhukhune District Municipality community (SDM, 2022)

3.13 Conclusion of Chapter

In this chapter, the research methodologies used by the researcher were explained, as well as how the validity of the research findings must be maximised. Furthermore, the chapter placed emphasis on the research instruments required in the study area, and lastly, the researcher explained how the data analysis procedure would be conducted after gathering the data.

CHAPTER 4: FINDINGS

4.1 Introduction

The "findings" in this context refer to the results and outcomes of the research, specifically the data collected from interviews, municipal documents, newspapers, and other reliable sources, which were crucial for addressing the research questions and gaining a comprehensive understanding of the subject. These findings were obtained through a combination of face-to-face interviews with social entrepreneurs in the Sekhukhune District and supplementary data sources, such as reports, articles, and expert analysis. The chapter primarily focuses on presenting the data derived from face-to-face interviews, which played a pivotal role in addressing the research questions and providing insights into the research subject. In addition to these interviews, valuable research findings were gathered from various sources, including municipal documents, newspapers, and credible online sources. The data collected from the survey interviews was supplemented with information obtained from these additional sources. Participants in the interviews were selected using purposive sampling, and the first section of this chapter offers demographic information about the respondents, including their gender, age, commodities, length of company operations, and the sustainability of their businesses, as depicted in Figures 4.1, 4.2, 4.3, 4.4, and 4.5. The subsequent section presents insights into the contemporary meaning of social entrepreneurship (SE), the roles fulfilled by social entrepreneurs within the Sekhukhune District Municipality (SDM), and an exploration of the challenges and opportunities encountered by these social entrepreneurs in the district. Originally, the study intended to conduct interviews with 50 social entrepreneurs; however, unforeseen circumstances led to interviews with only 26 participants. To compensate for this limitation and to enrich the findings, supplementary information was gathered from various reports, articles, and expert analyses.

In the analysis of the collected data, it is essential to align the information with applicable management theories to derive meaningful insights and provide valuable contributions to the field of social entrepreneurship. Drawing on established management theories, such as resource-based view (RBV) theory and innovation theory, allowed for a comprehensive examination of the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District.

Resource-based view (RBV) theory posits that organisations can gain a competitive advantage by leveraging their unique resources and capabilities (Barney & Mackey, 2019). In the context of this study, RBV theory was applied to understand how social entrepreneurs optimize available resources, including government support and training, to address challenges effectively. By analysing the data through an RBV lens, it became evident that some social entrepreneurs in the Sekhukhune District were adept at identifying and leveraging existing resources, while others faced challenges in this regard. This analysis highlights the importance of resource identification, acquisition, and management for the success of social enterprises in resource-constrained environments. Innovation theory emphasises the significance of innovation in driving the success of organisations, including social enterprises (Chesbrough, 2019). By applying this theory to the data analysis, it became evident that social entrepreneurs who embraced innovative solutions were better equipped to address social challenges in their communities. The data revealed instances of social entrepreneurs who had introduced novel approaches, such as social innovation and disruptive innovation, to tackle social issues effectively (Smith, 2018). This finding underscores the potential benefits of fostering an environment that encourages innovation within the social entrepreneurship sector.

4.2 Profile of Respondents

Interview research was conducted through interview guides that were distributed to various respondents to investigate the challenges and opportunities faced by social entrepreneurs in SDM. Data was collected and analysed, where a total of 50 respondents were approached and 26 responses were received back. As shown in Table 1, the interviews were conducted mainly with social entrepreneurs within SDM.

Table 4.1: Level of problems and opportunities as per business categories

Respondent Numbers	Business Relation	Challenges/Opportunities Highlights
Respondent 6	IT	Advancement of ICT
Respondent 2	Finance	Lack of government funding
Respondent 5	Construction	Inadequate road infrastructure
Respondent 4	Events	Lack of creativity
Respondent 5	Other	Lack of Training
Respondent 6	Farming	Shortage of resources & advanced technology

4.3 Gender

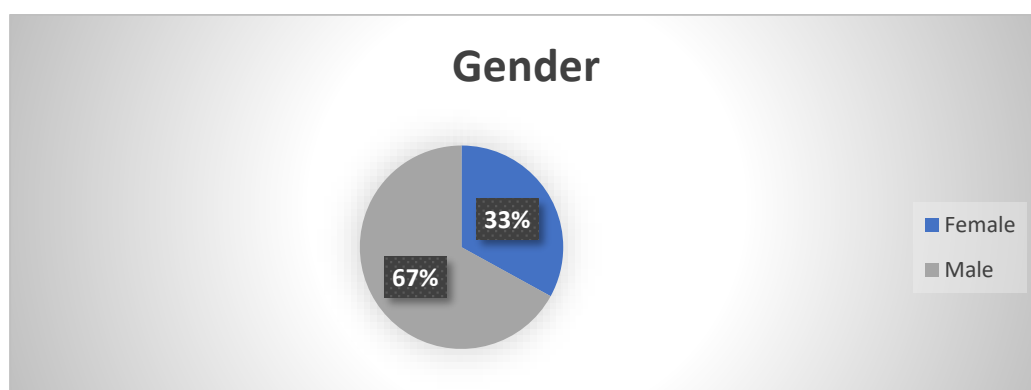


Figure 4.1: Gender distribution of respondents

As seen from Figure 4.1, the majority of respondents were male with 65% of 26 respondents, and the remaining 35% were female. This could be linked to the fact that many males are primarily social entrepreneurs and are responsible for changing and developing poor communities, therefore they spend most of their time expanding their business.

