Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa

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ABSTRACT

Non-Profit Organisations (NPOs) worldwide are facing several challenges which affect their sustainability and often result in the reduction of youth empowerment programmes and child social-care services they provide. These sustainability challenges are not only financial yet NPO sustainability is viewed mostly from a financial lens. Finances are vital for NPO sustainability, but several factors influence NPO sustainability. In this respect, 6 NPOs in Johannesburg, South Africa, were used as case studies namely, Golang Education Outreach; Region 9 Development Centre; Khusanani Youth Development Foundation (youth empowerment NPOs); and Thandanani House of Refuge, Synagogue Children of Hope and Miracle Mission Children's Home (Child social-care NPOs). This was done to delve on various aspects that influence NPO sustainability since the study revealed that these challenges are multi-dimensional. The main objective was to identify factors for the design of a framework that may guide sustainability in selected NPOs contributing to youth empowerment programmes and child social-care services in Johannesburg, South Africa. This was achieved by identifying several sustainability challenges in the literature and an empirical investigation conducted by means of 33 semi-structured interviews.

The study found that sustainability challenges that NPOs face include the lack of implementation of sustainability plans and general failure to value the importance of sustainability. The NPOs experience competition for funding with other enterprises. In addition, there is lack of knowledge, skills, and capacity within the NPOs towards sustainability. Likewise, NPOs disclosed that there is a general lack of skilled board members and their involvement in aspects that enhance organisational sustainability is very limited. The lack of involvement in organisational sustainability negatively affected some of the NPO programmes and services. To add, there is limited NPO-NPO collaboration because some NPOs are reluctant to share their resources with other NPOs offering similar services. Likewise, there is limited NPO and Department of Social Development (DSD) collaboration which is needed to broaden potential resource allocation to NPOs. Other challenges presented are in the application process for funding and the general absence of proper institutional procedures to assist NPOs without excessive bureaucratic red tape. In addition, there was evidence of limited knowledge of policy and legislation related to youth

empowerment and child social care as well as some gaps in NPO-related legislation. To add, multiple features of youth empowerment and different perspectives on youth empowerment were presented as challenges facing NPOs. There are furthermore gaps in service provisioning and insufficient support for caregivers at Child and Youth Care Centres (CYCCs).

From the challenges faced, an integrated framework was developed. The framework has 5 stages namely, the NPO sustainability formulation stage, the sustainability process stage, the NPO sustainability strategy implementation stage, the results stage and the review and continuous review and refining stage. Five theories formed the basis of this study which are social entrepreneurship theory, Resource Dependency Theory (RDT), institutional theory, governance theory and participatory theory. The five theories were integrated into every stage of the framework. The social entrepreneurship theory was integrated on the aspect whereby NPOs need to acquire and generate income on their own. RDT was integrated the aspect of depending on the external resources and the environment for survival. To add, the institutional theory was integrated in the aspects of adhering to the rules and regulations by the NPO. Governance theory was utilised to identify separate roles that are played by the management and the board of directors to achieve accountability among stakeholders. Finally, the participatory theory was integrated on the aspect of involving various stakeholders which are organisations, groups, and individuals who must be involved in decision-making processes in matters that affect them. Based on this exposition, the study established that NPO sustainability requires various strategies. These strategies were included in the designed integrated framework that serves as main contribution of the study. The study concluded that NPO leadership and staff need to adopt various multi-dimensional strategies to achieve sustainability in order to continue to successfully provide youth programmes and child social-care services.

Keywords: NPOs, Sustainability, NPO sustainability, Youth Empowerment Programmes, Child Social-Care Services, Institutional Care/CYCCs, Foster Care

ACRONYMS AND ABBREVIATIONS

AIDS	Acquired Immunodeficiency Syndrome
ACBF	African Capacity Building Foundation
BBBEE	Broad Based Black Economic Empowerment
CBOs	Community Based Organisations
CCIs	Charitable Children's Institutions
CGP	Codes of Good Practice
CIPC	Companies and Intellectual Property Commission
CSD	Central Supplier Database
CYCCs	Child and Youth Care Centres
DFID	Department for International Development
DSD	Department of Social Development
DTI	Department of Trade and Industry
ECD	Early Childhood Development
FBOs	Faith Based Organisations
FET	Further Education and Training
GDP	Gross Domestic Product
HIV	Human Immunodeficiency Virus
IAP2	International Association of Participation
ICNL	International Centre for Not-for-Profit Law
IFY	International Association of Participation

ILO	International Labour organisation
MDGs	Millennium Development Goals
NDP	National Development Plan
NGOs	Non-Governmental Organisations
NYDA	National Youth Development Agency
NYP	National Youth Policy
NPCs	Non-Profit Companies
NPOs	Non-Profit Organisations
NPTs	Non-Profit Trusts
OVC	Orphans and Vulnerable Children
PFMA	Public Finance Management Act
RHCs	Residential Homes for Children
RDT	Resource Dependency Theory
SANPORA	South African Non-profit Organisations Regulatory Authority
SOS	Save Our Soul
TAC	Treatment Action Campaign
Vas	Voluntary Associations
VANPOs	Visual Arts Non-Profit Organisations
WHO	World Health Organisation
UN	United Nations
UNDG	United Nations Development Group

UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNICEF	United Nations International Children's Emergency Fund
UNFPA	United Nations Population Fund
USAID	United States Agency for International Development
YES	Youth Empowerment Schemes

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CHAPTER 1: INTRODUCTION AND GENERAL ORIENTATION OF THE STUDY

1.1 Introduction and background

This study intended to propose an integrated framework that will assist various stakeholders to achieve sustainability in selected NPOs contributing to youth empowerment programmes and child social-care services in Johannesburg, South Africa. NPOs have become buzzwords to scholars and development practitioners due to their work in humanitarian assistance, long-term development, policy formulation, service delivery, education, and advocacy in public policy (Miraftab, 1997; Nikkhah & Redzuan, 2010; Ito & Pilot, 2015; Svidronova, Vacekova & Valentinov, 2016). They play a pivotal role in the third sector economy by providing goods and services that the public and business sectors have found difficult to deliver (Weerawardena *et al*., 2010; Omura & Forster, 2014; Wiggil, 2014).

The third sector economy is comprised of any organisations that are not public or private. These organisations include NGOs, NPOs, associations, charities, cooperatives, voluntary and community groups (Parente, 2012; Barman, 2016:443). Evidently, the non-profit sector is called various names, including civil society organisations, voluntary organisations, charity organisations, welfare organisations, social organisations, grassroots organisations and third sector economy as mentioned above (Tin & Sim, 2007; Palmer, 2014). Nikkhah and Redzuan (2010:85) provide an overview of the functions and advantages of NPOs. These include:

- mobilising and reaching out to the secluded poor people within communities;
- empowering poor people through strengthening their local institutions; and
- implementing projects at a cheaper price in an efficient manner to enhance sustainable development.

NPOs continue to play a vital role in societies in various ways. According to Karanja (2014), NPOs contribute to the reduction of human suffering by funding community projects, delivering services, capacity building, as well as supporting activities for various groups. Likewise, NPOs play an essential role in micro-financing for people and raising awareness on human rights. By so doing, these services help people to be empowered as they gain skills, knowledge, and take control of their economic

situation and ultimately their own livelihoods (Karanja, 2014). In light of this, NPOs play a significant role in changing people's lives (Karanja, 2014).

The global rise of the non-profit sector is important because it acts as a key player in economic and social transformation (Latha & Prabhakarb, 2011). For example, this sector is contributing to the lives of people in terms of employment, social welfare and economic development (Latha & Prabhakarb, 2011). The contribution to the lives of people in various ways above is as a result of the growth of the number of NPOs. For instance, Japanese NPOs increased from 8 315 in November 2012 to approximately 49 100 in September 2014 (Ito & Pilot, 2015:1). In South Africa, the size and scope of NPOs have grown since the 1990s. In 2012, about 98 920 NPOs were performing various functions like community development, provision of housing, encouragement to participate in politics, building infrastructures for culture and recreation purposes and the development of health and education services (Patel, 2012:609; Department of Social Development, 2016:4). By March 2016, the number of registered NPOs in South Africa had increased to 153 677, especially after the promulgation of the *NPO Act* in 1997 meaning that they have grown tremendously in comparison to 2012 statistics shown above (Department of Social Development, 2016:4). Evidently, as analysed so far, the non-profit sector plays a pivotal role in societies. Due to the growth of NPOs and their functions in society, scholars have put focus on how sustainable is the NPOs contribution to society, one of the objectives this study seeks to fulfil.

NPOs have multiple definitions. According to Chapter 1 of the *NPO Act* (71 of 1997), "a non-profit organisation is a trust, company or other association of persons established for a public purpose and of which the income and property are not distributable to its members or office-bearers, except as reasonable compensation for services rendered". Macedo and Pinho (2006:535) define NPOs "as bodies of individuals who associate to perform public tasks delegated by the state, or because there is a demand that is not fulfilled by the state or for-profit organisations, or to influence the policy of the state". In addition, Mahmoud and Yusif (2012:626) assert that "NPOs are bodies of associates that are founded to respond to a need in the community with the purpose to create value for society and without generating profit". This study adopted the South African based Development Resource Centre definition as quoted by Swilling and Russel who define NPOs as, "Non-governmental

organisations which are private, self-governing, voluntary, non-profit distributing organisations, operating not for commercial purposes but in the public interest, for the promotion of social welfare and development, religion, charity, education and research" (Department of Social Development, 2009:9). This definition clearly states various aspects related to NPOs, that if well implemented, sustainably so, can enhance social transformation.

Ryan, Mack, Tooley and Irvine (2010:3) and Muriithi (2014:2), define sustainability of an NPO as being able to survive in order to continue serving its constituency and be able to fulfil its commitments to clients, patrons, and the community so that the beneficiaries can place their trust in the NPO. To add, the United States Agency for International Development (USAID) defines sustainability based on seven pillars which assess organisations' legal environment, organisational capacity, financial viability, advocacy, service provision, infrastructure and public image" (USAID, 2014:3). The seven pillars proposed by the USAID work as steppingstones for other researchers to review, amend or add depending on the nature and context of the study. Epperly and Lee (2015:196) support the seven pillars of sustainability because they say that they are thoroughly developed conceptually and extensively measured empirically.

Globally, governments are now relying to a large extent, on the sustainability of the non-profit sector to empower people, provide social services and continue to deliver social value for the betterment of their beneficiaries (Weewardena, McDonald & Mort, 2010). In this regard, youth empowerment programmes and child social-care services of well-established and budding NPOs in Johannesburg namely, Golang Education Outreach; Region 9 Development Centre; Khusanani Youth Development Foundation (youth empowerment NPOs); and Thandanani House of Refuge, Synagogue Children of Hope and Miracle Mission Children's Home (NPOs that provide child social-care services) were used as case studies. Three of the NPOs focus on youth empowerment and the other three focus on providing child social-care services as indicated above. The study was a comparative analysis of three NPOs that focus on youth development and three NPOs that focus on child social-care services. The comparison was on their management strategies and sustainability challenges they are facing. Lessons drawn from this can aid in the sustainability dialogue since the discussions provide a broader understanding of the

same type of NPOs with different programming interventions. The reason for using NPOs with varying interventions of programming was to draw insights on a broader view regarding the challenges they face, which can affect their sustainability. These NPOs informed the study's empirical review concerning the sustainability of NPOs, youth empowerment programmes and child social-care services.

Young people between 14-35 years worldwide have been searching for their rightful place in society, and today they are continually facing enormous challenges, because of lacking personal growth due to very limited jobs and insufficiency of opportunities (Mohy-Ud-Din, 2014). These challenges are more prevalent in developing countries, with 90 percent of the world's population under the age of 30 (Hope, 2012:233). The youth are marginalised so much in emerging economies that engaging the youth population in Sub-Saharan Africa (SSA) is no longer a choice but a necessity for the development of the region (Hope, 2012:221). In South Africa, education among the youth and knowledge on market issues is very limited (Mohy-Ud-Din, 2014). Evidently, the inclusion of the youth in their affairs must be central to all empowerment programmes introduced by NPOs. In addition, such engagement with the youth enables them for opportunities aligned to their socio-economic and human development (Moleni & Gallagher, 2007). Issues related to socio-development and livelihoods is not only affecting the youth, but the infants and children under the age of 12 as well.

Roelen, Delap, Jones and Chettri (2017:309) allude that several SSA children face challenges with respect to their care and wellbeing. According to Roelen *et al.* (2017:309), about 52 million children in SSA were orphans with 60 percent of these children living on less than a $1.25 per day between 2010 and 2012. This caused several orphans to be taken care of in homes spearheaded by NPOs. Hope (2016) and the Department of Social Development (2017) confirms that South Africa is not exempted from challenges like high death rates from HIV/AIDS, crimes, trauma and poverty which have put the lives of children and the youth in danger. According to Hope (2016:97), "60 percent of the nations' children live in poverty with 2 million orphaned children as a result of HIV/AIDS which leaves them vulnerable to abuse and neglect". In such an environment, issues like neglect of children and exclusion of the youth is tantamount to child abuse which therefore, become a humanitarian crisis

taken up by NPOs. As pointed out in this background, NPOs respond to humanitarian issues as a stop gap measure in the provision of relief to existing crisis. However, the NPOs, in doing so, face serious challenges of their own. One among others popular in scholarship is their lack in providing aid sustainably. Although NPOs' role in youth empowerment and provision of child social-care services is crucial, they still face some challenges that can affect their sustainability. Such challenges include:

- lacking institutional capacity to reduce NPOs' problems;
- failing to build social capital with other sectors of the economy and organisations;
- lacking proper governance and management structures that incorporate sustainability issues in their operations;
- a lack in participation of stakeholders (government, business sector, donors, youths, children) in organisational matters;
- lack of the collaboration between NPOs, the state and other organisations;
- lack of proper infrastructure that is needed to support NPOs' programmes such as property ownership, office equipment; and
- lack of proper monitoring and evaluation systems in place (Miraftab, 1997; Kusakabe, 2013; Karanja, 2014; Sabbil & Adam, 2015; Ceptureanu, Ceptureanu, Orzan & Marin, 2017).

Choto (2019) indicates that the capability of an NPO to retain finances for a long time is called financial sustainability. NPO sustainability is enhanced by using the tools and the techniques that help the management to allocate resources, manage, acquire, and provide information that assists them to make informed decisions. Schattenman and Waymire (2017) argue that NPOs' success is determined by its ability to obtain finances continually and the capability of the leadership to adapt to ever-changing financial conditions. Rottkamp and Bahazhevska (2016) and Brown (2019:12) agree with the same notion that regarding survival and operation for a long period, NPOs finances are a significant concern. This notion concurs with Brown (2019), who argues that NPOs need to have the capacity to obtain funding and resources needed for their operations so that they can deal with the unexpected uncertainties while securing their opportunities. The capacity of NPOs to obtain funding and resources can be enhanced by operational sustainability. The

operational sustainability involves managing human resources, their expertise, equipment, information and all the resources needed to provide their programmes and services as stated earlier. Choto (2019) argues that the function of operations is vital in any organisation despite the profits they make, the industry they are in and their size. In this regard, operations managers are advised to provide their services based on the needs of their beneficiaries and be able to market their services. Importantly, there is a need to note that sustainability is affected more by the operations management hence the need to embrace organisational sustainability.

According to Choto (2019:72), “organisational sustainability refers to the ability of an organisation to find and manage sufficient resources in order to achieve its objective successfully and reliably over time, and not depending on a sole funding basis”. This definition shows that NPOs need to diversify their funding sources. However, Ahmed (2013:215) argues that “organisational sustainability is used for more general meanings which depend on reputation, which in turn depends on producing social value in terms of relevance and quality of which the stakeholders make the ultimate judgements of these achievements, not NPOs”. Importantly, Ahmed (2013) argues that sustainability does not only cover the viability of the organisation financially but correspondingly consider numerous factors to fulfil the vision and mission of the NPOs (organisational sustainability). Similarly, Coetzee (2017) confirms that “financial sustainability” can be regarded as a subset of “organisational sustainability” meaning that finances are crucial so is organisational sustainability, because they complement each other. Choto (2019) argues that NPOs that are sustainable are those who are capable of adjusting to the changes in the external environments by reviewing their missions and ensuring that they are strategically and efficiently positioned in their operations. When NPOs review their missions there is a need to assess their external and internal environments continually. Assessing the external and internal environments helps the NPOs in developing, supporting, and implementing strategies, policies, and actions plans towards the future, they want of sustainability. Therefore, the foregoing evaluation found that the issue of sustainability in the non-profit sector focuses mainly on financial sustainability and largely ignores other non-financial issues.

Debates have been on going on critical issues and challenges related to sustainability within NPOs which require an in-depth investigation at organisational and management levels (Hendrikse, 2008; Iarossi, Miller, O'Connor & Keil, 2013). According to Geurts (2016), NPOs still lack policies and approaches that clearly explains sustainable ways of operation within their internal organisation. For that reason, sustainability values and principles are not visible. To add, Geurts (2016) indicates that knowledge about sustainability seems to be present but not fully developed. Therefore, creating more knowledge about sustainability is necessary and should be developed further (Geurts, 2016). Furthermore, several organisations face countless difficulties in implementing the concept of sustainability in their operations (Finkbeiner, Schau, Lehmann & Traverso, 2010). NPOs are not free to decide and make their policies because of depending on the government, donors and sponsors for finances hence they decide for them what happens with those funds (Finkbeiner *et al.,* 2016). However, NPOs worldwide focus on improving and fulfilling their social missions to add social value to their beneficiaries. Geurts (2016) and Gleaves (2017) point out that NPOs are not to focus only on a single perspective of sustainability because they may continue to experience unsustainability in their results. In this regard, there is the need for integrated perspectives that continuously provide sustainable improvements (Sabil & Adam, 2015; Geurts, 2016).

1.1.1 Business models for sustainability of NPOs

Pratt (2016) affirms that the most dominant model used by NPOs in developing countries is the dependence on the state for money and grants from international donors. According to Omura and Forster (2014), the success of NPOs in mobilising state grants and donations ensures their sustainability. Lewis (2009) and Batti (2014) argue that financial strength is valued more in an organisation's sustainability yet basing on finances only is not enough as sustainability challenges of NPOs are multi-faceted. Weerawardena *et al*. (2010) argue the issue of sustainability of NPOs from a financial perspective. They argue that the South African government of the post-1994 era came with ideologies that limit government expenditure on NPOs and that changed government-NPO relationships (Weerawardena & Mort, 2006; Weerawardena *et al*., 2010). The state limited their support to the social sector by complying to neo-liberal economic policies that restricted them to do so (Koelble, 2006; Stuart, 2013). This constraint has a negative impact on civil society since

NPOs had to secure their own social and economic well-being. This meant that the responsibility of the state was minimised, especially on social and financial support.

There is an increase of competition between the non-profit sector and the for-profit companies since the markets that are traditionally served by NPOs are now served by the for-profit companies (Torres & Pina, 2003; Weerawardena & Mort, 2006; Weerawardena *et al*., 2010). Likewise, the growth of NPOs contributes to the decrease of support since the competition for donations is increasing as well. In response to these changes, NPOs should implement approaches that aim to build viable, sustainable organisations to continue to pursue their social mission (Torres & Pina, 2003).

Since the external environmental challenges faced by NPOs continue to increase, some researchers like Sharir and Lerner (2006) and Weerawardena and Mort (2006) argue that NPOs should implement entrepreneurial approaches in their operations. Correspondingly, Brown (2019) argues that if NPOs rely on a single source of funding might encounter financial challenges. In this regard, NPOs' autonomy may be achieved when channels of income are expanded, which may reduce resource dependence, thereby allowing NPOs to maximise their incomes, enhancing in meeting their projected objectives. Weerawardena and Mort (2006), McDonald (2007), Weerawardena *et al.* (2010) and Weerawardena and Mort (2012) emphasise that for NPOs to reduce competition with other enterprises they are to target the market by selling their products and services to support those in need. Likewise, other researchers like Nicholls and Cho (2006) and Nicholls (2006) are in support of this view, and they propose market orientation to reduce competition. Eikenberry and Kluver (2004) propose 'marketisation' or the use of business models in NPO management. However, the use of business models may contradict with the primary principles of NPOs, which is their social mission. Since the main issue is to build a sustainable organisation that continues to deliver social value as specified by the social mission, there is a need to note that business models alone may not fully enhance NPOs sustainability. Andersson and Self (2015) argue that there is limited empirical evidence to support the idea that social entrepreneurship in NPOs will increase sustainability, create more impact or increase the effectiveness of these organisations.

The differences between NPOs and for-profit organisations pose a challenge in using sustainability theories specific to business literature for the non-profits (Weerawardena, 2010). Abraham (2003) and Daub, Scherrer and Verkuil (2014) are of the same view that traditional management models are designed specifically for business enterprises and are only applicable to them. This problem intensified over the past years due to more emphasis on for-profit business sustainability, ignoring NPOs despite the vulnerabilities of this sector (Ceptureanu *et al.,* 2017). Evidently, social entrepreneurship alone is not sufficient for NPO sustainability since they are facing other challenges which are not financial, as stated earlier. Hung and Ong (2012) hold that the size and organisations' sustainability can be enhanced by the management capacity of that organisation as well as other non-financial indicators. Likewise, Pratt (2016) affirms that the issue of sustainability in NPOs is not only linked to funds but other issues prompted by financial challenges.

1.1.2 International experiences of NPOs

Referring to the experiences of NPO sustainability on other continents is vital. For instance, in Latin America and the Caribbean, NPOs are affected by the structural adjustment reforms that transformed the political, economic, cultural and social contexts in which they operate (Pineda, 2013). The activities of NPOs in Haiti, for instance, were the result of neo-liberal policies and political transitions that affected their sustainability (Pineda, 2013). The state of Haiti withdrew subsidies that were meant to support social well-beings, and the market forces of demand and supply dominated the economy (Pineda, 2013). This had an implication for social services and service delivery deteriorated. Furthermore, the experience of non-profits in other contexts, for instance, in Spain, provides evidence for factors leading to organisations' survival. Hung and Ong (2012) found out that among the NPOs that were studied in Spain, 41 were dissolved mainly because they were significantly younger and smaller as compared to active organisations. This is because NPOs that are younger and smaller have limited resources and are likely to be inactive while older organisations with resources are likely to be more sustainable than newer ones (Hung & Ong, 2012). In addition, NPOs that receive more socio-political legitimacy tend to last longer than younger and smaller NPOs since they receive different forms of support in terms of resources and relationships.

Organisations face various types of challenges, depending on the stage of the life cycle they are in. For instance, new organisations struggle to reach sufficient scale and recognition (Hung & Ong, 2012). When NPOs gain experience over time; when they become more efficient and when better relationships are developed with funders and beneficiaries, their survival rate improves. Nevertheless, although older organisations fulfil their original missions, they struggle to cope up with demographic changes, ever-changing needs and difficulties in terms of leadership transitions (Hung & Ong, 2012).

Asian countries like Malaysia, correspondingly face such challenges although these differ depending on the context in which they are operating. NPOs in Malaysia face common problems such as inexperienced staff; lack of volunteers; inadequate governance; lack of funding; lack of regulation; and improper accounting and reporting practices (Othman & Ali, 2014). These challenges are worsened by the effects of the global financial crisis. South Africa is not exempted from the global challenges since they were affected by the lending practices towards social services. To add, in South Africa, donor policies became more rigid towards lending practices after the new government of 1994 because the neo-liberal policies restricted them to do so (Hendrickse, 2008). According to Hendrickse (2008), those policies resulted in several difficulties within the NPO sector explained, such as corruption and lack of financial management. In addition, there were inadequacies in that their planning processes caused by failing to prioritise important matters for sustainability. In addition, several NPOs duplicate their services and programmes which results in them competing for similar and limited resources. NPOs are limited in governance which shows that the capacity of the leadership is inadequate (Hendrickse, 2008). In addition to this, NPOs lack fundraising strategies relevant to the challenges they face. In this respect, all these factors contribute much to the demise of many NPOs (Hendrickse, 2008). The transformation of organisations to keep pace with changes in the external environment and the improvement of efficiency and effectiveness of the organisation are but two further challenges faced by boards in their attempts to govern NPOs. Likewise, Hendrickse (2008) asserts that shortages of leaders result in having a limited strategic focus, thereby causing them to be limited financially because of limited skills towards mobilising funds. Besides, the target groups are always changing, tensions on who provides service delivery between the state and

NPOs are increasing which is causing the demise of numerous NPOs because there is a limited collaboration (Hendrickse, 2008). Therefore, the sustainability of NPOs is put into question, as such, the researcher seeks to carry out specifically, the empirical investigation of the six case studies outlined below.

1.1.3 Case Studies

Six (6) organisations as reflected below were used as case studies. The following paragraphs provides a synopsis of the programmatic interventions and challenges that the NPOs studied face. More challenges were established during data collection.

- **Golang Education Outreach**

Golang Education Outreach was founded in 2002. Their vision is to uplift and to enhance education for underprivileged and vulnerable children. They are based at the Emthonjeni community centre in Honeydew. Their targeted beneficiaries are people residing in the informal settlements of Zandspruit. The organisation is facing various challenges that may affect the sustainability of their services. These include the shortage of teachers to help the children with their homework, limited participation of the youth due to drug abuse and limited funding from the DSD. Moreover, Covid-19 pandemic has shifted their resources to support the programmes related to the pandemic, yet they have minimal resources.

- **Region 9 Development Centre**

Region 9 Development Centre is in La Rochelle (Rossettenville) in Johannesburg. They started to operate formally in 2003. Their objectives are to develop the community and poverty alleviation, and undertaking various activities, including the provision of psycho-social development and support services to their beneficiaries to empower them. The youth population is among the beneficiaries studied in this study. The organisation is facing some challenges such as a lack of finances to support their programmes, poor security (computers that were used in developing skills were stolen in 2017), a shortage of staff and lack of proper leadership succession processes in place. Correspondingly, the lack of support for youth programmes after participating in time framed activities since most of them do not have opportunities and lack resources to implement youth skills and ideas. To add,

Covid-19 affected their programmes because they need youth participation, but due to lockdown restrictions and social distancing measures, their participation was reduced.

- **Khusanani Youth Development Foundation**

Khusanani Youth Development Foundation is an NPO based in Lenasia EXT 9 sports complex in Johannesburg. They offer various programmes that are directed to deal with youth education, food scheme program, Wi-Fi support, sports, and recreation to learners in need. The NPO started to operate in 2015 but was registered with the DSD in 2017. The organisation is facing various challenges that may affect the sustainability of their programmes. These challenges include lack of local and national government sponsors to educate the youth in poverty. To add, there is lack of relevant stakeholders that can make up the board of directors since they are very limited in number. Likewise, they lack donations towards the launching of a community library with suitable books so that the learning process can be improved. They do not receive funding from the DSD. Hence, they are struggling to sustain their programmes well. Too, Covid-19 pandemic has blocked them from providing their programmes fully but diverted them to support the pandemic programmes.

- **Thandanani House of Refuge**

Thandanani House of Refuge was formed through volunteers from Kingsway School who noticed some children in the informal settlement of Zandspruit in Honeydew (Johannesburg) who needed shelter and protection. These children experienced various adverse effects of neglect, abuse, and abandonment through the choice of parents or death from HIV/AIDS in the 1990s. Their services cater for orphaned, vulnerable, and neglected children. The children are placed in the Child and Youth Care Centre (CYCC) by social workers through the order from the Children's court. They provide them with a loving home environment, support, care, food, healthcare, and education. Their goal to open an institution finally happened in December 2001 when they found a property but was then finally established in February 2003 and is registered with the DSD as a Child and Youth Care Centre (CYCC). They have 2 houses for girls and boys separately and in total, they are 22 children. The organisation is facing various challenges that may affect the sustainability of its

services such as difficulties to lodge documents with the NPO Directorate. These documents are supposed to be uploaded online to the NPO website, but the online system does not work. Emailing documents to the NPO office is even worse because they reject big attachments. Posting the documents by ordinary postal services is difficult since they will not know if they were received and the NPO will not accept a registered letter because no one at the NPO will be prepared to sign for receipt of a registered letter. Each year they need to apply for funding from various donors which may not be guaranteed the growing number of abandoned and homeless children who require increased resources in terms of staff, facilities, and finances are required. Like other NPOs, Covid-19 have not spared their operations and staff capacity.

- **Synagogue Children of Hope**

Synagogue Children of Hope is an NPO that is based in Randpark Ridge (Johannesburg). The organisation takes care of orphans, abused and abandoned children. This NPO was registered with the DSD in 2014 and took care of about 10 children. Their mission is to make sure that the children receive emotional and physical support intending to increase their full potential and development lessening the extent of stigmatisation towards HIV/AIDS. Some children will be reunited to their families while others are taken care of by foster parents and be adopted through their adoption services to various families. They provide emotional and physical support, care, nutrition, education, shelter, social activities, psychological care. The organisation is facing multiple challenges that may affect the sustainability of their services. They need various stakeholders to invest in the education, nutrition and psychological care which requires resources. To add, they need baby formula, nappies, food, and toys for their children. Congruently, they need financial and organisational help, or they need donors that help them to support and take care of their children. They get a grant from the DSD but not enough to cover all their costs and needs. Likewise, Covid-19 implications have delayed their processes for adoptions and the full provision of their services in the NPO.

- **Miracle Mission Children's Home**

The Miracle Mission Children's Home is an NPO based in Randburg (Kensington B, Johannesburg) Gauteng Province which is a small residential care facility for children

registered by the DSD. They got established in 1999 to take care of children who are abandoned, abused, neglected and those who are infected with HIV/AIDS. They have adoption services whereby some of their children are adopted locally and internationally. Their primary purpose is to offer a home to distressed children and ensure that they have long-term care. The organisation is facing various challenges that may affect the sustainability of their NPO and the services they provide. These challenges include bureaucracy in the NPO that requires specific staff to make decisions about the problems they face, need for external funding to sustain the NPO, a lot of regulations to be followed, a gap between the government and the actual service providers, reduced staff due to Covid-19.

Importantly, this study's main aim was to propose a framework that may contribute to sustainability in these selected NPOs in Johannesburg, South Africa. The framework was developed from the factors that influence the sustainability of NPOs based on literature, theories, and empirical evaluation. The integration of insights that make up each theory informed the non-profit sector in terms of sustainability. Given the orientation of the study above, the problem statement was clarified in the next section.

1.2 Problem statement

The main problem that this study was addressing was the lack of a framework that can best inform NPOs empowering youths and providing child social-care services to achieve sustainability. South Africa, together with the other nations worldwide acknowledge the role that is played by NPOs in empowering youths and providing child social-care services. Still, their sustainability is yet to be achieved. The sustainability of NPOs tends to be a challenge in South Africa which affects their role in social transformation negatively. In this regard, supporting youth at the hand of empowerment programmes as well as the provision of child social-care services remains a challenge. There appears to be very little research undertaken in the past which integrates organisational sustainability into management systems and processes in NPOs focusing on youth empowerment and child social care in South Africa (Daub, Scherrer & Verkuil, 2014). Choto (2019) alludes that the reason why NPOs are operating for a long time without reaching a point of sustainability is that they are operating in comfort zones. This means that they are used to traditional ways of operation, which requires them to be dependent on sponsors for most of

their resources. Additionally, the conceptualisation and the study of organisational sustainability, both in science and in practice, are fragmented, and more research has to be done on sustainable NPO organisations (Tucker, 2018). Existing research to obtain more knowledge on organisational sustainability and how to manage NPOs in this regard lacks depth, which poses a challenge for stakeholders to understand these aspects in full. The management and staff of NPOs are specifically in the dark regarding this (Tucker, 2018). The situation is worsened by viewing sustainability in the non-profit sector, mostly through a financial lens and ignoring the fact that NPOs are in essence non-financial organisations, focusing on the delivery of “free” services to the needy and not to make a profit out of these activities (Pratt, 2016).

In South Africa, the problem of NPO sustainability is more acute because the funding landscape has changed radically due to a decline in government resources. This decline of government resources, mainly because of the global financial crisis of 2008, had a negative effect on the South African economy and thereby a damaging effect on the effective functioning of NPOs (Singh, 2014; Wiggil, 2014). There is a need to understand that the financial challenges faced by NPOs are worsened continually by pressing global and internal issues such as resource scarcity, finances, the increase in the numbers of profit and NPOs. To add, multiple governmental institutions are sourced through national taxation and large private grant-making foundations and this result in inadequate service delivery to people in need in the form of to their inability to address social issues such as education, economic, health, poverty alleviation and assisting in the building of infrastructure in this regard (Martin & Wood, 2006:3).

Some NPOs fail to comply with the rules and regulations of their donors and, for instance, fail to submit their annual budgets and financial reports (Department of Social Development, 2017). 86 768 out of 153 667 registered NPOs did not comply with these required obligations in 2016. Thus, the compliance rate was at 44 percent, meaning that 56 percent of the registered NPOs were non-compliant (Department of Social Development, 2016:18). In this regard, the issue of accountability and transparency is absent, which lead to the fact that donors withhold their funding to the NPOs. Since the funding from the government is, as mentioned, usually inadequate, NPOs are forced to be more corporate-oriented and to adjust their

management approach to focus more and more on profit-making, which is against the spirit of what NPOs stand for (Tabaku & Mersini, 2014:66; Bezuidenhout, 2017).

The youth and children are chosen for this study because in South Africa they are affected by various problems such as unemployment, crimes and poverty which have put their lives in danger (Hope, 2016; Department of Social Development, 2017). According to the National Youth Policy (NYP) (2015), the socio-economic situation of young people improved in previous years, but despite the progress, there is still much more to be done. The nation still presents a high number of young people who are not in education, employment or training (NYP, 2015:3). According to Hope (2016), children are left vulnerable to all kinds of abuse and neglect and exposed to drug use. In this respect, case studies of NPOs that provide youth empowerment programmes and child social-care were used to provide more scientific knowledge to address the identified problems and challenges. The proposed framework was developed from the insights in the literature, analysis of theories and findings of the empirical investigation, this gives NPOs sustainability, which can empower the youth to address their problems and to provide better social care services to marginalised children living in Johannesburg. With the discussion of the study so far, and with the problems and challenges that the NPOs are confronted with highlighted, the general research question can be defined to guide the study further.

1.3 Research questions

The general research question of this study sought to answer the following:

“What factors should be included in a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services in Johannesburg?”

To answer this general research question, the following specific questions are identified:

- What is the theoretical conceptualisation of NPOs, sustainability and NPO sustainability (organisational sustainability)?
- What is the statutory and regulatory framework that guides the functioning of NPOs in South Africa to be sustainable?

- What entails youth empowerment and child social care in view of the literature?
- What sustainability challenges are the selected NPOs facing?
- What factors should be included in a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services in Johannesburg given the theoretical framework and empirical review?
- What recommendations can be made to NPOs empowering youths and providing child social-care services to maintain sustainability?

1.4 Research objectives

This study's main aim was to identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services in Johannesburg. To achieve the relevant results of this study, the following specific objectives were addressed:

- To understand the theoretical conceptualisation of NPOs, sustainability and NPO sustainability (organisational sustainability).
- To present a statutory and regulatory framework that guides the functioning of NPOs in South Africa to be sustainable.
- To describe and analyse the literature on youth empowerment and child social care.
- To present and discuss the findings of sustainability challenges faced by the selected NPOs.
- To identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services in Johannesburg.
- To conclude and recommend policymakers, all stakeholders of non-profit organisations (donors, government, NPOs leadership, researchers) on what

needs to be done to maintain sustainability in the non-profit sector to promote youth empowerment and adequate provision of child social-care services.

The theoretical statements for the study are elaborated well in the next section.

1.5 Central theoretical statements

The theoretical frameworks that guide this study are presented in this section. They include social entrepreneurship theory; Resource Dependence Theory (RDT); institutional theory; governance theory; and hands-on theory. According to King (2017), research focusing on NPOs contains disjointed insights with little empirical evidence to be used by development practitioners and policymakers in developing a sustainable non-profit organisation. The theories tend to focus on a certain aspect, not involving other aspects. Each theory was analysed to enhance the understanding of the topic under study. This study analysed how each theory can enable the understanding of the topic. Analysis of the theories, together with the literature review and the empirical study, contributed towards a framework for NPO sustainability and adding new knowledge on scholarly inquiry.

1.5.1 Social entrepreneurship theory

According to El Ebrashi (2013), the familiarisation of social entrepreneurship started in the 1970s, to address social problems sustainably. This is the use of management practices in NPOs to enhance the efficiency and effectiveness of producing social good. Bosche and McChurg (2003) indicate that unless an NPO is generating earned income from its activities, it is not acting in an entrepreneurial manner. The authors propose that income generation activities are the only way ever to allow an NPO to become sustainable or self-reliant. Dees (2003) acknowledges that NPOs are not only seeking income, but they should create social value. Although, social entrepreneurship theory mainly focuses on generating income, it omits other critical factors for NPO sustainability like governance issues and the participation of all stakeholders, just to mention a few. In this regard, some factors that influence sustainability are not incorporated. Hence the purpose of this study was to integrate many factors into a framework that can contribute to NPO sustainability.

1.5.2 Resource dependency theory

Resource dependency theory (RDT) was used in this study because it explains the fact that most NPOs cannot solely sustain themselves; they need other people, stakeholders and other organisations. RDT was formally developed in the 1970s by Pfeffer and Salancik (1978) with the publication of *The External Control of Organisations*. The theory assumes that organisations need resources to survive and need to network with those who control these resources, which can take the form of people, stakeholders, other organisations and public or private entities. Thus, organisations depend on their environments for survival (Pfeffer & Salancik (1978:2). According to Eikenberry and Kluver (2004:133), RDT emphasises practical approaches that can be followed to minimise environmental hindrances causing organisations to be inactive or unable to combat environmental forces. Furthermore, Wang and Yao (2015) postulate that organisations are not capable of generating all the resources that are needed to maintain themselves internally. That is why they try to acquire resources from the external environment to sustain them. Wang and Yao (2015) confirm that RDT is based on three principles which are:

- firstly, an organisation needs resources to survive and to pursue its goals;
- secondly, an organisation can obtain resources from its environment from other organisations; and
- thirdly, power and its inverse dependence play key roles in understanding inter-organisational relationships.

The balance of power is not equal, and usually favours those who provide resources. This makes NPOs susceptible to control by ‘resource providers’ requirements. In addition, this theory helps to understand the interrelationship between NPOs and their funders, which can be in the public or private sector. However, the theory focuses on external factors (environment), whereas internal factors are significant to ensure sustainability. The theory recognises that the environment can be in the form of resources such as finances, networking, and collaboration between the government and NPOs. However, RDT does not incorporate internal issues such as governance and management issues. The theory assumes that information about other organisations is usually available and freely accessible to all, but that is not always the case (Fadare, 2013). RDT does not clearly state whether the external

environment limits the NPOs or enables them to function. To add, the theory has a narrow emphasis on resources, and ignores other environmental pressures on non-profits such as state policies and boards (Hough, McGregor-Lowendes & Ryan, 2005). This theory puts much emphasis on the external factors (environment) that affect the sustainability of non-profit organisations hence the need for a framework that is inclusive of both the internal and external factors which influence the sustainability of NPOs as well as their programmes.

1.5.3 Institutional theory

Fadare (2013) indicates that institutional theory is an extension of RDT. The same author alludes that, although organisations require resources such as raw materials, capital, and labour to survive, they are to accept the societies in which they operate (regulators, government agencies, laws and courts, professions, interest groups and mobilised public opinion) to avoid failure. Likewise, Eikenberry and Kluver (2004) uphold that institutional theory assumes that organisations are interlinked to communities, industries, political systems and other organisations. The institutional theory was developed in the 1970s by DiMaggio and Powell (DiMaggio & Powell 1983; Meyer & Rowen 1977). This theory implies that, for institutions to be able to do their day to day operations sustainably there is need to work together with communities, the business sector, other organisations as well as the political systems.

Institutional theory was used as a framework to examine the external and internal drivers that influence an organisation's pursuit of sustainability (Iarossi, Miller, O'Connor & Keil, 2013). However, there are rules and requirements to be followed by organisations within the institutional environment to receive support and legitimacy (Eikenberry & Kluver, 2004:133). Institutional theory can be criticised for viewing the interrelationship between NPOs and other organisations as one way (DiMaggio & Powell, 1991). In this regard, NPOs are to follow certain rules to be noticed. Following the rules and the requirements in their field can cause the emerging NPOs, which are not legally allowed to prepare annual reports, to prepare and publish reports to be noticed. As a result, NPOs are pressurised to compete with other NPOs, which leads to the homogeneity of organisations (DiMaggio & Powell, 1983). The major drawback of the institutional theory is that it is amiss on other factors that contribute to sustainability, the likes of financial vulnerability, governance

issues and management issues which are not incorporated in this theory. This leads to organisations to be controlled much more from the outside rather than from the inside.