4.4 Age

According to Zulu (2018), the Department of Small Business Development was given a specific mandate to facilitate an environment where SMMEs could generate 9 million out of the targeted 11 million jobs by 2030, with the aim of addressing the challenges faced by the country. There has however not been much reported research on social

entrepreneurs in SDM, and there is no information suggesting support for social entrepreneurs in the district.

The age distribution amongst respondents is shown in Figure 4.2 to follow.

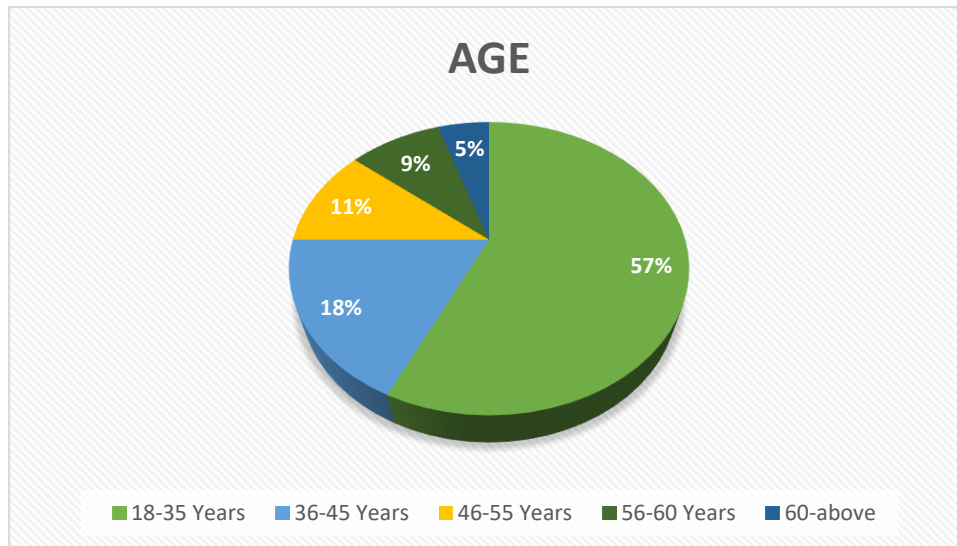


Figure 4.2: Age distribution of respondents

As shown in Figure 4.2, questions were distributed to the age category of 18-35, and 26 out of 50 responses were received (57% response rate). This indicates that the 18-35 age group comprises the largest number of social entrepreneurs in the district. This trend may be attributed to the high rate of youth unemployment, which motivates young people to pursue innovative ways of overcoming poverty. However, it is worth noting that social entrepreneurs are present across all age groups.

4.5 Financial Support Instruments

The concept of enhancing communities through SE is becoming more prevalent in discussions surrounding municipal government support. SE refers to the efforts made by private individuals and organisations to tackle social issues within their communities (Korosec & Berman, 2006).

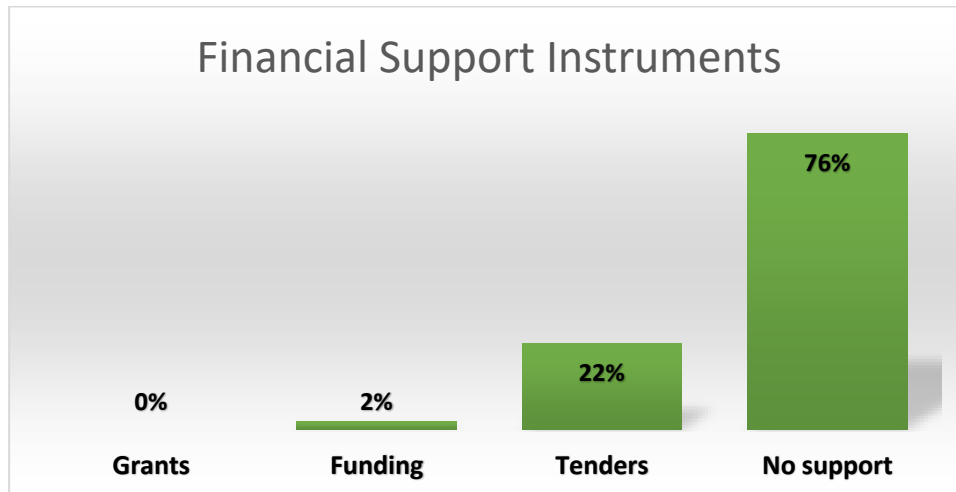


Figure 4.3: Financial support received by respondents.