1.5.4 Governance theory

Governance theory was proposed as an answer to non-profit sustainability. “Governance refers to the creation of a structure or an order which cannot be externally imposed but is the result of the interaction of governing and other influencing actors” (Stoker, 1998:17). According to Bradshaw (2007), the dominant model of governance is called the policy governance model which is based on traditions of separating power between the board, and the Chief Executive Officer (CEO) and the staff. Therefore, strategies for management and governance used in this model focus on the role of the board as a trustee representing the communities that have to respond to its stakeholders by pronouncing a set of values and a clear vision. However, some scholars refute this model because the NPO’s ability to innovate and change is limited (Bradshaw, 2007). The policy governance model bases its constructs on borrowed frameworks from classical management theory which is a top-down approach. Therefore, the result is NPOs being controlled by a managerial or business mindset that might have negative implications on their vision and mission. The governance issues in NPOs struggle because there is no clear separation of roles between the CEO and the board.

1.5.5 Participatory theory

Participatory theory was employed to answer the problem of participation of all stakeholders to ensure sustainability in NPOs. Participation is a “process through which stakeholders influence and share control over development initiatives, decisions and resources which affect them” (World Bank, 2004:4 cited by El-Gack, 2007). Participatory theory is generally grouped into two perspectives which are means and ends of participation to obtain the needed results (El-Gack, 2007). The ‘means’ of participation are based on efficiency, effectiveness and sustainability of programmes. Participation as an ‘end’ is based on empowerment and power dynamics between stakeholders. This study focused on all perspectives because they are of value. Other scholars like Bohman (1996) suggest that participation should not be viewed as a ‘means’ to improve programme results only but as an

‘end’ in itself. El-Gack (2007) proposes that genuine participation represents a form of empowerment which is not a service or good that is to be provided by others but a condition to obtain self-reliance for beneficiaries to enhance their capabilities. Hence their source of power is developed (El-Gack, 2007). In this study, empowerment encompassed institutional capacities, building social capital and development of youth.

The principle of participation is to empower people. Thus, active participation is a roadmap to empowerment since people who are empowered will express their views freely, be involved in planning agendas, organise themselves, allocate resources to relevant stakeholders and manage their empowerment programmes (EI-Gack, 2007). However, participation is constrained by various contexts such as environmental, political, cultural and socio-economic factors.

Taking into consideration the factors influencing sustainability in NPOs, the different theoretical perspectives are somewhat limited and only enlighten particular aspects of NPO sustainability. Hough *et al.* (2005) agree with this notion by saying the pursuit of a single comprehensive theory of sustainability of NPOs is uncertain in achieving success. Therefore, there is a need for new theoretical synthesis that can help to integrate the insights of these different perspectives to contribute to NPO sustainability. This study aimed to:

- Integrate the social entrepreneurship theory to introduce business principles to tackle social problems, thereby limiting the reliance on donor or government funding.
- Integrate the resource dependency theory concerning acquiring resources that will enable sustainability. These resources are to be acquired externally since NPOs organisations are not able to generate all the resources internally that are needed to maintain themselves (Wang & Yao, 2015).

- Integrate the institutional theory by emphasising that for the sustainability of NPO so take place. All stakeholders need to work together; whether beneficiaries who are the youths, children or management team; the business sector as well as other organisations and the political system, which includes the government and the state.

- Integrate the governance theory‘s emphasis on the fact that leadership of the organisations has to practice some form of delegation of work, borrowing from classical management theories.

- Integrate the participatory theory as a form of empowerment indicator in that active participation is a roadmap to empowerment since people who are empowered will express their views freely, involved in planning agendas, organise themselves, allocate resources to relevant stakeholders and manage their empowerment programmes (EI-Gack, 2007).

These theories, together with the literature analysis and the empirical results, helped to identify factors that should be included in a framework that can inform NPOs to be sustainable. The methodology used in this study was explored in the next section.

1.6 Methodology

The research methodology that was followed to reach the objectives of the study was investigated in the following section. This study used a qualitative approach to provide an in-depth understanding of the theories on which the framework was built.

1.6.1 Research design

To answer the research questions of this study, the researcher used a multiple case study design with 6 case studies as mentioned earlier which are: Golang Educational Outreach, Region 9 Development Centre, Khusanani Youth Development Foundation, Miracle Mission Children’s Home, Thandanani House of Refuge and Synagogue Children of Hope. The use of multiple case study design gave an understanding of how sustainable these organisations currently operate to identify the problems and challenges they are experiencing. Furthermore, the researcher reviewed literature in the form of books, journals and internet sources.

According to Graziano and Raulin (2004:43), “literature must be examined to conceptualise, measure and test ideas”. In this regard, the researcher defined the meaning of the terms NPOs and sustainability by critically reviewing the related literature (Creswell, 2009:25; Fink, 2010; Marshall & Rossman, 2016; Creswell & Creswell, 2018). Likewise, literature review identified the factors that influenced sustainability in NPOs concerning youth empowerment programmes and the provision of child social-care services. In addition, the literature on legislations

guiding NPOs in South Africa to be sustainable and the possible implications that such laws can impact on NPO sustainability were evaluated in Chapter 3. The literature review included material from South African sources as well as international literature on NPO sustainability, youth empowerment programmes and child social-care services. Various sources including books, thesis and dissertations, reports, relevant scholarly articles and conference papers related to youth empowerment and child social care were used. An important part of the empirical study includes the establishment of the population and sampling frame to provide the necessary information to come to conclusions.

1.6.2 Population, Sampling and Data collection instruments

According to Yin (2008:111), “population refers to all the individuals or groups with common characteristics that may be included in the study to obtain information from”. The researcher selected a smaller group to participate, which represented the entire population (Yin, 2008:111). In this study, all the NPOs had no bigger population; hence there were very limited difficulties in choosing the participants from the qualitative sample. According to Yin (2008:111), “sampling refers to the key factor of coming up with representative participants in the target population base”. The study used non-probability sampling technique whereby the data was collected until saturation was achieved. Purposive sampling suited this study because only participants with knowledge on the functioning of the 6 NPOs were identified. According to Glaser, Barney and Anselm (1967:46) and Anney (2014:278), this helped the researcher to obtain knowledgeable information on the issues under investigation. In this respect, the participants constituted directors, managers, administrators, NPO management, staff, caregivers, social, auxiliary worker, social workers, volunteer, house parents of the 6 selected NPOs and key informants from the Gauteng Provincial Department of Social Development.

Thirty-three (33) participants were chosen from various stakeholders for the NPOs and the DSD. A total of 3 participants were derived from the Gauteng Provincial Department of Social Development and 5 participants from each of the 6 NPOs for interviews. Thus, the number of people in interviews were 33 participants from all 6 NPOs and the Gauteng Provincial Department of Social Development. The table below gives an outline of the number of people that were interviewed in all 6 organisations.

The researcher used semi-structured interviews for data collection to investigate the sustainability challenges of NPOs and issues that affect sustainability in the non-profit sector. The selected NPOs were asked about various questions that relate to the challenges affecting NPO sustainability ranging from but not limited to sustainability, management, governance, accountability and transparency, funding, legislation, programmes and services they provide. As for the Gauteng Provincial Department of Social Development interviews were about NPO sustainability, funding of NPOs, the legislative and the regulatory framework used by NPOs in South Africa specifically the *NPO Act* (71of 1997) and integrating the notion of sustainability in the Act. Their views and perceptions on whether the NPOs are implementing the insights of the NPO Act were evaluated.

Table 1. 1: Sampling of participants for interviews

Name of NPO	**Golang Education Outreach**	**Region 9 Development Centre**	**Khusanani Youth Development Foundation**
Interviews	• 1 Director • 2 Educators • 1 Youth coordinator • 1 Administrator	• 1 Director • 1 Manager • 1 Office administrator and bookkeeper • 1 Fundraiser • 1 Volunteer	• 1 Director • 1 Chairperson • 1 Administrator • 1 Media coordinator • 1 Information and Technology Coordinator
Youth empowerment programmes	-Education (after school programme) -Spiritual growth -Skills development programme -Life skills	-Information advice and referrals -Social programmes: domestic violence, drug abuse, HIV and homework -Skills development programmes: electric, plumbing and life skills -Entrepreneurship: help the beneficiaries to open their businesses, help them to find jobs.	- Education (after school programme) -Counselling -Learnership and internship -Sports and recreation -Feeding scheme -Food parcel distribution -Sanitary pads distribution
Name of NPO	**Miracle Mission Children's home**	**Thandanani House of Refuge**	**Synagogue Children of Hope**
Interviews	• 1 Director • 1 Marketing manager • 1 Social auxiliary worker • 1 Caregiver • 1 Houseparent	• 1 Director • 1 Fundraiser • 1 Administrator • 1 Caregiver • 1 Houseparent	• 1 Director • 1 Social worker • 2 Caregivers • 1 Houseparent
Child social-care services	- Physical care (food, clothing, loving home environment, personal care and hygiene, adoption programme,	-Physical care (food, clothing, loving home environment, personal care and hygiene, adoption programme,	-Physical care services including food and nutrition, clothing, accommodation, personal care and

	foster care programmes). -Educational care (early childhood development (ECD) programmes, fees, tutoring homework, school transport, library facilities (books) and extramural activities). -Emotional care (therapeutic and psychological social services, child protection services, social workers, social auxiliary workers, caregivers). -Health care (medical care).	foster care programmes). -Educational care services like ECD programmes, fees, tutoring homework, school transport, library facilities (books) and extramural activities). -Emotional care (therapeutic and psychological social services, child protection services, social workers, social auxiliary workers, caregivers). -Health care (medical care).	hygiene, adoption programme and foster care programmes -Educational care services including ECD programmes, fees, tutoring homework, school transport, library facilities (books) and extramural activities. -Emotional care services which include psychological care, social activities, child protection services, social workers, social auxiliary workers, caregivers). -Health care (medical care).
Organisation	Gauteng Provincial Department of Social Development	Interviews	• 1 Development specialist • 1 Department Research Directorate • 1 Director

Source: Own illustration

1.6.3 Data analysis

According to Hatch (2002:148), “data analysis is a process to give a clear meaning of the collected data gathered during research so that it can be comprehended”. This means that data analysis helps to understand the data presented in an orderly manner (Babbie & Mouton, 2001). In this regard, data analysis section explained how qualitative data was analysed. The information from the interviews was divided into themes and sub-themes (Mouton, 2001:108). The researcher used the 6 steps of data analysis, according to Braun and Clarke (2006). Some of the themes identified were factors that influence NPO sustainability; NPO management; the implication of the statutory and the regulatory framework on South African NPOs; NPO sustainability challenges and the influence of NPO sustainability on youth empowerment and child social care. In this respect, the researcher analysed the empirical review themes that were identified together with the theoretical framework. The trustworthiness of the study is analysed next.

1.6.4 Trustworthiness of the study

In qualitative research, trustworthiness is very important though positivists doubt its validity and reliability, possibly because of their differences in addressing real-life situations (Shenton, 2004). According to Anney (2014:276), “trustworthiness is associated with credibility, transferability dependability and confirmability”. According to Anney (2014:276), “credibility is the confidence that can be placed in the truth of the research findings”. In this study, credibility was ensured by triangulation that is the “use of multiple and different methods, investigators, sources and theories to obtain corroborating evidence to ensure the consistency of findings” (Anney, 2014:276). Triangulation was ensured by using different research settings (case studies), literature review and empirical study (Bryman, 2012). This helped in producing different views from different participants but on the same topic (Babbie & Mouton, 2001:277). Credibility was ensured by recording all interviews digitally and writing field notes for face-to-face interviews.

The other way to ensure trustworthiness in qualitative research is transferability. According to Babbie and Mouton (2001:277), “transferability refers to the extent to which the findings can be applied in other contexts or with other respondents”. Transferability was ensured in this study by providing thick descriptions of the data findings. The data findings allowed the researcher to compare the situation to other possible related situations to which transfer might be considered and be able to make judgements of the results fitting with other possible situations. Babbie and Mouton (2001:277) confirm that purposive sampling can be adopted to encourage transferability since the data was collected from two different settings that are youth empowerment NPOs and child social care NPOs. Babbie and Mouton (2001:277) point out that purposive sampling can be adopted to encourage transferability by advocating for different perceptions from various selected participants. To add, dependability is a crucial aspect of enhancing trustworthiness.

According to Babbie and Mouton (2001:278), “dependability is crucial in a study because a researcher must always ensure that the study would produce the same results in the same context when repeated”. However, Marshall and Rossman (2011) and Bryman (2012) mention that dependability may be hard to prove and problematic to researchers since it is inevitable to stop change which can be difficult to apply current findings in future. The study’s dependability was ensured by

obtaining data, the findings and recommendations from relevant participants (Morrow, 2005:252; Anney, 2014:278).

The data collection techniques are dependable because on face-to-face interviews, there are field notes and recordings on both telephone and face-to-face interviews (Shenton, 2004). The researcher explained the research methods that were used to collect and analyse the data. This was done to show trustworthiness in research results (Shenton, 2004:73). Harmoniously, dependability was ensured by the researcher by making sure that the process of the research is traceable, logical and documented Nowell, Norris, White and Moules (2017).

Finally, confirmability is important in ensuring trustworthiness in qualitative research. Babbie and Mouton (2001:278) explain confirmability "as the degree to which the findings are the product of the focus and not of the biases of the researcher". The researcher guarded against biases in the study by triangulation which encompassed the use of different research settings (case studies), literature review and empirical study as stated earlier (Shenton, 2004). Confirmability is supported by the raw material, which include field notes, documents, digital voice recordings and the actual findings from the study. This contributes to the confirmability of the results since the evidence from the views of the participants is documented. The following section talks about the ethical considerations that this study adhered to.

1.7 Ethical considerations

All are required to acquire ethical clearance from the Committee of the enrolled University. In this respect, the researcher was granted permission to conduct the research shown by the ethical clearance number: **NWU-00766-18-A7.** To add, the researcher was authorised to carry out the study at the Gauteng Provincial Department of Social Development and from the 6 NPOs studied. According to Creswell (2009:87), "conducting research in social sciences entails the study of human beings or collecting data from people, about people". The participants were informed, and consent was given before and during interviews. The ethical considerations that were adhered to are comprised of various characteristics that need to be followed as explained below.

- *Voluntary participation*: the data was obtained using the voluntary participation of the participants (Silverman, 2010; Creswell, 2014). In this respect, all the participants willingly participated in the interviews.

- *Informed consent*: in adherence to the ethics required in research, the researcher got consent from all the participants interviewed. Heath, Brooks, Cleaver and Ireland (2009:23) define "informed consent as the condition in which participants understand and agree to their participation without any duress, before the research getting underway." This means that the participants will participate on their own will without any form of coercion with full information, knowing what the research is about. In this vein, upon understanding that the willing participants from face-to-face interviews signed a consent form before answering the questions. In this respect, the purpose of the research was explained to all the participants and their right to participate freely.
- *Confidentiality*: the researcher kept all the information gathered from the interviews and did not share without their consent to make sure that their confidentiality was observed (Babbie & Mouton, 2001). In this respect, the researcher treated all the details and information gathered from the participants with secrecy. Raw data (written reports and digital recordings) were kept in a safe place to ensure that the data remain confidential and inaccessible.

- *Anonymity*: Creswell (2014) affirms that the identity and information of the participants are not to be disclosed; hence the researcher did not use the actual names of the participants. In this vein, in the presentation and analysis of the data, all the participants remained anonymous.
- *Avoidance of harm*: the researcher safeguarded all the participants from all forms of harm physically or psychologically (Greenstein, Roberts & Sitas, 2003). In this vein, the nature of this study was not harmful in any way since ethical clearance was obtained.
- *Arrangements with individuals in authority:* an application letter, calls and emails were written and sent to the Provincial government officials and the NPO management notifying them on the dates and time for interviews.

- *Procedures in analysis and reporting:* Creswell (2009:91) asserts: “It is recommended that the researcher provides an accurate account of the information gathered.” The researcher will debrief the NPOs and the DSD on the outcome before publishing this information. The limitations of the study were be explained below.

The researcher followed all the possible ethical considerations, so no participant was forced to answer when they were not free to do so. In this respect, adherence to all their views in answering the questions was not jeopardised.

1.8 Limitations of the study

The limitations of this study included the spatial location of the participating case NPOs which required a lot of travelling. The researcher collected the data through 5 face-to-face interviews and 28 telephone interviews due to Covid-19 restrictions. Other organisations did not show interest or did not want to be researched, and the researcher overcame this by looking for organisations that were willing to participate. The literature on sustainability of NPOs, NPO youth empowerment programmes is limited, thereby giving difficulties since much of the information is disjointed. Care was taken not to generalise the findings since the sample size was small. Nevertheless, comparability of the results to other NPOs was of value. Despite these limitations, the researcher minimised them by collecting data until saturation was achieved. The researcher minimised the shortfalls by screening relevant documents of similar studies in document analysis.

1.9 Significance of the study

This study proposed an integrated framework for the 6 NPOs under investigation, which will assist management so that they deliver sustainable services. Previous studies investigated much on strategies to enhance financial sustainability, NPO governance, and accountability, effectiveness or success of NPO programmes, etc. However, no study has specifically investigated on integrated frameworks that NPOs could use to assist the management of NPOs in achieving sustainability in their programmes and services delivery. The contribution of this study fills this gap through such an in-depth analysis of factors that should be included in a framework that can contribute to sustainability in selected NPOs. The views of the management,

staff and volunteers are of value and are important to further the conceptualisation and study of organisational sustainability (Tucker, 2018).

This study examined the challenges/problems that emerged from implementing the statutory and regulatory framework that guides NPOs in South Africa to be sustainable. Such research informs and helps policymakers to understand the legal and statutory documents better. Such study has significant implications for the social entrepreneurship theory, which mainly focus on the financial part of sustainability, yet various aspects influence NPOs' sustainability which is non-financial. The other theories RDT, institutional theory, governance theory and participatory theory incorporate non-financial aspects. Hence, they were integrated to further understand the factors influencing NPO sustainability. The chapter layout for the study is outlined below.

1.10 Chapter layout

This section provided a synopsis of the chapters that were analysed throughout the study.

Chapter one: Chapter one introduced the topic of NPO sustainability generally together with an outline of the selected case studies. The first part of the chapter was comprised of the introduction and general orientation of the study. Secondly, the problem statement and the aim of the study was outlined. Besides, the study aimed to highlight the research objectives and research questions that arose from the problem statement. The theories that were used in this study were explored briefly. To add, the chapter further gave an outline on the methodology which highlighted and clarified how the objectives were fulfilled.

Chapter two: Chapter two provided a comprehensive elaboration and an in-depth analysis of the different theoretical interpretations of NPOs sustainability from a theoretical perspective. The focus was on how internal and external factors influenced NPO sustainability, referring to various contexts and different countries internationally, regionally, and locally.

Chapter three: Chapter three presented and analysed the statutory and regulatory framework of NPOs in South Africa about its practice and implementation. Likewise, the implication of legislation on NPO sustainability was evaluated.

Chapter four: Chapter four elaborated and analysed the literature on youth empowerment and child social care in South Africa. Various programmes and services from numerous NPOs across the world were evaluated giving an exposition on the international, African perspective and local perspectives.

Chapter five: Chapter five presented the research methodology that the researcher used. This chapter explained how the researcher collected the data for analysis purposes.

Chapter six: Chapter six investigated and presented the sustainability challenges faced by the selected NPOs. Likewise, the findings of the sustainability challenges of selected NPOs in view of the literature and empirical review were interpreted and analysed.

Chapter seven: Chapter seven identified factors that were included in proposing a framework that may contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services based on the theoretical framework and empirical results.

Chapter eight: Chapter eight concluded the study and gave recommendations to policymakers, all stakeholders of non-profit organisations (donors, government, NPOs leadership, researchers) on what needs to be done to maintain sustainability in the non-profit sector.

CHAPTER 2: THEORETICAL FRAMEWORK, INTERNAL AND EXTERNAL FACTORS INFLUENCING THE SUSTAINABILITY OF NPOs

2.1 Introduction

This chapter evaluated the literature, concepts and theories related to NPOs sustainability that forms the foundation of this study. According to Casanave and Li (2015:107), "a 'concept' refers to …an abstract idea based on a phenomenon in reality which constitutes an empirical generalisation while a 'theory' refers to a set of related concepts which allows for escaping the confining particulars of data". A concept represents an idea, and a theory represent many ideas combined with having an understanding on a specified topic. The evaluation initially gave a synopsis of the concept of sustainability. This chapter provided a comprehensive analysis of different theoretical interpretations of NPOs sustainability. The focus was on what internal and external factors influence NPO sustainability in varying contexts and different countries internationally, regionally, and locally.

2.2 Conceptualising sustainability

The concept of sustainability began and became more prevalent as a topic in the 1960s up until now. The concept 'sustainability', as assessed over the years, has had definitional ambiguities due to a variety of meanings and perspectives (Pojasek, 2012). For instance, sustainability varies because some define the concept from a financial lens, organisational lens, environmental lens, institutional development lens, quality of service lens (Schattenman & Waymire, 2017). In addition, Iwu, Kapondoro, Twun-Darko and Tengeh (2015:9562) isolate that the concept of sustainability has been used in relation to environmental issues since the 1960s. Iwu *et al.* (2015) and Eriksson and Stevensson (2016) are of the view that, although sustainability is rooted in ecology, the notion can denote various aspects like the interdependent connection between the society, economy and environment. Likewise, Pojasek (2012) approach sustainability in view of society, the economy, the environment, or future generations. Brundtland (1987) and Saunders and Therivel (2006) call them the three pillars of sustainable development. According to Brundtland (1987), "sustainable development is meeting the needs of the present without compromising the ability of future generations to meet their own needs". In concurrence, according to the Brundtland report sustainability is not an environmental concern primarily but

can compatibly incorporates social and economic processes of development (Brundtland, 1987; Karanja, 2014; French, 2015). Hailey (2014) is of the same view that for some sustainability is the viability of finances in tackling problems, environmental sustainability denoting to tackling issues of climate change, resource imbalance and population growth. Likewise, social sustainability emphasises on the role played by the civil society in advocating for equity and access to justice, but extremely challenging to measure social sustainability (Hailey, 2014). In essence, each of these entities is seen as sustainability stakeholders who require a clear definition that is in line with the context. This means that the context in which the concept of sustainability is used should be clearly defined since definitions tend to vary in each context. There is no standard definition, the concept is composed of different sub-elements which creates vagueness in its use. This poses difficulties in understanding what sustainability is (French, 2015).

French (2015) reason that this definitional problem result in a lack of contextual clarity of, for example, sustainability in NPOs. As a result, managers and directors of NPOs are left to find their ways to sustain, professionalise and monetise themselves. In this regard, the term sustainability needs clarity due to its general usage among a variety of sectors.

Sustainability was a common requirement in the 2000s, especially in the contracts of state organisations and international donors, but the term was used inconsistently. The usage of the term has been without clarity or careful consideration. Concerning loosening up of the envisioned meaning of sustainability for this research, verifying the meaning and the origin of the word in context is vital. Precisely, French (2015) asserts that the origin of the word sustainability is Latin sustinere meaning (sus: up; tenere: to hold or keep). When searching for the term sustainability internet search engines mostly direct to environmental sites which results in conceptualisation difficulties especially when referring to other contexts, such as, NPO sustainability. Sustainability has become synonymous with environmental movements and sustainable development ever since the late twentieth century. Thus, the most quoted definition of sustainability is that of the United Nations, as stated by the Brundtland Commission of 1987. In the next paragraphs, the concept of sustainability is defined as currently found in the literature.

According to Brown (2019:12), “sustainability is the capability of an organisation’s governors to maintain the institution over an extended period”. Sontag-Padilla, Staplefoote and Marganti (2012:2) refer to sustainability as “the ability of management to sustain an organisation in the long run”. To add, Sabbil and Adam (2015) define the term “sustainable” as an ongoing process that reverence the lifestyles of people that do not harm the society and proper utilisation of available resources. On the other hand, sustainability is viewed as “the ability to endure and continue programmes implemented” (Hailey, 2014). In this study, sustainability is viewed from the lens of NPOs. Sustainability of an NPO as stated before is defined as “being able to survive so that it can continue to serve its constituency” (Ryan, Mack, Tooley & Irvine, 2010:3; Muriithi, 2014:2). This means that an organisation may be able to “fulfil its commitments to its clients, patrons, and the community in which it operates so that the groups who depend on it can place their trust in that commitment” (Ryan *et al.,* 2010:3; Muriithi, 2014:2). Having this in mind, sound frameworks and approaches are required to minimise the magnitude of NPO unsustainability.

Pojasek (2012) further maintains that there is a need for a positive approach that encourages the management of the NPOs to participate and integrate organisational sustainability into their management systems and processes. According to the same scholar, there is a gap in organisational sustainability since previous research focused much on other entities such as the society and the environment. For that reason, this study takes the same stance of organisational sustainability since adopting the perspective of the organisation can help to find ways or opportunities that can change the way NPOs operate.

The ways and strategies practiced by NPOs to obtain financial sustainability and organisational sustainability in general, provided by the literature were examined in the following section.

2.2.1 Strategies for NPO sustainability

Mukanga (2011:23) argues that the strategies that NPOs use to achieve sustainability are adopted to ensure that they survive continually. These strategies can vary depending on the challenges each NPO is facing. They include structuring long-term direction for an NPO through having strategic plans, initiating NPO

innovative ideas to be ahead of others and reporting to their donors at all stages (Mukanga, 2011).To add, NPOs are supposed to be collaborating and engaging in partnerships for sharing limited resources and obtain great results. In addition, according to Murithi (2014), partnerships in NPOs helps them and other organisations to be well known, to fundraise and to differentiate themselves from their competitors. Brown (2019) states that there is a need to form new partnerships while increasing collaboration with existing partnerships. In this vein, the establishment of new partnerships help to increase the network of organisations, thereby maintaining and building the sustainability of the organisation. To add, NPOs' networks will expand, resulting in forming relationships with various stakeholders.

Partnerships help NPOs to connect with local businesses (Public-Private Partnerships) and other organisations in the area to ask for donations as a result, improving their financial position (Brown, 2019). Correspondingly, Lefroy and Tsarenko (2014) argue that NPOs' partnership with the business sector can help them to achieve key objectives by increasing visibility and gaining knowledge on the interests of other stakeholders**.** The Public-Private Partnerships help NPOs to achieve specific goals. Partnerships involve business organisations, other NPOs, the community, law enforcement organisations and government departments for programme sustainability (Brown, 2019). From the exposition so far, the researcher argues that partnerships cannot be linked to financial sustainability only, but to sharing resources that can enhance organisational and programme/service sustainability depending on the speciality of each NPO. Thus, partnerships can be a resource needed for NPO sustainability.

Mukanga (2011) argues that there is a need to develop and train the staff to increase the way they perform and motivate them to do more. Too, there is a need to build capacity and empowerment of the beneficiaries to enhance ownership and sustainability of their programmes and services. Likewise, the NPOs need to have good management practices that increase accountability, transparency and give structure to their institution (Mukanga, 2011). The NPOs are recommended to be involved in programmes and services that add value to their beneficiaries so that the limited resources they have are utilised efficiently.

Fundraising is another strategy that can be used to ensure and maintain financial sustainability in NPOs. Brown (2019) holds that fundraising strategies excel when there is the involvement of NPO stakeholders. Besides, having strategic plans and being involved in various activities for fundraising maintain financial sustainability. This means that fundraising activities need the engagement of multiple stakeholders and the NPO management at various levels. In a study done by Brown (2019), there is a linkage between partnerships and the ability to fundraise. This shows that NPOs must partner with other stakeholders so that they can be able to fundraise successfully. In this respect, the board of directors are responsible for ensuring that the NPO has enough funds and partners to ensure sustainability. Brown (2019) maintains that the main source of income for NPOs is fundraising. Brown (2019) argues that NPOs need to diversify their fundraising strategies to achieve financial sustainability which includes conducting campaigns for crowdfunding whereby other people who support the NPO speak on behalf of the NPO and hosting memorable events and gala dinners. Ahmed (2013) argues that there is need for a clear fundraising strategy that consolidate marketing strategies with the relevant required skills to the organisational vision and mission.

The NPOs are to substitute for funding shortfalls by engaging in income-generating activities. This requires NPOs to have a diverse funding base, whereby diversification can be another strategy that can be used to ensure and maintain financial sustainability in NPOs (Brown, 2019). In doing so, NPOs can stop relying on one source of income but rather enjoy a variety income sources. In this respect, NPO use diversification of income sources as a means of ensuring long-term strategic planning (Brown, 2019). In addition, diversification of resources minimises the extent to which NPOs depend solely on other resource providers. A diverse mix of funding sources can increase financial sustainability, especially in times of crisis, but this does not mean that when there is no crisis, they should not utilise these strategies. Ahmed (2013:219) argues that “NPOs can obtain sustainability by generating income from third parties as ‘payers’ of services (an entrepreneur or market approach) or from private ‘givers’ of support (the civic approach); self-generating income as part of, or alongside, what they do developmentally; and concentrating on non-financial support.” This shows that the funds can come from

different avenues depending on the economic situation. Ultimately, NPO management can use diversity in funding sources to achieve financial sustainability.

In another strategy to create sustainability, NPOs are encouraged to use business activities to gain financial support and market their NPO programmes or services. Business activities are used to support the initiatives of the finance personnel, thereby shifting from social services way to an entrepreneurial experience to support social services (Ahmed, 2013). This is so because resorting to business is a better option as compared to grants. Likewise, carrying out business activities provides NPOs with ownership and control of their resources improving their autonomy. Entrepreneurship encompasses a variety of ways to obtain finances like organisational income-generating activities, micro-finance, joint NPO ventures, NPO own enterprises to sale goods and services (consulting, training, and technical assistance) (Ahmed, 2013). However, coping with dual management demands under one roof of for-profit and non-profit can be very sophisticated. In this respect, to have successful entrepreneurship in NPOs entails a comprehensive organisational or managerial framework that can secure or shield the NPO social culture and business principles altogether (Ahmed, 2013). Importantly, maintaining a public image and trust by operating transparently in using the obtained income is very crucial.

Transparency in NPOs is important because legally they are required to do so. However, engaging in entrepreneurial activities NPOs are fearful that they may be required to pay taxes since policy makers may have a different perceptionthat NPOs that are involved in business activities avoid paying taxes yet they are profit-making organisations. In this vein, to deal with the doubts that are associated with NPOs that are engaging in entrepreneurial activities, there is need for transparency and proper reporting practices that include both upward and downward accountability (Ebrahim, 2003; Ahmed, 2013). Thus, NPOs need to ensure that they know whom they are serving, their objectives, what they stand for before engaging in self-financing strategies so that they will not drift away from their stated objectives. This is so because the process of obtaining alternative funds requires time and usually tempt NPOs to act differently from their objectives. NPOs that are into entrepreneurial activities are hindered of their success by the limited access to capital, lack of public support, the clash between the social mission and business principles and problems of legislation (Ahmed, 2013).

Apart from achieving financial sustainability, NPOs need to consider other alternatives that enhance organisational sustainability. Importantly, there is need to note that strategies for financial sustainability are vast in the literature, but there is still a huge gap in strategies that can be used to obtain organisational sustainability. Ahmed (2013) argues that NPOs need to take the issue of capacity seriously and tackle the issue of sustainability in an integrated way, through using non-funding strategies. In this respect, NPOs are to focus on their values and ethics to enhance and motivate human activities so that they may have the capacity to compete and cooperate with other NPOs in the same field. This means that NPOs need to reduce competition they have with other NPOs and cooperate for the common good. NPOs role in the world of uncertainties is to focus on the value of their programmes and services to their beneficiaries and the risks encountered in fulfilling those values (Ahmed, 2013). This requires the NPOs to have strategies to mobilise their resources through their key personnel to keep the limited resources and strengthening partnerships. In addition, NPOs should guide their activities, goals, relationships, and communication through the freedom of their beneficiaries to make decisions in matters that affect them.

NPOs need to advocate, monitor, and evaluate their programmes and services as well as aligning their programmes and services with state policies and the market. Moreover, NPOs' rights amongst other sectors need to be heard by the state, market, and civil society to ensure that the risks they may face are redistributed to all stakeholders. As such, NPOs are required to cooperate, merge, and link with other stakeholders. Additionally, NPOs need to channel their resources towards research about their potential donors, business sector and other foundations that are successful to enhance their knowledge in such issues. Research is done to gain information and have knowledge about all their conditions and targets to observe if they align with their objectives. The researcher argues that although the literature points out the strategies to enhance NPO sustainability, they may vary from organisation to organisation which requires more empirical studies to investigate such issues. This means that some strategies may align with other NPOs, and some may not know which leaves a gap that needs further investigation. In summary, the following Table 2.1 presents the strategies that can be used to obtain financial and organisational sustainability, as analysed above.

Table 2. 1: Strategies for NPO financial and organisational sustainability

Partnerships	Fundraising activities	Diversification	Non-funding strategies
• NPO relationships with various stakeholders. • Public-private partnership (NPOs partnering with businesses in the area). • NPO-NPO collaboration (NPOs to request for donations from other local NPOs). • Strengthening partnerships and institutional systems.	• Pursuing additional grant opportunities. • Charitable donations. • Creating and monitoring partnerships for fundraising and differentiating themselves from their competitors.	•Managing finances. • Long-term strategic planning. • Accountability. • Governance. • Budgeting and long-term financial planning.	• Building the capacity of NPO management (human activity and mobilising key personnel). • Observing their values, ethics, activities, goals, relationships, standards, and communication. • Balancing competition, mergers, and linkage between all stakeholders.
• NPOs expand their network with other stakeholders • NPOs improve their financial position.	• Expanding programmes/ services to beneficiaries. • Implementing fundraising diversification strategies.	• Several sources of funding from private donations, government funding and corporates. • Adopting business activities such as marketing their NPO programmes and entrepreneurship.	• Advocate, monitor, and make policies together with the state and the market. • Channelling their resources towards research on information about potential donors, corporate world and other foundations to enhance their credibility.

Source: Own illustration

Five theories that formed the basis for sustainability as a concept were explored in the next section.

2.3 Sustainability Theories

Five theories that were used in this study which are social entrepreneurship; RDT; institutional; governance, and participatory were analysed in the following section. These theories were used to unpack and identify various elements that are needed to achieve sustainability in the NPO sector. However, these elements are not adequately imbedded in one theory hence the use of five theories. The first theory to be analysed was social entrepreneurship theory.

2.3.1 Social entrepreneurship theory

Social entrepreneurship theory according to Andersson and Self (2015), was rarely included in the dialogues of NPOs to bring social transformation. However, social entrepreneurship has over the years evolved into a popular discourse among academics and practitioners (Dees, 1998; Dees & Anderson, 2006; Mair & Marti, 2006; Weerawardena *et al.,* 2010; El Ebrashi, 2013; Kickul & Lyons, 2016). Kao (1993) defines entrepreneurship as the process of creating wealth by adopting new initiatives that may add value to society. Similarly, Venkataraman (1997), Shane and Venkataraman (2000) and Gartner and Baker (2010) argue that entrepreneurship involves pursuing and venturing into new opportunities, resources and markets that were not existing before. What stands out in this definition is that there is a linkage with the notion of social entrepreneurship as not only focusing on the resources organisations currently control but discovering opportunities for new goods, services and raw materials to add value to society. Since the needs of beneficiaries are constantly changing, there is a need by NPOs to pursuing new opportunities outside familiar and existing operations. In this regard, since NPOs are struggling financially, pursuing social entrepreneurship may aid in obtaining new opportunities essential for their financial sustainability.

Social entrepreneurial NPOs are referred to as organisations that introduce innovative ideas and solutions, proactive and risk-takers aiming to enhance social mission and sustainability of NPOs (Weerawardena & Mort, 2006; Andersson & Self, 2015:2719; Beech, 2018). Boschee (2006) and Andersson and Self (2015) point out that emphasis is on generating income through commercial activities and the use of business approaches in managing NPOs. This is so because the state has insufficient funds to support their initiatives which force NPOs to be more corporate-oriented and to adjust their management approach to focus more and more on profit-making, criticised as against the spirit of what NPOs stand for (Tabaku & Mersini, 2014:66; Bezuidenhout, 2017).

Various scholars agree to the notion that social entrepreneurship research is still at a developing state and there is no unified definition. Social entrepreneurship is drawn from various disciplines like economics, political science, psychology, anthropology, and sociology (Short, Jeremy, Moss & Lumpkin, 2009:121; Dacin, Dacin & Tracey, 2011:1203; Pless, 2012; Tan & Yoo, 2015; Beugre, 2017; Brindle & Layton, 2017).

Dacin *et al.* (2011:1203) argue that conceptual clarity on the matter is difficult to get. This posed challenges in academic research because various definitions have been developed in different fields such as the public sector and for-profits organisations, but a combined definition is yet to be established (Dacin *et al*., 2011). This is so because there is no clarity with regard to whether social entrepreneurship concept that is used in NPOs is the same as that of for-profit companies and parastatals (Dacin *et al*., 2011). Some liken social entrepreneurship to charity, while others embrace comprehensive definitions that associate with organisations or individuals involved in business activities (Beech, 2018).

Regardless of difficulties in establishing the actual meaning of social entrepreneurship, policymakers, scholars and practitioners still promote and recommend it as an effective practice and a roadmap to NPOs sustainability (Greico, 2015; Tan & Yoo, 2015). Several scholars perceive that NPOs managers have accepted to use the model of social entrepreneurship to run their NPOs due to the belief that it offers alternatives on how organisations are to solve persistent social problems and create viable social transformation (Dees, 2003; Alvord, Brown & Letts, 2004; Bornstein, 2004; Eikenberry & Kluver, 2004:133; Austin, Stevenson & Wei-Skillern, 2006; Shaw & Carter, 2007; Dacin, Dacin & Matear, 2010; Weerawardena *et al.,* 2010; Rivera-Santos, Holt, Littlewood & Kolk, 2015; Starnawaska, 2016). Boschee (2006) views social entrepreneurial NPOs as profound since they sustain themselves as compared to more traditional NPOs that rely solely on donations. The introduction of social entrepreneurship into any NPO allows NPOs to simultaneously pursue both social transformation and income generation (Wilburn & Wilburn, 2014; Shier & Handy, 2015). However, to pursue both social transformation and income generation requires getting away with the traditional funding model of an NPO in order to make priorities of innovating the organisational structure so as to achieve the desired long-term financial stability and mission-driven success (Stecker, 2014; Wilburn & Wilburn, 2014). This disruption of the traditional funding model gives problems to NPOs when they seek to restructure by incorporating social entrepreneurship into their organisation.

Social entrepreneurial NPOs are beneficial in that they are capable of achieving competitive advantage over other NPOs for markets thus enhancing their sustainability (Weerawardena & Mort, 2006; Weerawardena *et al.,* 2010). Therefore,

social entrepreneurship became the best universal approach to remedy social issues of NPOs, generate social impact and to endure competition in the market place. Nevertheless, Andersson and Self (2015) argue that empirically there is limited data to back up the notion that social entrepreneurship in NPOs will increase sustainability, create more impact or increase the effectiveness of these organisations. Such an argument poses challenges in addressing issues of NPOs sustainability through the lens 'social entrepreneurship' because the focus is mainly on finances, yet sustainability of NPOs require integrated frameworks which incorporate non-financial issues (Pratt, 2016). As such, the social entrepreneurship theory on its own is limited in addressing NPO sustainability and therefore, inadequate. To sum up, the differences in terminology is a challenge and the social entrepreneurial theory has no theoretical grounds (Beugre, 2017). Thus, there is a need to establish the legitimacy of this embryonic field to increase its application to NPOs sustainability.

Social entrepreneurship theory informed this study in that NPOs depend on donations from various sources such as the government, individuals and donors from abroad. Yet, NPOs funds were reduced both from the governments and donors, so the need of self-sufficiency appears not only appropriate but perhaps necessary for organisations that desire to effect social change. In this regard, when NPOs are involved in social entrepreneurship they can pursue both social transformation and income generation. The study espouses that social entrepreneurship theory lacks a theoretical ground, as such, there is need to use the theory in combination with other concepts and theories such as the resource dependency theory (RDT).

2.3.2 Resource Dependency Theory (RDT)

RDT came into existence in the 1970s explaining the relationship between organisations and their environments. RDT advocates that "the key to organisational survival is the ability to acquire and maintain resources" (Pfeffer & Salancik, 1978:2; Themudo, 2004; Fadare, 2013:232; Pearl, 2013:67). As such, the RDT proposed that organisations are linked to their environment as well as with other organisations for survival. Such organisations included the state, private sector and donors (Pearl, 2013). To add, Gomes (2006:81) affirms that, for organisations to benefit from the resources in their environment, they need to negotiate with the relevant organisations, groups and people who own such resources. The resource providers

may supply organisations with various aspects like knowledge, materials, information, finances and human resource. Thus, importantly, RDT insinuates that to function effectively, organisations need to work together with those who supply such resources.

A major setback for RDT is over dependency for resources. When organisations acquire resources from their environment, a dependency relationship is created whereby the resource suppliers may control the organisation (Pfeffer & Salancik, 1978). This means that the state, private sector and donors may control the affairs of NPOs losing their autonomy in the process. Pfeffer and Salancik (1978) affirms that as long as the organisation is not depending on their suppliers for resources, they are vulnerable. In this respect, organisations are prone to be dependent on their resource providers to be able to function (Wang & Yao, 2015).