As indicated by Figure 4.3, 76% of the 26 interview respondents reported that they were not receiving financial support. A further 22% of the entrepreneurs were financially supported by the tendering system. Fundraising benefited only 2% of entrepreneurs in the district, and no grants were given to the entrepreneurs responding in this study. Funding involves borrowing money or receiving investments to finance the activities of small and medium-sized enterprises (SMMEs), which typically includes repayment with interest. SEFA (2020) is now focused on assisting start-up businesses through its blended finance program, which combines a grant and a loan. Grants, in contrast to funding, do not have to be paid back and can be viewed as free money (Granted Consulting, 2022). Grants are given for a particular purpose, such as purchasing equipment, expanding the business, or conducting research and development.

4.6 Number of Years in Business

The duration spent by social entrepreneurs in their respective companies was measured next, with the responses provided in the graph below.

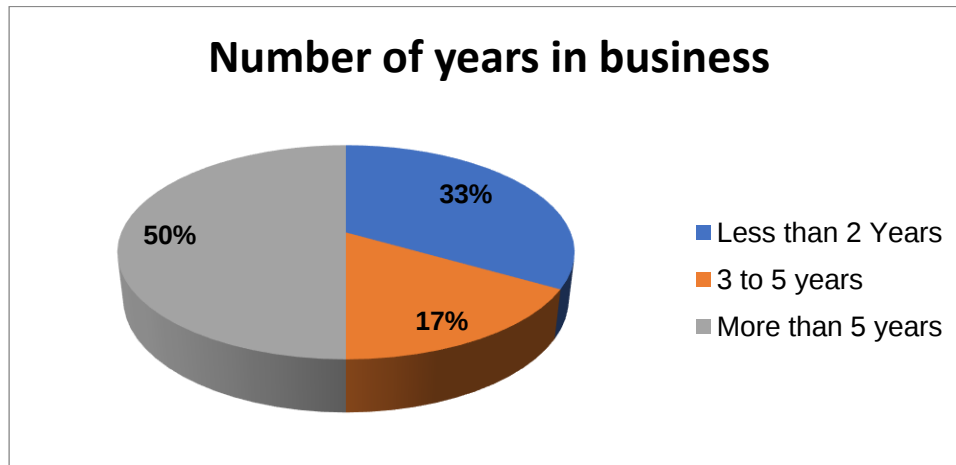


Figure 4.4: Number of years in business

Approximately 50% (15) of the respondents in this study had been running their business for more than 5 years, while 33% (7) had been running their business for 3-5 years. About 17% (4) were still in the early stages of their business.

4.7 Addressing the Research Questions

The main focus of the in-depth interviews conducted in this study was on the challenges and opportunities faced by social entrepreneurs in SDM. This section provides an overview of the research topics and the types of articles available on social entrepreneurs. It also highlights popular research studies while identifying research gaps. The aim was to address questions related to the challenges and opportunities faced by social entrepreneurs in SDM, which allowed for a hypothesis (RQ1, RQ2, RQ3, and RQ4) within-category examination of passion and identities. The main objective was to identify three themes related to SE, namely, what SE means today, the roles played by social entrepreneurs in SDM, and the challenges and opportunities they face in the district. These findings are presented below.

RQ1: What does social entrepreneurship mean in today's society?

Research Objective: aims to explain what "social entrepreneurship" means today and highlight the difficulties and advantages faced by social entrepreneurs in the Sekhukhune District. The findings show that social entrepreneurship in today's society uses entrepreneurship to address social issues and create positive change. It involves

developing innovative and sustainable solutions to social problems, taking risks and thinking creatively, and collaborating with various stakeholders to achieve success. Some of the respondents in this area said:

"Many social entrepreneurs don't know how to run a business or use the help available in their area. This makes it hard for new social entrepreneurs to get started."

Sekhukhune District Municipality (SDM) did not extensively discuss social entrepreneurship, the existing literature highlights the vital role played by social entrepreneurship within the municipality. These findings highlight the possibility of SDM and local social entrepreneurs working together more closely to take advantage of the benefits of social entrepreneurship for the community:

"Municipalities play a critical role in promoting SE by providing infrastructure, resources, and support services to entrepreneurs (Awaysheh & Bonfiglio, 2017; Mamabolo & Myres, 2019; Sengupta et al., 2023)."

RQ2: What are the roles played by the social entrepreneurs in SDM community?