Gomes (2006) is of the view that organisations need to manage the relationship they have with their environments to be able to retain autonomy and survive. Davies and Cobb (2010) argue that for organisations to cope with dependencies and power, they need to fit into the procedures used in that environment. However, in so doing, NPOs are affected by the policies of a nation, whether good or bad. According to Pfeffer and Salancik (1978), the organisation may prosper and survive more when following the procedures of the environment it is operating in, however, there is a need to safeguard their influence in the strategic plans of the organisations. Therefore, knowing how important each one is and creating a key balance is crucial.

The purpose of the forthcoming section is to provide an indepth exposition on the application of RDT to the non-profit sector with examples of other related cases around the world.

2.3.2.1 RDT and the Non-Profit Sector

McMurtry, Netting and Kettner (1991) carried out a study where they investigated how organisations adapt in stringent environments. The study concluded that stringent environments result in several challenges in the provision of relevant services to the beneficiaries. The challenges include the decline of state support, a continual increase of the number of people in need of their services and stiff competition from other organisations providing similar services. As stated above, various agencies were facing an increase in competition with other agencies

resulting in complete restructuring of the agency and cutbacks in services to the clients (McMurtry, Netting & Kettner, 1991). The study concluded that the relationship between the state and NPOs and funding is crucial for the adaptation of organisations.

In Canada, Foster and Meinhard (2005) conducted a study to investigate the use of RDT on women's voluntary organisations and RDT effect on different ways to obtain funding. Their study discovered that larger organisations reproduced a diversified funding base, collaborated with other organisations, reported more significant competitive pressure and employed a business orientation. On the contrary, smaller organisations showed a negative outlook of the external environment because of significant fewer revenue streams as compared to larger organisations. Guo and Acer (2005:354) sustain that larger organisations are more appealing than small organisations because they have more resources to share with others due to their size and limited resource base and on the other hand, small organisations have less to share and as a result are not attractive alliance partners. In addition, smaller organisations are less likely to develop more interconnected relationships with other organisations than either medium or larger organisations.

Hodge and Piccolo (2005) investigated social service organisations in Florida and found out that there is a positive relationship between those who provide funds, those without funds and the involvement of the board in their activities and this resulted in resource dependence. In this respect, CEOs of organisations are advised to utilise their resources well since they are dependent on external resources so that they may adapt to their strategic choices. These strategic choices involve the use of proper leadership and operational boards which lack in small organisations (Hodge & Piccolo, 2005). Hodge and Piccolo (2005:184) "observed that the funding source in NPOs appears to be an important and consistent predictor of strategy and performance". According to this study, NPOs with various streams of income were less vulnerable financially as compared to NPOs that were relying only on the state for funding and membership fees (Hodge & Piccolo, 2005:184). Likewise, the study indicated that NPOs that had a wide range of funding sources had various streams of income because their board members advised them to do so (Hodge & Piccolo, 2005:184). The issue of involving board members in small organisations is very limited, and they obtain their funding from very limited sources. RDT points out that

organisations to be able to cope in the midst of scarce resources they need to have various streams of income (Froehlich, 1999).

Heimovics, Herman and Jurkiewicz Coughlin (1993) studied the relationship between RDT and chief executive leadership to understand how NPOs operate. In other words, the study of RDT and chief executive leadership showed that the theory provides a valuable roadmap on how NPOs operate. The study which they did on 52 NPOs discovered that NPOs leadership needed to adapt to changing funding settings thereby advising NPO leaders to manage multiple stakeholders' expectations as well as responding to changes in the external environment (Heimovics, Herman & Jurkiewicz Coughlin, 1993:426). Thus, the study managed to highlight the importance of collaborating with all stakeholders, mainly the state.

Macedo and Pinho (2006) studied Portuguese NPOs, and they found out that for NPOs to adapt to the ever-increasing competition for sponsorship, they need to embrace a strategy of marketing practices. The adoption of marketing practices in NPOs is due to marketplace problems whereby competition is fierce, memberships decline, and costs soar. Likewise, Golensky and Mulder (2006) did a study of human service organisations exploring various strategies that can be used by NPOs leadership to cope in economic instability environments since they mainly depend on the state or donors for funding. In this regard, Macedo and Pinho (2006) and Dolnicar and Lazarevski (2009) pointed out various marketing strategies that NPOs can use without changing their true mission which includes identifying the right stakeholders who are concerned in supporting their initiatives; that all the stakeholders are lured to support their initiatives; that the relevant information reaches these stakeholders and disseminating the information in the way that is understood by all stakeholders.

Pearl (2013) points out that a study of 161 NPOs was carried out in Israel investigating the influence of external environment and organisational structure on how the board operates. This study found out that as long as the organisation depends on outside resource providers, the more the collaboration with other organisations in the same line of work. In turn, as an organisation collaborates with other organisations, the board members in a way are advised to relate well with the external resource providers. Hodge and Piccolo (2005) found this view interesting that the NPO boards play a significant role in giving direction in terms of relating well

with the resource providers. In this respect, the NPO boards advise the CEOs of all organisations that are funded privately, those that are funded by the state and those that are funded commercially (Hodge & Piccolo, 2005). Importantly, those organisations that are funded privately involve the board techniques more as compared to the others. In this respect, the organisations that are funded privately tend to be less vulnerable in terms of funds as compared to those that are funded by the state and those funded commercially.

Importantly acknowledging that RDT has got adverse effects is very paramount of RDT. Two major challenges such as dependency syndrome and donor fatigue were created by depending heavily on the RDT for their sustainability, partnerships, cooperation, mergers, joint ventures and diversification (Aldrich & Pfeffer, 1976; Pfeffer & Salancik, 1978). These challenges affect NPOs adopting sustainability strategies negatively in that there will be ineffective and inefficient in service delivery. In addition, there is a need to note that a strong detriment of RDT is the fight between allocation and use of resources. The other problem caused by the RDT is failing to fully and clearly explain the relationship shared between the environment and the organisation (Johnson, 1995:17). Since the primary source of funding stem from the environment (state, donors, private sector), they tend to control the organisation to a greater extent which may conflict with the NPO mission. Thus, the environment may restrain and set limits on organisational action.

There is a bias of focusing on one category, which is the resources of the organisation. The RDT insinuates that organisational structure and performance is primarily shaped by monetary forces. Johnson (1995:20) points out that they left out other factors that are institutional, ideological and cultural concerns. Therefore, RDT should be understood as a partial theory of an organisation because the theory focuses more on the external environment leaving out the internal environment, yet which is very crucial for NPO sustainability. So, when NPOs are sustainable, they tend to be innovative and proactive in addressing challenges they face and in return fulfilling their social mission (Weerawardena *et al.,* 2010).

The analysis above provided an assessment of RDT showing that the shortage of resources is noticed, especially when funding is reduced, the organisations may be left vulnerable. Although, there is literature that incorporates RDT to here is still a gap in relating resource dependency to small NPOs that empower the youth and

those that support with child social-services considering that most of them are dependent on donations. Besides, since government funding relationships are always changing, NPOs are supposed to adapt to such changes. Other NPOs can adapt well to changes whereas others struggle to adapt, leading to some NPOs to close, merge and readjustment of programmes or services.

To summarise, RDT the resources are to be acquired externally (state, private sector and donors) since small NPOs are not able to generate all the resources internally that are needed to maintain themselves. Since small NPOs are not able to acquire all the resources internally, internal resources cannot be ignored literally because they are the driving force for organisations to operate. Yet previous researchers put more emphasis on diversifying financial portfolios as indicated in the studies above, which is good, but this ignores non-financial factors within the organisation that may hinder NPO sustainability. RDT is biased in that the resources are acquired externally, and by that giving a blind eye to what an organisation can do internally, that can contribute to their sustainability. Even so, though the external environment is crucial, incorporating the issues of the internal environment can be more inclusive. In other words, RDT was used in this study to reflect how the relationship between NPOs and other stakeholders or state will influence the sustainability in their organisations.

2.3.3 Institutional theory

Institutional theory and its relationship to NPO sustainability was explored in this section. Institutional theory date back to the 1970s when it was first published by Meyer and Rowan in 1977 (Meyer & Rowen 1977). Institutional theory has popular application in various phenomena's like social, economic and political spheres (Meyer & Rowan,1977; Pearl, 2013; Powell & DiMaggio,1991) Pearl (2013:74) indicates that "the theory has three different perspectives rooted in sociology which are rational choice, historical and organisational institutionalism".

Organisational institutionalism is a theoretical notion that helps organisations to understand organisational behaviour and it gained substantial attention in the 1970s (Pearl, 2013; Powell & DiMaggio, 1991). Its origin is way back in the early 19th century when various disciplines like economics, sociology and political science sought to understand the world related to structures. Pearl (2013:74) asserts that

“the origin of organisational institutionalism can be traced back to the work of the three social scientists Max Weber’s (1864-1920) exploration of the nature of organisational bureaucracy and legitimacy, Talcott Parsons (1902-1979) in his study of cultural, institutional theory and voluntarism and Herbert Simon (1916-2001) whose interdisciplinary approach focused on organisational decision-making”. Organisational institutionalism happens in the environment called organisational fields.

The organisational fields or environment consists of other organisations and institutions that interact and influence each other in their functions (Alyahya, Hijazi & Harvey, 2018). This environment represents several relevant actors for organisations such as suppliers, customers, competitors or regulatory organisations (DiMaggio & Powell, 1983). The organisations’ relationships are mutual, whereby they influence other organisations and at the same time being structurally influenced by the same organisations. The rules in the environment tend to influence the decisions of management concerning their strategies because they accommodate the perceptions of other members in the field which result in organisational change (Bloodgood & Morrow, 2000). However, this development does not necessarily result in organisations being organised in the best possible way (Meyer & Rowan, 1977).

Eikenberry and Kluver (2004) used institutional theory to evaluate the marketisation trends of the non-profit sector to understand how commercialisation emerged. They denote that donor pressurise the non-profits to become more business-like to perceive how they will perform and compete with other organisations in the same field. In another study, investigated were 95 urban-based NPOs which used institutional theory to examine the factors that contribute to non-profit collaboration (Pearl, 2013). The results of this study found that NPOs who collaborated were those who received funding from the state. Furthermore, those NPOs who have been there for long time making use of board members collaborated well in their activities. Based on this study, the institutional theory was used in this study to further examine its applicability in NPO sustainability. The forthcoming section provides an analysis of the two main tenets of the institutional theory, which are legitimacy and isomorphism in relation to their relationship to NPOs specifically.

2.3.3.1 Legitimacy and the Non-Profit Sector

Institutional theory focusses mainly on the legitimacy and performance of organisations. There are certain socially constructed belief systems that are followed by organisations, and they tend to institutionalise and shape their structure (Scott, 2014). Pearl (2013:77) identifies that “a central tenet of the institutional theory is organisational legitimacy, and it assumes that organisations are in pursuit of legitimacy by enhancing credibility and acquiring social acceptability”. According to the institutional theory, there are rules, requirements and regulations that organisations are to follow for them to obtain legitimacy and to be supported in their organisational environments. Institutional theory applaud that, organisations are to be supported only if they adhere to the rules, requirements and regulations in the organisational fields and that way they are considered to be legitimate (Freitas & Guimaraes, 2007; Beckert, 2010; Claeye & Jackson, 2012; Johnston, 2013; Palthe, 2014). In this respect, DiMaggio and Powell (1983) confirm that organisations compete for legitimacy with other organisations to obtain resources and to be outstanding to their resource providers. According to Suchman (1995:574), “legitimacy is defined as a generalised perception or assumption that the actions of an entity are desirable, proper or appropriate within some socially constructed system of norms, values, beliefs and definitions”. The way organisations obtain and maintain resources from an institutional perspective is what is called legitimacy (Alyahya *et al*., 2018). In this regard, for organisations to survive and be able to maintain their resources, they need legitimacy.

Legitimacy can be understood from cultural lenses and reflected as the degree of cultural support bestowed to a specific organisation (Meyer & Scott, 1983; Suchman, 1995). This means that there are certain traits that organisations are supposed to follow when conducting their day to day operations. These traits to be followed by are to ensure acceptability and credibility of organisations. Furthermore, Suchman (1995) holds that one way to establish legitimacy is to put in place rules that need to be followed by organisations in that way, external stakeholders will accept and credit organisations. Suchman (1995:574) stipulates that “legitimacy is ‘possessed objectively yet created subjectively’ and most often ‘collective’ than ‘individual observer’ that discusses legitimacy”. This shows that the term legitimacy is multi-faceted, therefore shaped by various aspects.

Pearl (2013:78) argues that “the conceptualisation of legitimacy by Suchman is multi-dimensional in nature with three key dimensions of legitimacy, namely pragmatic, moral and cognitive”. The first dimension, pragmatic legitimacy reflects ‘audience self-interest’ which means that organisations respond to the interests of their key stakeholders. Suchman (1995:578) asserts that “pragmatic legitimacy boils down to a sort of exchange legitimacy that is support for an organisational policy based on that policy’s expected value to a particular set of constituents”. This means that there is a need to align the interests of NPOs and that of stakeholders who provide resources so that legitimacy is achieved on both sides. Moral legitimacy is the second dimension that seeks to achieve both organisational activities and stakeholder’s values, and beliefs to fulfil the mission of the organisation. Suchman (2008) argues that moral legitimacy is when judgements that are believed to be right are made regarding organisational activities. NPOs in South Africa in particular, various stakeholders including the state, donors and the management of NPOs determine the direction of organisational activities either directly or indirectly. Deephouse and Suchman (2008:52) confirm that “the third dimension is cognitive legitimacy and is considered a definition of appropriateness portrayed by predictability, plausibility, inevitability, and permanence”. Cognitive legitimacy stresses that the things that are normally done within the larger belief system are to be considered and comprehended. Importantly, for this cause, there is a need to explore factors influencing NPOs sustainability and legitimacy continually.

Pearl (2013) gives a comparison of legitimacy and reputation whereby legitimacy is all about conforming to social norms to be accepted in the society and reputation is whereby one organisation is compared to other organisations in the same field. Pearl (2013:79) indicates that “the data from a population of American commercial banks from 1985-1992 showed that improved financial performance increased reputation but did not appear to increase legitimacy”. Legitimacy can help the organisation to continue to operate, whereas some organisations may be regarded as less in reputation than the others.

According to a study carried out by Singh, Tucker and House in 1986, 389 social service organisations in Toronto were examined concerning organisational legitimacy (Pearl, 2013:80). The research study investigated the role that legitimacy played in new organisations and their mortality. The results showed that “the

acquisition of external legitimacy corresponds to a significant reduction in the hazard of death" (Pearl, 2013:80). In this vein, organisations that were not able to keep their external legitimacy could not survive for longer periods.

According to Meyer and Rowan (1977), organisational stability, success, and sustainability determine legitimacy. Pearl (2013) notes that obtaining legitimacy as a key tool to gather the required resources on how human service organisations, depend on their institutional environments.

This study explored on the engagement of the sectoral level and organisational sector in terms of their legitimacy for NPO sustainability. The study further observed that legitimacy is generalised meaning it cannot be taken, but rather, must be earned (Rutherford, Buller & Stebbins, 2009). New organisations, in particular, especially in their early stages of development, need to secure the paramount importance legitimacy more than financial importance (Pearl, 2013). In this respect, critical components to achieving legitimacy and credibility in their organisations depend on how their structures are influenced and influence the environment.

Various scholars tend to agree that organisations incorporate environmental and rationalised institutional rules to their structures and in that way they can show that they are conforming to their institutional environments; maximise their legitimacy; stability and chance for survival (DiMaggio & Powell, 1983; Zucker, 1987; Scott, 2014). Thus, in the pursuit of legitimacy, organisations automatically adapt to the rules in their environment (DiMaggio & Powell, l983). Meyer and Rowan (1977) assert that adopting institutionalised practices in their organisations results in increasing legitimacy, thereby enhancing their survival. The purpose of the forthcoming section is to provide an exposition on the second main tenet of the institutional theory, which is an isomorphism.

2.3.3.2. Isomorphism and the Non-Profit Sector

The organisation is socially accepted in the community when it conforms to the institutional norms and practices in that society. In Sociology, this is known as isomorphism, whereby the structures of one organisation is like those of other organisations in the same field (Gomes, 2006:82; Scott, 2014; Alyahya *et al*., 2018). DiMaggio and Powell (1983:143) define "isomorphism as a constraining process that forces one unit in a population to resemble other units that face the same set of

environmental conditions". Furthermore, "it is observed in DiMaggio and Powell's seminal paper, The Iron Cage Revisited (1983) that once disparate organisations in the same line of business are structured into an actual field powerful forces emerge that lead them to become more similar to each other" (DiMaggio & Powell, 1983:169).

Coercive, mimetic and normative are explained as the three mechanisms of institutional isomorphism (Meyer & Rowan, 1977; DiMaggio & Powell,1983). Thus, the next paragraph explains the three mechanisms of institutional isomorphism. In simple terms, forced to conform is a coercive mechanism, necessary to conform is a normative mechanism and copying other competitors that are better than them is a mimetic mechanism (DiMaggio & Powell, 1983; Johston, 2013; Alyahya *et al*., 2018). Meyer and Rowan (1977), DiMaggio & Powell (1983) and Alyahya *et al*. (2018) confirm that government regulation, search for legitimacy, political influence drives coercive isomorphism. Besides, coercive isomorphism stems from formal or informal pressures of societal or cultural expectations exerted on the organisation by the government or other organisations they are dependent on. To add, formal or informal pressures of societal or cultural expectations exerted on the organisation by the government or other organisations are dependent on where coercive isomorphism stem from. For instance, the review of NPOs under state contract to support mechanisms towards welfare beneficiaries and to provide employment and in return they are required to be compliant since penalty like revocation of registration for non-compliance. Mimetic isomorphism is explained in the next paragraph.

Mimetic isomorphism is driven by standardised responses to uncertainty whereby the environment in which organisations operate is unstable. Mimetic isomorphism is characterised by organisations imitating other organisations that are considered as successful (Meyer & Rowan, 1977; DiMaggio & Powell, 1983). Noteworthy, an unstable environment has contributed to the increase in non-profit engagement in commercial activities across the United Kingdom (UK), United States (US) and Canada. The next paragraph conceptualises notions of normative isomorphism.

Normative isomorphism professionalise work and requires workers to work in accepted ways specified within their fields (Meyer & Rowan, 1977). Similarly, normative isomorphism stems from the standards and cognitive frameworks that arise in professional norms that guide the work of professionals within organisations,

thereby shaping organisational behaviour. Examples of normative isomorphism come from practices such as accreditation for professions like doctors, social workers, nurses, accountants and teachers (Meyer & Rowan, 1977). Furthermore, the normative perspective is comprised of a set of values, norms and roles reflecting the systems that organisations follow in their day to day activities. In this respect, as a social requirement, an organisation is expected to comply with their norms, values and roles. In this manner, values denote to a certain way that organisations are expected to behave; norms are the appropriate way of doing things, and roles are about allocating duties within the institution to the right people (Pearl, 2013). In NPOs, normative isomorphism is shown by not distributing their surplus of income among shareholders but by reinvesting the surplus to fulfil their objectives. DiMaggio and Powell (1983) argue that using these three mechanisms, rational actors of institutionalised fields make their organisations more similar. This will enhance organisational change in that those NPOs which are lagging behind will now mimic what the other NPOs are doing in their field. Nevertheless, as the organisational change occurs according to the institutional theory, organisations become more similar to obtain and to increase legitimacy for the possibility of their survival. This process of isomorphism leads to perceived stability by the organisations since they can rely on established actions which tend to mimic organisations they view as legitimate (Bloodgood & Morrow, 2000). At the same time, this will cause legitimate organisations to benefit more in this era of funding challenges. The next paragraphs give a summary of what the institutional theory entails.

Raynard, Johnson and Greenwood (2015:1) gave the basic principles of the institutional theory, which are summarised below:

- Managerial choices within organisations are shaped and constrained by a social web of norms, rules and expectations from social prescriptions; hence they are not independent of the pressures from society.
- These social prescriptions are conveyed to organisations by various agents like the media, analysts, consultants, professional institutes and the state.
- When organisations conform to social prescriptions, they can increase their legitimacy, and as a result, they gain support, public endorsement and secure their approval.

- To some organisations, these social prescriptions may be difficult to change or resist; hence may not be fully enforced.
- If organisations conform to social prescriptions, this may conflict with the economic environment like markets hence affecting the efficiency and performance of the organisation resulting in organisational instability. However, they may survive for an extensive period.
- The process of isomorphism denotes that similar organisations tend to adopt similar managerial arrangements and strategies since they experience similar social opportunities and pressures of conformity.

Although organisations are to conform to certain rules and norms in their field, for example, like in medicine or accounting firms, in the field of NPOs there are difficulties because of different legal frameworks and contexts that guides NPOs in different countries unlike in medicine and accounting firms (Raynard *et al.,* 2015). Additionally, institutional theory can be criticised for viewing the interrelationship between NPOs and other organisations as one way. According to DiMaggio and Powell (1983) and Scott (2014), the three mechanisms (coercive, mimetic and normative) may overlap resulting in different outcomes of results since the empirical settings may provide different sources of information.

Institutional theory is applicable to this study because it is used to examine whether the NPOs are following the laws, rules in their field in order to obtain legitimacy. NPOs need to comply with the rules and regulations in their sector as well as following the accredited practices that are available in their field, for instance, registration with relevant bodies. The state is the main regulatory body in South Africa, so political influence determines the direction of NPOs, although they are governed by the non-profit management. They are controlled by the rules, and NPOs has to follow the societal or cultural expectations from the state and other organisations they are dependent on. In this regard, this theory shapes the NPOs' activities, programmes and practices to be legitimate to enhance sustainability as stated previously by Meyer and Rowan. The purpose of the forthcoming section is to provide an indepth analysis on governance theory.

2.3.4. Governance theory

The debate for governance as a theory and practice has been ongoing among scholars, international aid agencies and practitioners (Asaduzzaman & Virtanen, 2016). Governance literature is imbedded in various disciplines like development studies, international relations, political science, public administration, economics but it is so diverse and disjointed (Klakegg, Williams & Magnussen, 2009; Toikka, 2011; Asaduzzaman & Virtanen, 2016). Just before defining the concept of governance, there is a need to understand what entails the concept of government in relation to governance.

'Government' and 'governance' are synonym terms in most dictionaries, and they all mean the exercise of authority in an organisation, institution or state (Carino, 2003). Rhodes (1996) disputes this by stating that government and governance cannot be used synonymously anymore. Asaduzzaman and Virtanen (2016) tend to agree with Rhodes when they state that, government and governance are two different terms, but often they are mistaken to be the same. Government nowadays has expanded and is often substituted by the non-profit and private sectors which make the government another player among myriad players.

Al-Habil (2011:123) asserts that "government is defined as the activity or process of governing or governance, a condition or ordered rule, those people charged with the duty of governing or governors, and the manner method or system by which a particular society is governed". To add, "government occurs when those with legally and formally derived authority and policing power execute and implement activities" (Al-Habil, 2011:124). Furthermore, Hyden, Court and Mease (2003:3) isolate that "government is typically defined concerning both elected and appointed officials serving in core institutions at national, provincial, county or city level". On the other hand, according to Al-Habil (2011:124) "governance refers to the creation, execution, and implementation of activities backed by the shared goals of citizens and organisations, which may or may not have formal authority and policing power". According to Jessop (2011:8), "governance refers to mechanisms and strategies of coordination in the face of complex reciprocal interdependence among operationally autonomous actors, organisations, and functional systems." To add, "governance is about processes, traditions and structures that represents the exercise of responsibilities in decision-making by citizens and other stakeholders" (Stoker,

1998:17; Graham, Amos & Plumptre, 2003:3). Deloitte (2013:4) is in agreement that "governance is about structures and processes that are used to manage and direct the organisation's activities and operations". In simple terms, governance is about the separate roles that are played by the management and the board of directors to achieve accountability among stakeholders.

Camay and Gordon (2004), Deloitte (2013:4 and Hendrikse (2008) argue that good governance systems are designed to ensure that organisations use their resources effectively in support of their objectives and activities to ensure efficient delivery of goods and services so that they act to the best interests of their stakeholders. Importantly, Deloitte (2013:4) asserts that "good governance seeks to promote effective, efficient and sustainable organisations that can contribute towards further progress of activities". Organisational missions and objectives can be achieved when organisations comply with their legal and regulatory requirements; hence there is need to put systems and structures that help them to implement.

Camay and Gordon (2004) state that governance is about the relationships that the NPOs have with their stakeholders and the structure they have in their organisations. Klakegg, Williams and Magnussen (2009) and Asaduzzaman *et al.* (2016) reason that governance is more inclusive than government in that it includes NGOs and use informal NGO mechanisms to satisfy the need and fulfil the wants of their citizens. In other words, governance denotes to the engagement of the private, public sectors and other actors in society in solving problems. This form of governance is a multi-organisational action rather than involving only state institutions. They emphasise that the process of governance is when an organisation and society steer itself, but in the case of NPOs, this is difficult to do so since they depend mainly on state resources. However, governance can be many things, but this study defines governance with regard to structures and processes (the board of directors and management) that the NPO uses to manage its processes and activities, not as a relationship between NPOs and other stakeholders (government, donors, beneficiaries) and their rules. The next section outlines the three common governance models for NPOs.

2.3.4.1 Three common governance models for NPOs

Taylor (2014) indicates that there are three common types of governance models for NPOs, namely: Traditional Model, Carver Policy Governance (the 'Carver Model') and Results-Based Model. The governing board of an NPO main responsibility is to ensure that the organisation serves its mission, and keeps its welfare (Worth, 2008).

(a) Traditional Model

This model is normally informal, and the framework for governance is transitional. The Traditional Model is whereby the board is hands on. The roles of the board and management are formally separate, although they may overlap (Taylor, 2014). For instance, board committees often reflect organisational functions (e.g., public affairs, operations, finance) and individual directors work jointly with management to advance organisational projects. In this model, the board is required to have deep access both to operational expertise of directors and to their extra hands (Taylor, 2014). However, the board can unintentionally undermine accountability and leadership effectiveness of the Chief Executive Officer (CEO) or Executive Director (ED) by making all the decisions of the organisation without informing them. Further, the board may focus on short-term activities, outputs and processes which can cause them to neglect the long-term view, which may undermine the NPO's sustainability (Taylor, 2014).

(b) Carver Policy Governance Model

Carver Policy Governance Model is whereby the focus is on policy to shape board work (Carver, 2006). The strategies for management and governance model use focus on the role of the board as a trustee representing the communities that have to respond to its stakeholders by pronouncing a set of values and a clear vision (Bradshaw, 2007). This model can be regarded as a formal, structured and disciplined framework for governance. The Carver Policy Governance Model relies heavily on board policies to guide the work of both board and management (Carver, 2006; Taylor, 2014). Similarly, Bradshaw (2007) applaud the Policy Governance Model for being dominant based on the tradition of separating power among the CEO, the management and the board. Responsibility for a policy is assigned to the board. Responsibility for operations is assigned to management. In other words, the board should see the NPO achieving its intended ends, while the board delegates the responsibility for carrying out the acts to achieve the ends to management

(Taylor, 2014). The responsibility to achieve the intended ends requires the board to assess the emerging external trends and issues that affect the NPO's ability to accomplish its mission and outcomes for communities served (Taylor, 2014).

The formal separation of operational roles in the Carver Model is often misinterpreted. Some believe that this separation means that the board is not entitled to operational information and when the board seeks such information, management may feel the board is meddling (Carver, 2006; Taylor, 2014). Access to operational information is essential for the board to be able to provide effective oversight and to anticipate, recognise and mitigate risks to the organisation. Boards following this model should ensure that the emphasis on oversight through policy compliance does not diminish the importance of the board's judgement so that the NPO fully realises the benefits available from experienced and competent directors (Taylor, 2014). However, there is a lack of attention to emerging issues and risk. This model is refuted because the NPO's ability to innovate and change is limited (Bradshaw, 2007). The policy governance model bases its constructs on borrowed frameworks from classical management theory which is a top-down approach. Therefore, the model results in NPOs being controlled by a managerial or business mindset that might have negative implications on their vision and mission. The governance issues in NPOs struggle because there is no clear separation on roles between the CEO and the board.

(c) Results-Based Model

The Results-Based Model encompasses both the traits of the traditional and Carver models. The Results-Based Model offers formal, structured and disciplined governance framework in which the board relies as much on its directors' judgement as it does on policy in doing its work (Taylor, 2014). While the board's work under the Carver Model centres on board policies, the Results Based Model focusses the board on the outcomes and deliverables of the organisation and its component parts hence they focus on results to shape board work. Board and management roles are formally separate, with a focus on results or outcomes (Taylor, 2014). As with the Carver Model, board committees deal with the work of the board. Board decisions rely on an understanding of how the NPO does its work without intruding on management operational domain (Taylor, 2014). By paying more attention to the board, the judgement of board members and the board's oversight of risk, the result-

based model take a more feasible approach to board decision-making. However, boards following this model can have a bias to action, which may give too little attention to process and cause the NPO to move too quickly for stakeholders' and members' comfort (Taylor, 2014).

Each of the three models can provide a practical governance framework for an NPO, provided the board is sensitive to the strengths and limitations of each. According to Taylor (2014), directors are advised to check the work done by their boards and make use of governance practices to help them develop the details of the governance framework most suited to their organisation. However, there is a bias towards quick action based on monitoring of operational results. The next section evaluated on the board of directors' responsibilities in governing NPOs.

2.3.4.2 The board of directors' responsibilities in NPO governance

Camay and Gordon (2002:2) define "a governing board as a group of people representing the diverse interest of an organisation who are elected or appointed to guide and make policy for the organisation". The organisation's constitution usually outlines the membership of the board, the powers they have and what they are intended to achieve.

The basic responsibilities of the board in profit-oriented organisations are governed by the laws, statutes and regulations (Deloitte, 2013). Likewise, NPO boards have similar responsibilities with the profit-oriented organisations, and they should make sure that they follow their legal requirements in their NPO documents, municipal and provincial laws and regulations (Deloitte, 2013). The other responsibility of the board amongst others is to reassess the laws and regulations that apply to NPOs annually. Despite the division of labour between the CEO and the management team, ultimately the board is responsible for governing the NPO.

The board's primary role is stewardship which is supervising the affairs of the NPO making sure that the objectives of the organisation are achieved. The other duty of the board members is to ensure that the strategy developed aligns with the short and long-term mission of the organisation together with the vision of its stakeholders (Worth, 2008). Nonetheless, the board alone cannot develop strategic plans for NPOs, but its duty is to make sure that the plan is implemented effectively (Worth, 2008; Deloitte, 2013). In most cases, the board delegates the duty to the

management to carry out planning activities. However, small organisations show different characteristics in that both the board and the management are involved in strategic planning. Ultimately, the board weighs the key organisation's objectives with the resources required in assessing whether the strategy of the management aligns with the risks that are involved (Worth, 2008). In this regard, the duty of the board is to ensure that the mission of the organisation, its values and the way risks are addressed align with the strategic plan of the management (Deloitte, 2013; Baskies & Freedman, 2015).

LeRoux and Langer (2016:154) give a summary of the ten basic responsibilities of non-profit boards which are "determining the organisation's mission, purpose and services, selecting the executive, supporting the executive and reviewing his or her performance, ensuring effective organisational planning, ensuring adequate resources, managing resources effectively, determining, monitoring and evaluating the organisation's programs and services, enhancing the organisation's public image and serving as a court of appeal and assessing its performance".

These ten responsibilities provide a general overview of the guidelines of the board of directors but each NPO may have different requirements and expectations for its board members. Furthermore, Deloitte (2013) affirms that the primary responsibility for the management is to assess risks within their organisation, but the board oversees the duties of the management. According to Deloitte (2013), the board is responsible for ensuring that the management:

- identifies, determines and prioritise the specific risks that are exceptional in their characteristics arising from the organisation's business model, strategy.
- assesses the possible impact of identified risks on financial reporting, the strategy, the compliance and the operations activities of the organisation;
- implement all the objectives of the organisation aligning each risk towards that to create and preserve the value of specific functional areas affected by the risk;
- monitor, respond and control each risk by assigning appropriate individuals who are responsible;

- report and monitor all the conditions that may be a risk to the organisation; and
- creates procedures that may be used to respond to risks encountered in the organisation to increase their performance and communication with all stakeholders.

Camay and Gordon (2002) argue that even though the board might have relevant technical skills, they may not have the capacity to serve the institutions they govern. Furthermore, in South Africa, for example, some board members did not have the interest and commitment to prioritise the affairs of the organisation ending up not focusing on other important organisation matters (Camay & Gordon, 2002). Besides, some board members proved to be unable to devote their time to board duties which were shown by failing to attend meetings regularly as well as no preparation to the matters at hand. Still, some attempt to micro-manage the organisation, especially the founders who might misinterpret logic behind ownership. Moreover, the boards lack the understanding of how NPOs are governed as they cannot network together, which negatively affect its ability to function properly (Camay & Gordon, 2004). Adding to this, the board members, staff and directors showed that they lacked fundraising experience. To add, usually, the board rely much on the CEO to make decisions, yet, is supposed to be the duty of the board to pass those decisions. Additionally, the board members may have different views on the direction and vision for the organisation leading to conflicting ideas because some people may not be willing to accept change or new trends. Similarly, a diverse group of board members face difficulties in concurring to a strategic direction of the organisation due to insufficient and inappropriate representation.

Amid these myriad challenges presented in the responsibilities of the board, the target population is not always well presented. Camay and Gordon (2002) argue that South African NPOs need to devise solutions that depend on their contexts, goals and values since some challenges seem to be complicated. In this respect, the board members should understand the purpose and role of the NPO and its mission that is set out in the by-laws, constitution and policy documents of the NPO (Baskies & Langer, 2015; LeRoux & Langer, 2016). The board is expected to be aware of what its stakeholders expect; hence this should be outlined in their planning agendas (Baskies & Langer, 2015). In this regard, NPOs and boards need to take note of the

changing needs of their donors and act decisively (Deloitte, 2013). Again, the boards should focus on appropriate strategies to reduce risks to create value. Moreover, the boards are required to have strategies that deal with all the risks that may be incurred in the NPO (Deloitte, 2013). This is to say that the board is to monitor the plans of the management by making sure that they implement them.

Governance theory relates to this study in that NPOs in South Africa need a proper governing system concerning functional and effective boards so as to obtain their sustainability. The governance system is there to help to determine the organisation's mission, purpose and services the non-profit sector. NPOs do not operate in a vacuum meaning to say they need functional boards that can help to steer their plans and programmes for continuation. The purpose of the next section is to provide an exploration on the fifth and the last theoretical framework that guided this study.

2.3.5 Participatory theory

Finally, the fifth theory used in this research is participatory theory. Participatory theory was realised in the developing countries such as South America, Asia and Africa in the 1970s (Malan, 1998:49; Cornwall, 2000; Cornwall, 2002; Mosley, 2016). Claridge (2004) and Parrott (2011) confirm that participatory theory differs in literature in terms of its origins, but they tend to agree that it stems from political science and development theory. Fundamentally, participatory theory represents a move towards people-centred development. However, the definition of participation is a matter of contestation among academics since the inception of the word in the 1970s (Cornwall, 2000). Participation has no common definition that is agreed upon, and a lack of conceptualisation confuses the process of evaluating the outcomes of participatory development (Ako, 2017). Due to misconceptions, the application of the concept is usually misused and becomes instrumental rather than transformative (Ako, 2017). However, scholars tend to agree that participation is about decision-making (World Bank, 1996; Yoon, 1996; Mafalopulos, 2004). Participation can be defined in various ways by various scholars, as assessed in the following paragraphs.

According to Claridge (2004:17), "participation is not a new concept, and it represents moving away from the global, spatial and top-down strategies that

dominate early development initiatives to focus more on local methodologies". The World Conference on Agrarian Reform and Rural Development (WCCARD) (1979) cited by Cornwall (2002:18) insinuates that "participation by the people in the institutions and systems which govern their lives is a basic human right and essential for realignment of political power in favour of disadvantaged groups and social and economic development". This means that disadvantaged groups of people have the right to participate in various activities provided to them so that they benefit socially and economically. Chasi (2011:138) and Swanepoel and De Beer (2006:28) confirm that "participation refers to the active mobilisation of resources and engagement of various stakeholders through the allocation of goods, responsibilities and rights to empower the beneficiaries to participate at the various levels of the NPO programmes". Furthermore, various stakeholders which include organisations, groups and individuals, have to be involved in decision-making processes in matters that affect them (Reed, 2008). Likewise, the World Bank (1996:7) confirms that the significance of participation grew due to the increase of poor people and denotes that all relevant stakeholders and beneficiaries need to be involved in decision-making in matters that affect them.

Decision-making is done in various ways that are either passively or by consultation, whereby the public or stakeholders are actively engaged in all matters that affect them (Reed, Vella, Challies, de Vente, Frewer, Hohenwallner-Ries, Huber, Neumann, Oughton, Sidoli del Ceno & Van Delden, 2018). The beneficiaries are involved actively in the development process at various levels including research, planning, implementation and evaluation. Servaes and Malikhao (2002:122-123) reason that participation gives mutual understanding and creates a dialogue between all stakeholders that helps the beneficiaries to be empowered. Besides, Yoon (1996:40) specified that there are four key participation levels that include decision-making, implementation, evaluation and benefits. In decision-making, the beneficiaries initiate and research their own initiatives. Secondly, the beneficiaries implement their projects, realising all the responsibilities given to them (Yoon, 1996:40). Thirdly, the beneficiaries evaluate the success or failure of their programmes. Lastly, the beneficiaries benefit from the programmes' outcomes. However, not all types of participation can empower people because they differ in their initiatives.

Mefalopulos (2004:55) illustrates that the “beneficiaries can participate in four different ways which are passive participation, participation by consultation, functional participation and empowered participation”. In passive participation, the stakeholders are not informed on how they are addressing their problems. Secondly, in consultation, the stakeholders take part in conversations in matters that concern them, but though they are consulted, their views are not included in making decisions. Thirdly, functional participation is whereby the stakeholders can communicate their views and at the same time, decide partly in matters that concern them (Mefalopulos, 2004:55). Lastly, with empowered participation, the stakeholders are involved in all matters that concern them sharing the power, thereby having mutual influence in the programmes.

The first three ways of participation mentioned above cannot enhance empowerment according to the participation theory. This is because they do not allow all the beneficiaries’ views to be involved in decision-making. The youths and children need to be involved in decision-making by informing, consulting, involving, and empowering them at all levels in their programmes, services and activities. Donors, the private sector can be involved in decision-making because they fund NPO activities, so they need to be consulted and be engaged at various levels (research, planning, implementation and evaluation). Similarly, Wellens and Jegers (2011) suggest the notion of beneficiaries’ participation in NPOs with regard to policymaking. In addition, NPOs themselves need to participate in making decisions that affect them as organisations; hence they ought to be consulted in policy formulation. Even though the origins of the participatory theory started way back in the 1970s, it can be incorporated in NPOs to obtain sustainability. These insinuations about participation work together with the engagement of stakeholders at all forms hence the following table gives the guidance on the various levels of involvement, engagement and commitment to stakeholders (Smith, Leitch & Thomsen, 2016:11).

Table 2. 2: Stakeholders participation levels

Participation levels				
Inform	**Consult**	**Involve**	**Collaborate**	**Empower**
Public (stakeholders) participation goal				
To provide balanced and objective information to assist understanding of topic, alternatives, opportunities and/or solutions	To obtain public (stakeholders) feedback on analysis, alternatives and/or decisions	To work with the Public (stakeholders) throughout the process to ensure that concerns and aspirations are consistently understood and considered	To partner with the public (stakeholders) in each aspect of the decision, including development of alternatives and identification of preferred solution	To place final decision-making in the hands of the public (stakeholders)
Promise to the public (stakeholders)				
We will keep you informed	We will keep you informed, listen to and acknowledge concerns and aspirations and provide feedback on how input influenced the decision	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how input influenced the decision	We will look to you for direct advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent	We will implement what you decide
Techniques that could suit each level				
Fact sheet **Website** **Advertisement** **Media release** **Newsletter** **Email list** **Social media**	Public comment Focus groups Surveys Stakeholder meetings Shopfronts Phone hotlines Briefings Feedback forms Social media	Workshops Deliberate polling Social media Advisory groups Discussion forums	Advisory groups Discussion forums	(Depends less on technique and more on relationship) Summits Deliberative democracy Deliberative forums Citizen juries

Source: Adapted from Smith, Leitch and Thomsen (2016:11)

The five levels of participation explained by the spectrum provide tools and processes that are suggested for each level (International Association of Participation (IAP2) spectrum, 2016; Smith *et al*., 2016). The primary or key purpose for the spectrum is to ensure that each level of engagement matches because some levels like collaborate and empower are not part of and do not require the significant levels of engagement (Smith *et al.,* 2016). The relevant stakeholders are to be notified on the level of engagement at hand so that their decisions may be communicated. The participation of all stakeholders at all levels ensures a well-

informed decision regarding the matter that were analysed. Cornwall (2002) went on to indicate the necessity of why people are to participate in institutions and systems that govern their lives as a basic human right. Furthermore, participation is crucial for political power transformation that will bring social and economic development for disadvantaged groups (Cornwall, 2002). As stipulated before in section 2.2.5 that, not all forms of participation results in empowerment, thus two perspectives of participation are elaborated below.