Research objective: The research aims to identify the importance of social entrepreneurs in today's society. Social networks such as Facebook, Twitter, WhatsApp, YouTube, and Skype can aid in fostering social connectivity. The findings reveal that only a few social entrepreneurs in the Sekhukhune District Municipality community have been actively engaged in these areas, contributing significantly to community development, job creation, and economic growth. The analysis of the respondent stated:

"My role is to create job opportunities in our district. I employ at least five drivers and one consultant for my travel agency, specializing in a fleet of transportation vehicles such as sprinters and quantum."

The analysis from the literature structured as follows:

"Santos and Utecht (2019) found that social entrepreneurs have been instrumental in job creation."

RQ3: What are challenges and opportunities that are faced by the social entrepreneurs of SDM?

Research objective: To understand these challenges and opportunities that social entrepreneurs encounter in SDM, which is located in the Limpopo province. The prioritisation of local social enterprises for providing essential neighborhood services allows local communities to have a say in the decision-making process.

In response to the question about the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District Municipality (SDM), it's clear from the interview responses that these entrepreneurs encounter various difficulties in this district. Specifically, SDM entrepreneurs often work in rural areas where they face challenges related to limited networks and difficulties accessing support funds. On the positive side, there are opportunities in the form of grants from different national departments and mines located in the district, which they receive annually.

The researcher has categorised the findings into two distinct sections, focusing on the challenges and opportunities faced by social entrepreneurs in the Sekhukhune District Municipality (SDM). These insights were gathered through a combination of interviews and reports.

4.8 Challenges Faced by Social Entrepreneurs in SDM

One of the most significant challenges going forward is the development of infrastructure in previously disadvantaged and rural areas. Rural areas are still struggling to have access to internet connectivity and adequate mobile phone networks. There is a shortage of skilled IT social entrepreneurs in the SDM in order to provide professional ICT services. In addition, skills in reading and comprehension of English are limiting a significant number of people in rural areas to utilise online e-government services.



Figure 4.5: Social entrepreneurs building connected network relation (Firestone, 2017).

The findings also showed that social entrepreneurs in the district are more likely to face socioeconomic challenges in achieving economies of scale, and, as a result, limited high-speed internet and poor road infrastructure renders businesses unable to obtain many opportunities. As indicated in Figure 4.1, some social entrepreneurs shared that it is still a problem having limited access to high-speed internet and a safe access location. One of the respondents shared different views on ICT concerns, as follows:

Our customer base dwindled due to the high level of unemployment, particularly after COVID-19. Not yet, and it is continuing to worsen. Our poor community networks are not properly working, and this affects social entrepreneurs' sustainable development.

The findings of this study showed that the social entrepreneurs within the district fail to sustain their business because of lack of funds. Majority of respondents showed the challenges of social entrepreneurs to access funding support in the district. There are also indications that the biggest banks do not take their businesses serious and deny granting loans to these businesses regarded as high-risk. The opportunities faced by district response showed that communities benefit from having a team of active social entrepreneurs who bring better solutions to the problems faced. The way in which municipalities handle both individuals and private organisations can greatly impact their

ability to effectively address community problems. According to the respondent, having financial access is also seen as crucial.

“Lack of support and financial support from municipality and government agency. This means the business owner must find its own source of funding”.

In accordance with the SDM Annual Report for 2022, the SDM LED program was initiated with the aim of promoting the growth of 20 SMMEs and cooperatives. However, the report reveals that there has not been any successful development of social enterprises (SE) as of that year.

"In 2022, the SDM LED initiative was launched with the goal of fostering the growth of 20 SMMEs and cooperatives."

4.9 Opportunities Faced by Social Entrepreneurs in SDM

This section addresses general information from government and municipal reports on the opportunities around SE. There were no positive responses from the participants during the interview regarding opportunities.

The Sekhukhune District is in the Limpopo Province of South Africa and is known for its mineral resources, particularly platinum and chrome. The mining industry is thus a major contributor to the local economy, and there are several mines operating in the area, including the Marula Platinum Mine, the Two Rivers Platinum Mine, and the Modikwa Platinum Mine.

Recently, there has been a growing emphasis on promoting SE in the Sekhukhune District, and several initiatives have been launched to support and develop this sector. One of the key players in this effort is the SDM, which has been working closely with local mines to provide support to social entrepreneurs. This support includes access to funding, training, and mentorship, as well as opportunities to participate in local economic development projects. Another important organisation in the region is the SDA, which is dedicated to promoting economic growth and development in the area. The agency has also been working closely with social entrepreneurs, providing them

with workshop support to help them grow their businesses and contribute to the local economy.

The public and private sector in Africa are increasingly acknowledging the immense capabilities of social entrepreneurs, which is a positive development. The District Training Centre and its satellite offices therefore aim to educate people in various economic sectors, such as agriculture, mining, tourism, manufacturing, and business skills (SDM Draft Spatial Development Framework, 2018). However, a crucial aspect of this education is to support small-scale farmers who can contribute (SDM Draft Spatial development Framework, 2018) towards achieving long-term food security and reducing poverty by creating job opportunities for the local community.



Figure 4.6: Social entrepreneurs' creativity

Figure 4.6 shows that social entrepreneurship often involves using creativity and new ideas to find solutions to problems in society and the environment. Social entrepreneurs in Sekhukhune District Municipality utilise their creativity to develop products, services, or business models that address local needs and create positive social impact.

“I have small business, I'm creative in term of doing traditional items but the commission is not enough to expand it or employ other people ”

The SDA's vision is to achieve sustainable economic development and fast economic growth in the Sekhukhune area. The study therefore find out the opportunities that can benefit the entrepreneurs from the SDA, which works under the supervision of the district. According to the SDA Report (2021), the agency mentioned:

“In developing a district tourism route that benefits all attractions and tourism products in Sekhukhune, at least three routes have been thoroughly investigated for viability and are profiled in a tourism route booklet and on a map. Projects will benefit our entrepreneurs and the community at large”.

RQ4: What are the recommendations that can be made to the policymakers and the general public that can assist social entrepreneurs in their careers and activities?

Research Objective: The research objective of this study was to identify recommendations that could be made to policymakers and the general public to support social entrepreneurs in their careers and activities, especially within SDM .

“Access to Funding: Policymakers should establish dedicated funding programs and grants tailored to support social entrepreneurs in our region. Financial support can help us develop and scale our initiatives to address local challenges effectively”.

The findings of this study align with existing South African government policies, emphasising the importance of creating a supportive environment for social entrepreneurs. Recommendations include improving access to funding and resources, aligning policies with the goals outlined in the NDP and Social Enterprise Policy, and fostering collaboration between government agencies, social entrepreneurs, and the private sector. NDP and Social Enterprise Policy stated that:

“Recommendations include improving access to funding and resources, aligning policies with the goals outlined in the NDP and Social Enterprise Policy, and fostering collaboration between government agencies, social entrepreneurs, and the private sector (National Development Plan, 2023)”.

4.10 Conclusion of Chapter

In conclusion this chapter presents the findings of our research on social entrepreneurship in Sekhukhune District Municipality (SDM) in Limpopo, South Africa. The study used a qualitative method, including interviews with 26 social entrepreneurs, and data from municipal records, newspapers, and expert analyses, to understand the social entrepreneurship landscape in SDM.

The research applied two important management theories: Resource-Based View (RBV) and Innovation Theory. RBV helped us understand how social entrepreneurs use available resources like government support and training to address challenges. Innovation Theory showed that innovation is crucial for social enterprises to succeed. The research showed that most social entrepreneurs in SDM are male and aged 18-35, possibly due to high youth unemployment. Funding is a significant challenge, with limited grants and heavy reliance on the tendering system.

Challenges include poor internet access and road infrastructure, while opportunities arise from collaborations with local mines and support from the municipality and organizations like the Sekhukhune Development Agency (SDA). Contemporary social entrepreneurship involves addressing social issues through innovation and collaboration. Social entrepreneurs play vital roles in community development and job creation. The recommendations include establishing dedicated funding programs and grants, aligning policies with national goals, and fostering collaboration among government, social entrepreneurs, and the private sector. These steps can create a supportive environment for social entrepreneurship in Sekhukhune District, aligning with government policies to benefit the community.

This research highlights the importance of addressing challenges and seizing opportunities for social entrepreneurs in Sekhukhune District. By implementing the recommendations, policymakers and stakeholders can empower social entrepreneurs to make a positive impact on the region's socio-economic development.

CHAPTER 5: DISCUSSION

5.1 Introduction

This section sets the stage for the discussion of challenges and opportunities faced by social entrepreneurs in the Sekhukhune District Municipality (SDM) of Limpopo. It outlines the critical issues that hinder the progress of these entrepreneurs, such as funding constraints, limited government support, weak professional networks, geographical isolation, a lack of innovation, and limited entrepreneurial experience. This introduction serves as a foundation for the subsequent analysis of these challenges and opportunities.

5.2 Challenges faced by Social Entrepreneurs of Sekhukhune Municipality

The challenges faced by social entrepreneurs in SDM are multifaceted. One significant challenge is the lack of financial support, as indicated by the study's findings. Many social entrepreneurs struggle to secure adequate funding for their ventures. Banks often view these businesses as high-risk and are hesitant to provide loans, creating a financial barrier for entrepreneurs. Additionally, the limited access to high-speed internet and inadequate community networks pose challenges for social entrepreneurs in the digital age. The COVID-19 pandemic exacerbated these challenges, further reducing customer bases and affecting sustainable development.