Participatory theory is grouped into two perspectives which are means and ends of participation to obtain the needed results (El-Gack, 2007). The 'means' of participation are based on efficiency, effectiveness and sustainability of programmes. Participation as an end is based on empowerment and power dynamics between stakeholders. This study focuses on both perspectives because they are of value. Brohman (1996) suggests that participation should not be viewed as a means to improve programme results only but as an end in itself. El-Gack (2007) proposes that genuine participation represents a form of empowerment which is not a service or good that is to be provided by others but a condition to obtain self-reliance for beneficiaries to enhance their capabilities. Hence their own source of power is developed (El-Gack, 2007). In this study, empowerment encompasses institutional capacities, building social capital, child development and development of youth. Since the principle of participation is to empower people, which denotes that active participation is a roadmap to empowerment as people who are empowered express their views freely. Furthermore, the empowered stakeholders are involved in planning agendas, allocation of resources to relevant stakeholders and manage their empowerment programmes (EI-Gack, 2007).

Despite the determination of the participatory theory, operational challenges are still prevalent. Conversely, participation is constrained by various contexts such as environmental, political, cultural and socio-economic factors. Mostly the methodologies used are context-specific, and it is argued that participation gives room for impractical demands on people specifically on their time (Ako, 2017). Ako (2017) affirm that, joint decision-making of stakeholders representing different backgrounds and positions of people in a group often show the imbalance of power among actors and as a result, the integrity of a participatory strategy is threatened. For instance, certain groups of participants in a certain project of community

partnership to improve health-care services in South Africa were not involved in making decisions (Ako, 2017). To some extent, the elites, academics and formal agencies overshadow the input contributions from the less educated people for instance young people and the aged and those with low-income (Ako, 2017). The participatory theory informed this study in that NPO management, and all the stakeholders (youths, children, funders) are to be incorporated in decision-making in policy-making in all the programmes, services and activities. With the elaboration on the sustainability theories in the above sections, table 2.3 below gave a synopsis of the applicability of each theory to NPOs.

Table 2. 3: Sustainability theories related to NPOs

Theory		Applicability
Social Entrepreneurship Theory		NPOs face a reduction of funding and have to develop innovative ways to ensure sufficient funding.
Resource dependency theory		NPOs have to adapt to changes in the external environment on which they are dependant and impact on their sustainability.
Institutional Theory	Legitimacy	NPOs must ensure sectoral legitimacy to engage donors for resources for sustainability.
	Isomor-phism	NPOs must adhere to laws and rules in their field to function sustainably.
Governance theory		NPOs must have a proper governing system to be sustainable.
Participatory theory		NPOs must incorporate all the stakeholders in decision-making.

Source: Own illustration

In conclusion, the social entrepreneurship theory advocated that since NPOs depend much on donations from individuals, state and international donors they need to pursue income generating activities to achieve sustainability in the non-profit sector resulting in social transformation. To add, the RDT implies that NPOs depend on the resources they acquire from their external environment that is the state, private sector and donors. In this regard, NPOs need a proper relationship with their stakeholders because they influence their sustainability. On the other hand, institutional theory advocates that NPOs are guided by rules, laws, regulations and

registration facilities in their field in which they are to comply to obtain legitimacy. To add, governance theory denotes that NPOs need proper governing systems so that they have functional and effective boards that have the knowledge on organisation's mission, purpose and services rendered by the NPO. Lastly, participation theory encourages that all stakeholders participate in decision making and policy-making through informing their programmes, services and activities. These stakeholders include the state, donors, NPO management, youth coordinators, caregivers, houseparents and the beneficiaries which are the youths and children. Thus, the sustainability theories are interlinked together which means that each theory is necessary to achieve NPO sustainability. These theories are linked together to show that sustainability is multidimensional and multifaceted hence the following Figure 2.1 shows the interconnectedness of the theories as illustrated below.

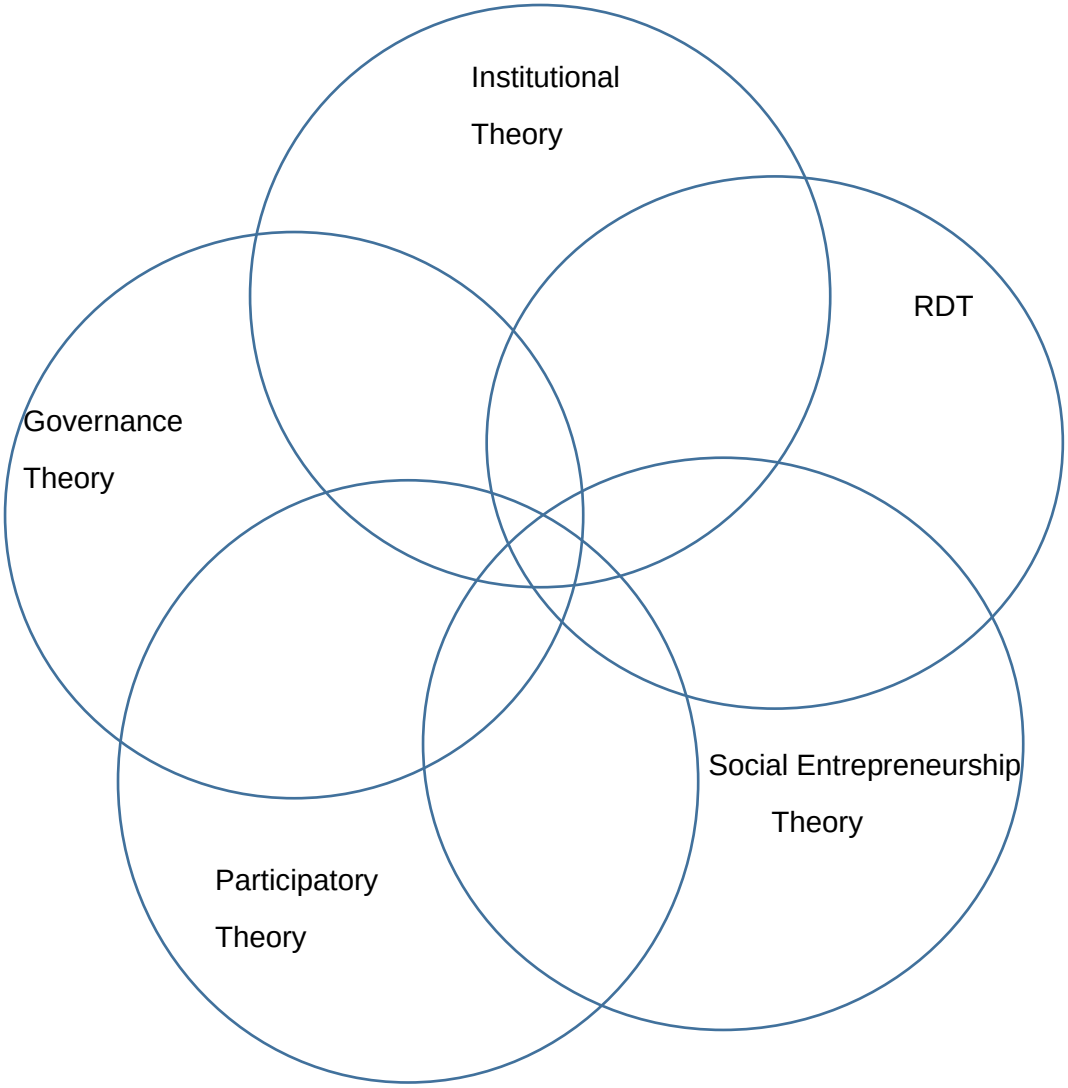

Figure 2. 1: Sustainability theories

Source: Own illustration

The purpose of the following section is to provide an investigation on internal and external factors or challenges that influence and affect the sustainability of NPOs.

2.4 Internal and external factors influencing NPOs sustainability

Various factors determine the sustainability of NPOs globally. These factors are grouped into two categories that are internal (organisational) and external factors or challenges. Internal factors are those challenges that affect the organisation from within, and external challenges are those that affect the organisation from the outside.

2.4.1 Internal factors

Internal factors are clarified as challenges that affect the sustainability of NPOs from within the organisations. The way the management of NPOs carries out their activities, their structures on day to day basis can affect these organisations' sustainability. Nevertheless, the next section gave a detailed exploration on these factors: capacity limitation within organisations (human resource capacity); management issues; governance issues; accountability and transparency.

(a) Capacity limitation within the organisation (Human resource capacity)

United Nations Development Group (UNDG) (2007) defines capacity as the capability of organisations, society and people as a whole to manage their affairs successfully. In this regard, human resource capacity is the ability of the staff to carry out their duties using relevant skills. Limitation of human resource capacity affects the sustainability of NPOs in several ways as assessed below.

Leaders of NPOs in Kazakhstan are usually dynamic and enthusiastic people, but they lack appropriate skills and expertise to manage organisations (Kabdiyeva, 2015:167). Their organisational systems with regard to the human resource are under-developed. The lack of qualified staff and volunteers and professional and skilled managers is a major challenge. A country's survey on NPOs shows that 25 percent of the staff and managers indicates lack of skills and qualifications as the key factor leading to inefficiency and poor development (Kabdiyeva, 2015:167). Whereas 31 percent view a lack of a volunteerism tradition as one of the causes of poor NPO development in the country (Kabdiyeva, 2015:167). Only 14 percent of NPOs in Kazakhstan have a sustainable human resource base, mainly due to a lack of funding (Kabdiyeva, 2015:167). To add, Iran is facing similar issues in terms of human resource capacity.

African NPOs face difficulties in controlling the quality of the staff they recruit mainly because they depend on volunteers to run their programmes, services and activities (Okorley *et al*., 2012; Batti, 2014). Still, their day to day affairs like planning, monitoring, appraising and implementing their programmes, services and activities are affected by lack of experience and well-trained staff thereby limiting their capabilities in terms of managing their NPO. Orkorley *et al*. (2012) claim that one of the pillars for a sustainable organisation is when the staff and the management are motivated to do their work and qualified for their duties. Likewise, NPOs in Africa

have a key weakness of having inappropriate organisational structures, and as a result, it impacts negatively on their day to day business. For instance, NPOs in Ghana show similar issues. Okorley *et al.* (2012) assert that, in Ghana, there was a recruitment policy that state that the staff who happen to be competent in their duties would be retained and remain attractive to the organisation but the staff were not aware of this policy. In this respect, this shows that various training programmes that review their competence and skills were needed particularly in information communication technology (ICT). This kind of reviews in training programmes, is said to be very important to obtain organisational sustainability and remarkable staff performance (Orkorley *et al*., 2012). Additionally, in Ghana, leadership issues were found to be critical as the key human resource factor that enhances NPO sustainability (Okorley *et al*., 2012). Managerial leadership is argued to be the key aspect to the success and sustainability of NPOs today by the same authors. Transparency in communication, high motivation, the personality of the leader and the ability to supervise well could be used as strategies to improve sustainability (Okorley *et al*., 2012). To add, a study conducted by Okorley *et al* in 2012, indicated that other human capacity factors that enhance better chances of NPO sustainability were working in-service training plans, having adequate staff with managerial and technical skills. Likewise, Kenya is experiencing similar issues of ill-experienced human resource capacity.

Local NPOs tend to show capacity limitation in their human resource and insufficient staff, which becomes difficult to pursue appropriate funding or resources (Batti, 2014:60; Matsimbi & Mtapuri, 2014:714). The Isinya division in Kenya, for instance, had about 484 CBOs of various types formed to address poverty or household ills experienced in the area (Batti, 2014:60). According to this study, “only 25 percent of these CBOs were actively implementing programmes at a micro-level, others remained inactive due to the inability to mobilise the required resources for implementing their mandates” (Batti, 2014:60). This shows that small organisations have difficulties in coping when resources are little, and when the human resource is incapable of mobilising needed resources. Furthermore, Uganda is not unique to human resource capacity limitations.

Makhoka (2002:22) notes that many NPOs, for instance, in Uganda, manages to attract highly trained staff but keeping them is a major problem. This is so because

the nature of NPO work has limited room for career development and good staff tends to be frustrated to develop their career since within a short time they will lose the job they have skills on and already enjoy doing. NPOs did not have access to most government capacity building programmes like learning bursaries (Makhoka, 2002:22). Moreover, South Africa, in the era of democracy, still face limitations in the human capacity as indicated below.

In South Africa, there was the shortage of human resource capacity upon the arrival of democracy as activists flooded themselves in state organisations which resulted in the loss of qualified and experienced staff to the government sector (Hendrickse, 2008; Buyani, 2015). The new leadership struggled to build its expertise, and they wallowed in the new organisational context (Buyani, 2015). Moreover, managers who lack skills need to harness inadequate resources so that they cope in providing their services and programmes (Buyani, 2015). Furthermore, according to Hendrickse (2008), lack of leadership skills or leadership vacuums, ever-changing needs of target groups (beneficiaries), clashing roles of the state and NPOs in the services they deliver led to the demise of numerous NPOs in South Africa (Hendrickse, 2008).

USAID (2015) identifies that NPOs in South Africa cannot keep skilled staff members for a long time because they offer them low pay and the contracts are only for a short time and determined by the duration of a project. Buyani (2015) confirms that NPOs in South Africa offer poor staff salaries, and as a result, they end up losing experienced staff to the government sector. For that reason, this sector is mainly supported by volunteers. Nevertheless, many NPOs continue to provide education, research services and training. In Limpopo, similar issues are experienced as well.

Capricorn District Municipality (Limpopo) in South Africa, lack human and material resources resulting in affecting NPO sustainability. NPOs in this District show severe shortages of dedicated management and leadership (Matsimbi & Mtapuri, 2014:714). In this study, the management and staff members did not have the necessary skills to contribute to the advancement of the organisation. In this District, education and illiteracy affects the sustainability of NPOs which is evidenced by what one of the participant said, “I do not get funding because application forms for funding are written in English and often I do not understand what is required” (Matsimbi & Mtapuri, 2014:714). According to this study in Limpopo, the organisations have

limited material resources partly because of the incapability of mobilising the resources. The important roles such as mobilising resources are played by greedy and selfish people who only think about fending for their families instead of their (Matsimbi & Mtapuri, 2014:714).

Some NPOs in Johannesburg are facing very small staff compliments, for instance, the Bag factory and Assemblage. According to French (2015), the Bag Factory had only three full-time employees, and the Assemblage had three volunteers and one administrator. Resources that were available to the NPOs for staffing seemed to be very limited, and as a result, NPOs tend to avoid taking full-time staff who will expect long-term employment, pensions and retrenchments packages, so the organisations only employ staff on contract and project basis. Still, these organisations have difficulties in maintaining the skills and staff as the skills are specialised and staff movement undermines reliable delivery of services. Ultimately, the complex demands on the managers and low salaries did not encourage highly skilled people in the sector, and as a result, prolonging the difficulties in keeping quality staff in NPOs.

This sub-section relates to this study in that NPOs in South Africa like other countries still face limitations in organisational capacity due to various problems resulting from a lack of human resource skills. In this regard, this factor is utilised in this study to further reveal the effects of this challenge in NPOs in Johannesburg because the lack human capacity can affect the sustainability of NPOs.

(b) Management issues

Mangaba (2016) argues that for the direction taken by NPOs to be more effective, they need to have proper management. The management is very crucial in directing the NPOs. Another managements' duty is to safeguard the resources entrusted to the NPO by the states and donors. They are to use these resources in an effective and efficient manner, ensuring that the needs of the beneficiaries they serve are met (Mangaba, 2016). Likewise, the managements' responsibility is to safeguard the human resource management, their strategic issues and their organisational resources. To add, the management need to upgrade its public image and partnerships with other stakeholders (Mangaba, 2016). The purpose of this section is

to elaborate more on management issues and how they affect the sustainability of NPOs worldwide.

Successful implementation of NPO programmes and distribution of services becomes difficult because of the lack of skills and insufficient management capacity (Hendrickse, 2008). In other words, lack of managerial and leadership skills deprives NPOs of productive strategic planning. Mutinda and Ngahu (2016:81) affirm that NPOs in South America and Latin America do not understand the reason for their formation yet. This is so because there are no clear strategic plans for their missions from the management, which will affect service provision to the intended beneficiaries. Furthermore, external forces like local accountability, local ownership, control and ownership have been influencing NPO management in Papua New Guinea (Mutinda & Ngahu, 2016:81). New NPOs in Iran usually suffer from a lack of resources, particularly expertise and administration of the management. The lack of trust from other stakeholders results in donors not recognising them (Bromideh, 2011). Bromideh (2011:200) postulates that none of the NPOs in Iran has strategic plans and annual operational plans for their day to day activities. This is because they put much emphasis on long-term planning and in the process sidelining strategic planning. Yet, strategic plans requires special knowledge and skills of which they did not possess such knowledge and skills. Furthermore, the NPO leadership is involved in strategic faults which result in not knowing which programmes to give priority first.

Low prioritisation of programmes which is often related to strategic errors during the formation stage has been affecting NPOs sustainability in African countries (Mutinda & Ngahu, 2016). Makokha (2002) sustains that in Uganda, its a challenge to develop a well-functioning and structured Management Information Systems (MIS). This is due to the expansion of activities, especially in NPOs that are involved in critical activities such as the delivery of social services and programmes. This demands high levels of professionalism and management capacity of which they do not possess. In Malaysia, the non-profit sector often struggles in terms of sustainability due to unavailability of proper accounting standards together with not enforcing relevant laws (Bromideh, 2011). Overlooking laws that govern NPOs may affect the organisation in that it may not benefit from resources that may help to further their

mission. If they ignore such laws, chances are, they will not effectively and efficiently carry out and fulfil set objectives. Additionally, sponsors need to know that their resources were used in their intended use. If not, the unavailability of proper accounting standards may result in discontinued support. Likewise, in Kenya, NPOs struggle because they do not have strategic planned activities, poor recording practices and lack of necessary frameworks on sustainability hence affecting their NPOs (Mutinda & Ngahu, 2016:82). Additionally, numerous problems experienced by NPOs in Kenya have been identified as ineffective boards, poor recording practices, absence of strategic planning activities, high turnover of employees, lack of necessary policies and strategies and depending more on limited sources of funding (Mutinda & Ngahu, 2016:82). In a study conducted by Alexia in 2006, findings presented on factors affecting the sustainability of rural water supply in Tanzania showed that the project was undermined by poor financial management hence the need to address that problem (Karanja, 2014). In all this, South African NPOs are not exceptional.

Matsimbi and Mtapuri (2014) cite that NPOs in Limpopo, particularly the Capricorn District Municipality in South Africa, are not appropriately managed. This District is facing a serious shortage of devoted management and leadership in the non-profit sector. This is so because the governance and management structures were very limited, which affected their operations (Matsimbi & Mtapuri, 2014). Furthermore, the management of NPOs within the Capricorn District Municipality show that they are not proactive to solve challenges they face due to lack of direction in fulfilling their roles and responsibilities. In this regard, if there is no proper planning in management, they may result in inefficiencies and ineffectiveness of the NPO.

Muriithi (2014:45) indicates in the study on NPOs in Kenya that the success of NPOs depends on the ability of the management to formulate strategies that suits the environment in which they are operating on as this caters for the increase in demand of the programmes and services they provide. Muriithi (2014) argues that type of the organisation does not matter whether an NGO, a business or political institution, the government or a community, strategic planning is essential in all diversities. Muriithi (2014:45) argues that the objectives of the organisation should align their goals towards possible applicable sustainability strategies. To add, the NPOs need to

analyse their mission statements to suit their social, environmental and financial objectives to enhance their performance. Again, strategic planning in NPOs can be negatively influenced by the external environment in that formulating strategies and implementing them are resource and time-consuming. Hence there is a possibility and a risk of formulating strategies that may become outdated before they are implemented. In this regard, the process of formulating strategies need to be reviewed and remove unnecessary planning stages that may not be relevant to the environment in which the NPO is operating in. There is a need to maintain the stages that are more crucial despite the uncertainties that are found in the environment.

Muriithi (2014) indicates that several management factors can positively influence the sustainability of NGOs. Muriithi (2014:46) upholds that these factors include proper governance structures and understanding of the purpose of the NPO by the top management and be ready to take the lead in achieving their objectives. To add, the leadership should have the required qualifications, competence, experience, and skills. The management should adopt policies that motivate the staff and maintain the morale of employees within the NPO. Likewise, the NPO management should adopt leadership approaches that facilitate the NPO in meeting its objectives. Other management factors that affect the sustainability of NPOs are stakeholders putting their trust in the NPO management, diverse mix of donors, limited staff turnover and meeting the needs of beneficiaries through well-designed programmes and services (Muriithi, 2014). In this regard, those managing the NPOs at the top management of NPOs should be on the board to represent the NPO programmes and manage their assets.