5.3 Opportunities faced by Social Entrepreneurs of Sekhukhune Municipality

This section highlights the creativity and innovative spirit of social entrepreneurs in Sekhukhune District Municipality. Despite facing numerous challenges, these entrepreneurs use their creativity to develop products, services, and business models that address local needs and create positive social impact. The example of a social entrepreneur who is creative in producing traditional items demonstrates the potential for innovative solutions even within resource constraints.

5.4 Management Theories

The application and integration of trans-disciplinary management theories offer a

promising avenue for the Sekhukhune District Municipality to effectively address the challenges and opportunities faced by social entrepreneurs in the district. Integrating such theories can facilitate the development of tailored support programs, funding initiatives, and capacity-building efforts that address specific challenges like the dearth of funding and limited access to technology while promoting entrepreneurial creativity and resilience (Johnson & Brown, 2019). According to Anderson et al. (2018), these theories encourage cooperation among different groups like government agencies, schools, and local communities. This teamwork helps push social entrepreneurship ahead as a group effort.

5.5 Conclusion of Chapter

In conclusion, this chapter provides a comprehensive examination of the challenges and opportunities faced by social entrepreneurs in Sekhukhune District Municipality. It underscores the potential for entrepreneurship and innovation to act as catalysts for positive change. The challenges outlined, such as funding limitations and limited access to technology, are significant barriers but can be addressed through strategic initiatives. It is recommended that the Sekhukhune District Municipality develop new funding programs by integrating trans-disciplinary management theories. These theories can provide innovative solutions to the challenges and opportunities faced by social entrepreneurs, fostering a more supportive entrepreneurial ecosystem.

CHAPTER 6: Recommendations and Sustantiations

6.1 Introduction

Chapter 6 provides the conclusion and recommendations to the study. The purpose of this study was to investigate the challenges and opportunities faced by the social entrepreneurs of Sekhukhune District Municipality in the Limpopo Province of South Africa. The chapter further discusses the results in relation to the research questions and objectives of the study. This chapter seeks to look at the implications of this study, not only in the academic realm but also its impact on social entrepreneurs and respondents as well. The implications are assessed from the perspective of how the study will add value and assist stakeholders in understanding the complexity of adopting free interest funding of social entrepreneurs in SDM.

6.2 Background of Recommendations

Based on the research questions, objectives, and the challenges and opportunities identified, the key recommendations are as follows:

Develop and expand local policies to provide interest-free grants to emerging social entrepreneurs in the Sekhukhune District Municipality (SDM). These grants should be aimed at addressing the issue of lack of funding, which is a significant challenge faced by social entrepreneurs in the region. Create a dedicated funding policy for social entrepreneurs within the SDM. This policy should outline clear guidelines for accessing financial support and address the reluctance of traditional financial institutions to consider social organizations as potential clients. Invest in improving internet connectivity and mobile phone networks in rural areas of the SDM. Addressing limited access to high-speed internet is essential, especially in today's digital age, and can help social entrepreneurs overcome challenges related to remote geography. Organise regular events, workshops, and networking sessions for social entrepreneurs in the SDM. Building a strong community of social entrepreneurs can address the challenge of poor professional networks and promote collaboration and knowledge exchange.

6.3 Substantiations of Recommendations

The key stakeholders involved in implementing these recommendations include:

- Sekhukhune District Municipality: Responsible for establishing funding policies and expanding economic development initiatives.
- Government Agencies: Responsible for providing financial support and grants to social entrepreneurs.
- NGOs and Community Groups: Can play a role in organising networking events and providing support to social entrepreneurs.
- Local Business Associations: Can collaborate with social entrepreneurs and provide mentorship.

6.3.1 Evidence from Findings

The evidence gathered from your research findings provides strong support for the recommendations made. This means that the information and data you collected during your research align with and validate the proposed actions. In particular, the quotes and statements from the individuals you interviewed (the respondents) shed light on the importance of certain actions.

6.3.2 Rationale and literature

These recommendations are based on the evidence presented and are designed to address specific challenges identified during the research. For instance, the recommendation to establish a funding policy directly addresses the challenge of lack of funding, while improving internet connectivity aligns with the challenge of limited access to high-speed internet. These recommendations align with existing literature and best practices. For instance, the South African Government Funding (2021) offers support for entrepreneurs, and Legodi and Kanjere (2015) emphasize the importance of government support for growth and access to finance. Additionally, Murenzi & Olivier (2017) discuss the need for improved internet connectivity in rural areas.

6.3.3 Recommendations Implications

Implementing these recommendations may have implications, including potential benefits such as increased entrepreneurship and economic development. However, there are also potential risks, including the risk of fraud in grant distribution and challenges related to unclear policies.

6.3.4 Feasibility and Intergration

The feasibility of implementing these recommendations depends on available resources and potential barriers. Funding policies and improved internet infrastructure may require financial investments, and cooperation between various stakeholders will be necessary for successful implementation. These recommendations align with the original research objectives and questions by addressing the challenges and opportunities faced by social entrepreneurs in the SDM, ultimately contributing to the improvement of support for social entrepreneurs in the region.

6.3.5 Organisation and Clarity

The recommendations and their substantiations are presented in a clear and organised manner, making it easy for readers to follow the arguments.

6.4 Conclusion of the chapter:

In conclusion, these recommendations are designed to address the challenges and opportunities identified in your research and contribute to the broader understanding of social entrepreneurship in the Sekhukhune District Municipality. By implementing these strategies, the region can create a more supportive environment for social entrepreneurs, fostering community development and economic growth.

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SUMMARY INFORMATION

Appendix A – Request for Permission to Conduct Research Project



30080 Mohlaletse Village
Malaeneng Maebe
Apel
0739

26 October 2022

To: Corporate Services
Sekhukhune District Municipality
Private Bag X8611
Groblersdal
0473

Dear Mr., Matumane

Request for permission to conduct research

I am currently a registered student at Wits Business School. I am doing a research project on the proposed project title: **An investigation into the challenges and opportunities faced by social entrepreneurs in Sekhukhune District Municipality**. The research project will be conducted under the supervision of the university, supervised by Prof. Bhekinkosi Moyo.

I am hereby requesting your permission to interview 50 social entrepreneurs listed in the Sekhukhune District Municipality systems. An interview will be used to collect data from participants. I have provided a brief description of how the data will be collected in the research proposal, and this letter will only serve to ensure that the research is conducted ethically. I have provided you with a copy of Ethics Clearance Certificate which approved by committee.

My commitment to this research study is to learn more about conducting research and to provide an authentic and quality research report. Please contact me at phashamoipone@gmail.com or 082 778 0517 if you require any additional information.

I understand that the collected data will be used for purpose of this research.

Your sincerely

Phasha Pharane Moipone



DATE: 2022-10-26

Permission letter



SEKHUKHUNE
District Municipality

Private Bag X8611, Groblersdal 0470, 1 West Street Groblersdal 0470
Tel: (013) 262 7300, Fax: (013) 262 3688
E-Mail: sekinfo@sekhukhune.co.za

ENQ: KABINI L.J

0132627727

TO: Ms. PHASHA P.M
30080 MOHLALETSI VILLAGE
APEL
0739

Dear Madam

RE- APPROVAL TO CONDUCT A RESEARCH

It gives me pleasure to inform you that your application for permission to conduct a research has been approved. You are only permitted to access the list of the social entrepreneurs in Sekhukhune District Municipality as your research only requires you to interview them.

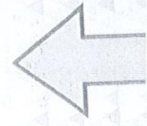
Kindly note that the information collected should not be used for any other purpose other than the research project.

Kind regards

ACTING MUNICIPAL MANAGER

MATUMANE N.D

DATE 2022/12/13



Ethics Clearance Certificate

Graduate School of Business Administration
University of the Witwatersrand, Johannesburg



Wits Business School Ethics Committee

Constituted under the University Human Research Ethics Committee (Non-Medical)

Ethics Clearance Certificate

Ethics protocol number: WBS/BA2490362/511

This certificate is only valid with a legitimate ethics protocol number and signed by the Researcher (below).

This certificate is only valid if accompanied by formal permission from the relevant stakeholder(s).

Project title	Challenges and opportunities faced by social entrepreneurs in Sekhukhune District Municipality, Limpopo
Investigator / Researcher	Ms Pharane Phasha
Nature of Project	MBA (Research Article)
Decision of the Committee	Approved, provided stakeholders and participants are guaranteed confidentiality.
Issue Date of Certificate	2022-10-17
Expiry date	Date of submission of the project / research report
Chairperson	Prof Anthony Stacey  +27 11 717 3587  +27 82 880 4531  anthony.stacey@wits.ac.za

Handwritten signature of Prof Anthony Stacey in black ink.

Declaration by Researcher

One copy must be signed by the Researcher and returned to the Chairperson of the Wits Business School Ethics Committee.

I fully understand the conditions under which I am authorized to carry out the abovementioned research and I guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I undertake to resubmit the protocol to the Committee.

Handwritten signature of Pharane Phasha in black ink.

Signature

24/10/2022

Date:

Memorandum of Recommendation



SEKHUKHUNE DISTRICT MUNICIPALITY INTERNAL MEMORANDUM

**TO : ACTING MUNICIPAL MANAGER
MADUMANE N.D**

**FROM : DIRECTOR CORPORATE SERVICES
: MADUMANE N.D**

**INITIATOR : MANAGER HUMAN RESOURCE
KABINI L.J.**

DATE : 11 NOVEMBER 2022

**SUBJECT : REQUEST FOR THE APPROVAL TO CONDUCT A
RESEARCH PROJECT**

1. PURPOSE

The purpose of the memorandum is to request the Acting Municipal Manager to approve a permission for Phasha Moipone an employee of Sekhukhune District Municipality attached to the Budget and Treasury Department to conduct a research project.

2. BACKGROUND

Wits Business School has granted Phasha Moipone an opportunity to study for Masters in Business Administration. The course has a research project as a module, and the module needs each student to conduct research as part of the requirement. The Project Title is: **An Investigation into the Challenges and Opportunities Faced by Social Entrepreneurs in Sekhukhune District Municipality**. The research project will be conducted under the supervision of the university, supervised by Prof. Bhekinkosi Moyo. The project is requesting permission to interview 50 social entrepreneurs listed in the Sekhukhune District Municipality systems. An interview will be used to collect data from participants. The collected data will be used for the purpose of study only.

The permission letter will only serve to ensure that the research is conducted ethically. The approved permission letter must be sent back to the WBS Ethics Committee. The copy of the Ethics Clearance Certificate, which has been approved by the WBS Ethics Committee, is also attached for noting together with the permission letter.

3. FINANCIAL IMPLICATIONS

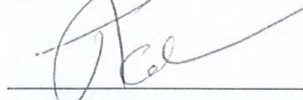
NONE

4. LEGAL IMPLICATIONS

NONE

5. RECOMMENDATIONS

THAT: the Acting Municipal Manager approves the permission to Phasha Moipone to access the list of 50 social entrepreneurs listed in the Sekhukhune District Municipality systems in order to interview them.



HUMAN RESOURCE MANAGER

KABINI L.J.

Comments:

Comments:

Recommended for authorization subject to compliance to PIA Act 47 in respect of disclosure of the data subject concerned. Further compliance shall be had to POPIA Act 27 and 35.



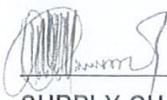
MANAGER LEGAL SERVICES

MALATJI HLABIRWA

21 November 2022
DATE

Comments:

Recommended provided the information gathered will be precisely for the purpose is meant for.



SUPPLY CHAIN MANAGER

MASEMOLA V.

22/11/22
DATE

6. RECOMMENDATIONS

THAT: the Acting Municipal Manager approves the permission to Phasha Moipone to access the list of 50 social entrepreneurs listed in the Sekhukhune District Municipality systems in order to interview them.

Comments:

Recommendations are made, implementable for the municipality

[Signature]

CHIEF FINANCIAL OFFICER

NKADIMENG H.L.

29/11/2022
DATE

Comments:

That the information gathered will be precise precisely for the study

[Signature]

ACTING CHIEF OPERATIONS OFFICER
ROBINSON D.K.

29/11/2022
DATE

Approved/~~Disapproved~~

The final research project/study be presented to SDM for purposes of benefiting the institution

[Signature]

ACTING MUNICIPAL MANAGER

MATUMANE N.D.

2022/12/13
DATE

Annexure A

Interview Questions

Section A: Demographic details

The research consent form explained to me about the participation of research project.
I fully understand what participation will involve. Please tick the appropriate box.

Yes	
No	

1. Age

Between 18-35 years	
Between 36-45 years	
Between 46-55 years	
Between 56-60 years	
Older than 61 years	

2. For how long have you been in the business?

Under a year	
1-5 years	
5-10 years	
10-15 ears	
15 year and above	

3. How long did it take for your business to operate?

1-2 years	
3-4 years	
5-6 years	
6-7 years	
7 years and above	

4. What type of business are operating?

Events Management	
Farming	
Tourism	
Construction	

Finance	
Others	

5. How do you sustain your business?

Tenders	
Funding	
others	

Section B: General Questions

6. What should be the focus of social entrepreneurs going forward?

7. What are the challenges faced by you as social entrepreneurs?

8. How has the challenges been addressed?

9. What type of funding support is offered by agency?

10. How much are you offered as social entrepreneurs?

11. How did you raise funding for your business?

12. How would like the Agency to help you to sustain your business?

13. What are the skills development programs being offered by Sekhukhune Development Agency?

14. What skills have you gained from the Agency?

15. How have these helped your entrepreneurial career life?

16. How far has the Agency gone in addressing the social entrepreneur's challenges in the district?

17. What are the challenges that the Agency has faced ever since it was formed?

18. What are the opportunities that can be explored by the Agency in assisting the community?

19. What is your role in the community as social entrepreneurs?

20. What is the role of Agency in assisting social entrepreneurs of SDM?

21. How has the government / municipality / public sector assisted in the Agency?

Section C: Recommendations

22. What are the recommendations that you think will assist the future of the agency?

23. Do you have any contribution that should be taken into consideration by the policy makers that will assist the social entrepreneurs of Sekhukhune District?

24. Any word of advice to the future or aspiring social entrepreneurs in Sekhukhune District?