This sub-section relates to this study because management issues drive the affairs of the non-profit sector forward, and if not well articulated, may affect NPO sustainability. NPOs in South Africa still lack proper management systems that they can use to further their mission.

(c) Governance issues

NPOs need active, strong and committed boards to ensure internal and external accountability to their stakeholders and financial sustainability. Tan and Yoo (2015) acknowledge that leaders play a very vital role in shaping organisations' cultures and

norms. In this section governance issues were explained as a factor affecting NPO sustainability internationally, regionally and locally.

NPOs in many countries rarely provide effective strategic leadership which ensure that resources are mobilised well. Still, there are difficulties in mobilising resources because they do not have effective governance structures (Batti, 2014:60). However, many boards are unaware of their role in resource mobilisation for the sustainability of the organisation. The more the governance and management structures are available, the more they can mobilise resources. The presence and extent of involvement of governance and management structures in NPOs influence their ability to mobilise resources. Mostly, NPOs do not have the instruments to enhance governance structures such as constitutions, policies and guidelines, and this tends to scare off potential donors.

African NPOs continue to face governance issues in that as they grow as organisations, they become more complex; hence the leadership are unable to grasp new competencies needed for organisation growth (Karanja, 2014). Incompetent leadership affects their credibility since they will be unable to deliver such roles as advocacy, monitoring and evaluation.

Makoka (2002) confirms that in Uganda, governance is a chronic problem, especially for local NPOs and CBOs. Makokha (2002) cites that though many of these organisations are legally registered, with well-articulated missions and visions leadership and policymaking persist as problems. Likewise, in Kenya, there is a challenge of ineffective boards which further affects their credibility and accountability inferences (Mutinda *et al.*, 2016:82). South African NPOs are not an exception when investigating about governance issues.

According to Chikadzi (2013:13), there is no prescribed procedure that they follow when appointing a board in South Africa, yet they are expected to play several duties. Each NPO decides on their own in relation to the election of the board members. However, prescribed appointment of the board cannot be applied universally because some NPOs have different procedures on how they get to elect members of the board (Chikadzi, 2013:14). Mangaba (2017) argues that to achieve continuing sustainability governance practices need to be implemented in South African NPOs. Maboya (2017) asserts that NPOs in South Africa have faulty

governance structures because they are not geared towards sustainability of NPO programmes. Furthermore, the NPO management is not able to transform the leadership and board structures as well as persuading them to embrace self-reliance. This is so because the NPO management are still failing to assign the most capable talented people to serve on their boards. As a result, they are left with members who have served for a very long time and cannot be changed (Maboya, 2017). This means that NPOs can remain for many years with the same board members, mostly when their leadership structures are not aligned to governance principles. As such, to be able to cater for the dynamic requirements of a well-functioning organisation, most organisations require a total makeover of the governance system (Maboya, 2017).

This sub-section relates to this study because governance issues if not implemented well, they will affect NPO sustainability. Again, NPOs in South Africa still lack proper governance systems that they can use to further their mission.

(d) Accountability and Transparency

The question of accountability and transparency of NPOs on the development agenda has been high recently (Claeye & Flambard, 2017; Zyl & Claeye, 2019). In international development, questions and evaluations about accountability have been asked (Kachur, Soal, Van Blerk, 2016; Zyl & Claeye, 2019). In NPOs, previous events about corruption within the sector have not done these trust relations any good and have placed further pressure on NPOs to be more accountable and transparent (Ebrahim, 2003; Zyl & Claeye, 2019). To secure the trust of both donors and beneficiaries, NPOs need to be accountable. In this regard, this section assessed on the lack of accountability and transparency as a challenge affecting the sustainability of NPOs worldwide.

Batti (2014:60) holds that accountability and transparency are two pillars of good governance, but many organisations tend to fail in articulating them. In this respect, NPOs lose public interest because of not meeting the legal systems in their countries and the requirements of their donors. Both Batti (2014) and Kabdiyeva (2015:166) confirm that NPOs are lacking public trust, for example, in Kazakhstan due to not meeting their legal systems the requirements of their donors. NPOs are not able to consistently earn stakeholders trust because they lack viable systems for financial management, programme monitoring and evaluation and all-inclusive programme

performance (Batti, 2014:60; Kabdiyeva, 2015:166). Batti (2014:60) maintains that "NPOs have been accused of improper and excessive compensation for chief executives and board members, non-payment of taxes, conflict of interest in organisational transactions and unethical behaviour". There may be more difficulties in obtaining resources due to accusations such as these, thereby bringing reservations on the transparency of NPOs. In utmost parts of Central Asian countries, there has been little attention to financial transparency. For instance, NPOs in Kazakhstan lack transparency because they do not disclose their sources of income. Furthermore, researchers meanwhile are emphasising the need for greater NPO accountability (Ebrahim, 2003; Othman & Oli, 2014; Abouassi & Trent, 2016; Kachur, Soal & Van Blerk, 2016; Zyl & Claeye, 2019).

Ebrahim (2003:813) asserts that NPOs emphasise more on upward and external accountability to donors neglecting downward and internal accountability (to beneficiaries) mechanisms, and as a result, they remain underdeveloped and short-term. Zyl and Claeye 2019) isolate that non-local NPOs focus more on upward and external accountability, whereas local NPOs tend to focus more on downward and internal accountability. This is because local NPOs are more sensitive to the opinions of their beneficiaries and for that reason, they are more closely related to the people they serve, and they understand their needs more than international NPOs. Although NPOs value the importance of downward accountability, may be difficult to implement them in their operations (O'Dwyer & Unerman, 2010; Burger *et al*., 2018; Zyl & Claeye, 2019). Failure to implement all forms of accountability strains the governing bodies of NPOs because upward and downward accountability is necessary for the efficiency and effectiveness of aid delivery (Burger, 2012; Schmitz, Raggo, & Bruno-van Vijfeijken, 2012; Kachur, Soal & Van Blerk, 2016). However, in all that, transparency is related to the issue of NPO accountability.

There is a need to improve the transparency of the relationships between NPOs and three important stakeholders, namely: governments, financial supporters and the public (Kabdiyeva, 2015). Kabdiyeva (2015) cites that NPOs in Kazakhstan rarely publish annual reports. USAID (2015) claims that the lack of transparency among NPOs remain a major weakness which requires a culture of transparency and accountability in the sector since this is a huge and long-term challenge. In South

Africa, many NPOs struggle with accountability as well as to measure outcomes set by the state and donors (Wiggil, 2014). Wiggil (2014) and Kachur, Soal and Van Blerk (2016) maintain that accountability and transparency in NPOs is a worldwide challenge. However, NPOs have an understanding that their ability to attract constituents is directly related to their degree of openness and transparency.

Accountability and transparency are relevant in this study in that; NPO internal and external stakeholders both need to be provided with the information and explanations about organisational actions. In this case, the youth and the children as beneficiaries need to be included in their plans. Access to information may help in enhancing a productive relationship between NPOs and stakeholders as they are complex mostly, and their needs, priorities and claims are not always aligned. NPO accountability and transparency are vital in that they bring certain benefits to the public and specific stakeholders. The latter, in turn, provide organisations with resources, advice, information, feedback and opportunities they need. Hence, the relevance of accountability and transparency is that NPOs in South Africa and precisely the 6 case studies may need to participate and engage themselves with different stakeholders such as the state, donors, staff, peer organisations, broader public and beneficiaries. Christensen and Ebrahim (2006) claim that there are relatively few external mechanisms in place to ensure that NPO accountability is achieved hence organisations need to self-regulate so that they may be effective and efficient in carrying out their missions sustainably.

Conclusively, internal challenges as they are driven by the organisational capacity of the management tend to affect more on NPO sustainability because of the various factors assessed above. The internal challenges which include lack of funds, capacity limitation (Human resource capacity), management issues, governance issues and accountability and transparency. South African NPOs are capacity constrained and resource-dependent due to various aspects like lack of skills and capacity (Department of Social Development, 2015). The purpose of the following section was to investigate on the external challenges that may affect the sustainability of NPOs globally.

2.4.2 External challenges

External factors are those challenges that arise from outside the organisation. These challenges are caused by situations that are structural, yet they influence on internal matters of an organisation. The external challenges that affect the sustainability of NPOs across the world were analysed in this section.

(a) Lack of funds and change of donor priorities

Most NPOs in Latin America, Asia and Africa are suffering from scarcity of funds (Saar, 2005; Bromideh, 2011; Kang'ethe & Manomano, 2014:1497; Kabdiyeva 2015:167). The state is facing difficulties in supporting the non-profit sector due to the global financial crisis and other issues that are to be evaluated in this section which affects the sustainability of NPOs. Latha and Prabhakar (2011) hold that the state-imposed sanctions on NPOs in India because they are not able to manage their funds, and as a result, the state does not support grants. To add, in Kazakhstan (Central Asia) state social contracts are the most significant source of funding for NPOs currently with total funding of about $13.5 million in 2011 (Kabdiyeva, 2015:167). However, the mechanisms of state contracting are not effective because they are either short-term or long-term, and little information is available on the programmes they support (Kabdiyeva, 2015:167). Long-term contracting is not effective because there are some cases of ineffective spending of money by NPOs receiving the state social financing (Kabdiyeva, 2015:167). The funds are used for some other things that are not the mission of NPOs. This is so because those who are entrusted with funds for the institutions misuse them for personal benefit and in some instances, corruptly access funding (Kang'ethe & Manomano, 2014). Likewise, Uganda is experiencing the same in terms of funding challenges (Makokha, 2002). Makokha (2002:22) confirms that most NPOs are donor-dependent for most of their programmes, services and activities which expose them to vulnerable hick-ups and swings in donor interests which may not conform to their objectives. The same author applauds that apart from the source of funding, another problem is that most NPOs receive funding that is restricted in the budget, thereby limiting their innovativeness in advocacy purposes. Mutinda and Ngahu (2016:82) affirm that Kenya is experiencing and depending on funding sources that are limited in number meaning to say that they are not enough to cater for their objectives. This could be as a result of a tremendous change of donor priorities.

Many at times, NPOs are not free from donor's dictation of priorities which shift the focus of organisations resulting in their ineligibility to apply for funds due to failure to meet donor priorities (Batti, 2014:59; Maboya, 2016). Preferences of donors are continuing to change, and they are more selective. In a scenario that an NPO have different donors, a challenge arise that may affect the direction of the organisation in that different donors apply different conditions of aid and as a result confusing on who to follow. In this regard, they shift their priorities towards the needs of donors which may be outside their priorities hence interfering in what the NPO stands for. Donor conditional ties may affect the beneficiaries more since they will not gain what they intend to receive. Thus, donor conditional ties have an influence on NPOs sustainability in that funding trends are changing in the donor world (Saar, 2005). This is evidenced by donors shifting in NPO funding to focus on funding government institutions. Supporting government with funds resulted in competition for the same resources of which NPOs may not stand the competition since government institutions have the better capacity to mobilise for resources as compared to NPOs (Habib & Taylor, 1999; Batti, 2014; Wiggil, 2014). Furthermore, NPOs are hindered from diversifying their donor sources due to constraints they are given like not allowing them to accept other donors within the same period of funding. Donor prejudices are prevalent as noted by Parks (2008), Batti (2014:59), Kang'ethe *et al*. (2014) and Maboya (2016) who affirm that donors tend to support organisations that have a good track record because cases of funds embezzlements are crucial to donors. Additionally, young organisations have a disadvantage of not being recognised and known; hence donors usually do not associate and give support to organisations that do not have track records and incompetent. Ghana is not unique when explaining about lack of financial resources due to donor conditional ties.

According to Okorley and Nkrumah (2012:333), "a major factor affecting the sustainability and effective management of NPOs in Ghana is depending more on external sources from donor funding thus once the donor pulls their financial support, the NPOs collapse". If external donors pull their support, NPOs in Ghana may not sustain themselves since local sources of funding are not enough to adequately carry out all their programmes and cover all the operational costs. In this regard, NPOs are in between a hard place and a rock which is affecting their sustainability.

In a country like Botswana, the state reduced all its funding for HIV/AIDS programmes as a result making NPOs' work more difficult and laborious (Kang'ethe & Manomano, 2014:1497). Brown (2019:77) argues that the government is the major funder of NPOs which is shown by government funding constituting 80 percent, followed by 15 percent from local businesses (CSI) and 5 percent from private donations. Similarly, Kang'ethe and Manomano (2014:1497) point out that "the state funds make up to 80 percent of the funding so when they withdrew, most NPOs such as Botswana Network of People Living with HIV/AIDS (BONEPWA) almost closed, and the staff was retrenched leaving the office to be run by the director and the deputy director". The closure of NPOs may result in loss of jobs, and beneficiaries' needs may not be catered for. Likewise, in Swaziland, which is known for high incidences of HIV/AIDS, still suffered from reduced funding by donors due to the global financial crisis (Kang'ethe & Manomano, 2014:1497). Similarly, countries like Uganda and Tanzania experience the threat of NPO sustainability due to operating on tough and restraining budgets (Kang'ethe & Manomano, 2014:1497).

South Africa started to notice a change in donor priorities after democracy in 1994. Building relationships became difficult with some donors because large organisations funding applications were outsourced to funding organisations. In this vein, NPOs' physical distance from large donors hampers strong NPO-donor relationships which will further disadvantage their sustainability the same way the global economic crisis did. The economic crisis has not spared some South African NPOs that nearly shut down due to the shortage of funding (Ngandu, Altman, Cross, Jacobs, Hart & Matshe, 2010; Kang'ethe & Manomano, 2014:167). NPOs specialising in HIV/AIDS treatment and prevention were the most affected (Kang'ethe & Manomano, 2014:167). The cut of funding in South Africa was so unfortunate since the nation is having people suffering from HIV/AIDS, which resulted in the closing down of 6 provincial offices of Treatment Action Group (TAC) organisation (Kang'ethe & Manomano, 2014:1497). Likewise, the Institute for Democracy in South Africa (IDASA) in Cape Town closed their offices; Family and Marriage Society of South Africa (FAMSA) in East London imposed that their staff are to work on shifts and to look for other alternatives for generating income to sustain their programmes, services and activities because they were receiving little funding in 2012 (Kang'ethe & Manomano, 2014:1497). On the contrary, the South African state alluded their

support to NPOs because of the excellent role they play in helping them to deliver crucial services, but on the actual ground, the case was different. Equally, the National Lottery, as one of the donor's body is failing to nurture a moral working relationship with NPOs (Barnard, 2012). Moreover, in terms of funding, like other countries, as such, South Africa still faces challenges in that regard. Fundraising strategies to the public often fail because of the economic recession and growing unemployment rates (Leonard, 2014; Buyani, 2015; USAID, 2015; Maboya, 2016). Since this sector is now using social media for fundraising, they are not as successful as in other developed countries because very few people trust online mechanisms.

NPOs in Johannesburg are facing similar issues related to lack of funding. According to Koseff (2018), Johannesburg NPOs have experienced low funds because the responsible institutions that are supposed to make sure funding reach the relevant stakeholders unevenly monitor funding initiatives which require them to act. Larger NPOs as stated earlier, are more likely to receive funding as compared to small NPOs because of their capability in describing and reporting on programmes sophistically but however, they have not been able to collaborate with the funders (Koseff, 2018). On the other hand, the same author alludes that smaller organisations are not competitive and do not use the funds efficiently; hence they are neglected. As a result, they fail to deliver to their beneficiaries and have little coordination with the state funds.

The relationship between the state and NPOs remain fragile in terms of funding (French, 2015). The current system is broken to the extent that all roads lead to national funding because the local funding or provincial funding is inadequate. Thus, NPOs in Johannesburg are looking to the national government for ongoing funding, yet this should be the other way around. To add, in Johannesburg, there are too many NPOs that are competing inefficiently for the same resources (French, 2015). Too many NPOs duplicate each other’s efforts in an inefficient manner which requires each duplication to have its resources and administration. NPOs where the most innovative and flexible organisations would survive while the less competitive closes. State agencies like National Lottery, MAPPP Seta, the DAC and the NAC hamper the sustainability efforts of organisations by creating expectations for funding and then delay or cancel funds (French, 2015). For instance, in 2013 the Bag

Factory was given a three-year contract, but in two years' time, the National Lottery took longer than 6 months to pay out a half-year instalment (French, 2015). However, Koseff (2018) argues that organisations should apply funds from various sources. In this regard, communication between NPOs, donors and the state is important.

Communication is revealed as one of the most significant challenges within the NPO sector (French, 2015). This is shown by failing to keep a trustworthy relationship with their donors and sponsors. The relationship is supposed to be reciprocal whereby the sponsors need their initiatives to be implemented but at the same time trying to avoid creating dependency in the NPO and the NPOs need funder's support in order to fulfil and sustain their missions (French, 2015). However, the relationship is rarely balanced as the funders hold the strings and therefore, have the greater power in the relationship and the ability to influence NPO activities. This is a threat to the sustainability of NPOs because the ability of NPOs to continue operating will be compromised when donors withdraw their support and there will be an imbalance of power which will compromise NPOs' missions (French, 2015).

The relevance of this sub-section for this study is that NPOs in South Africa are facing inadequate funding which arises from various issues including the implications of the global economic crisis, changes in donor priorities and other issues as stated above. NPOs, donors and the state ought to have a fair relationship with regard to not compromising the mission of the NPOs because this affect the beneficiaries in the end. In this regard, NPOs in Johannesburg still receive funding from donors and the state although the funding is limited. However, their involvement in the affairs of the NPO sector play a role in NPO sustainability. Finances affects the sustainability of NPOs so the management should have the capacity to run fundraising activities have educated staffs on finance matters, with the knowledge of cost and competitiveness of their programmes and services to beneficiaries. Political interference determines the sustainability of NPOs and is evaluated next.

(b) Political interference

Where there is political interference and instability, donors enforce strict measures and are reluctant to release funds. Mexico faced issues of state interference, especially in attaining financial freedom and in improving the lives of the poor (Miraftab, 1997). Miraftab (1997) postulates that in Mexico, the state was the only

service provider of social services; hence NPOs faced problems since the state was monopolising the grassroots communities. In Ethiopia, some NPOs were deregistered and restricted to source funds from external donors because of engaging in activities that threaten the decisions of the ruling regime, such as human rights and equality (Vernon, 2009; Batti, 2014). Likewise, in some African countries, some organisations have been considered as a threat by the state because of their perceptions and attitude towards NPOs. According to Kang'ethe and Manomano (2014), for example, in countries like Zimbabwe and Kenya, the state uses political harassment to control their interventions. Thus, NPOs could not operate outside the control of the state, which may have an implication on the mission of the NPO.

Other NPOs may suffer competition from 'Political NPOs' which can affect their sustainability. Batti (2014:59) argues that there are some organisations which are associated with political parties directly or indirectly; hence they easily get opportunities to support their programmes, activities and services because they are connected politically. In South Africa, after the development of the Constitution of the Republic of South Africa (108 of 1996), apartheid is a key historical setup that brought a constant change in South Africa since 1994. Van der Waldt and Knipe (2005:105) argue that although there were some changes in the political arena, challenges in implementing the organisational systems as planned were encountered. In this respect, the change in the political arena may cause various instabilities in politics and socio-economic affairs of a country. Besides, the issue of political interference affects NPOs indirectly in that they are linked together by the law of which the state is the main regulator of the NPO sector. Moreover, in South Africa, the state's system is failing to fulfil the objectives set out in the White Paper of 1996 which states that large institutions that were put in place during apartheid were to be cut back, but since then more institutions have been created, consuming 80 percent of the department's resources (Van der Waldt & Knipe, 2005:105). Still, the system is limited in that their grant-making structure have not been revised since commencement. Thus, expecting NPOs to manage the contradiction between starting new projects while emphasising the sustainability of old projects with the same limited resources is unrealistic. In Johannesburg, the NPO sector realises that the state does not coordinate them but rather exploit them (Koseff, 2018). Thus, the politics of a country tend to direct what happens in organisations due to the issues

explained above. As a result, the sustainability of an organisation and programmes spearheaded by NPOs depends on the freedom to operate in that country. The following sub-section gives a brief overview of the effects of policies, laws, rules, and regulations of a country on NPOs sustainability. This issue was assessed briefly because the next chapter of this study (Chapter three) ealluated this matter extensively.

- **Government policies, laws, rules and regulations**

According to Batti (2014), NPOs that get support externally are often affected by the government policies and the politics in that country due to a lot of bureaucracy and red tape involved. Accessing funds in the government have got rules and regulations the need to be followed, and the more NPOs access these funds, the more their sustainability is influenced positively. However, NPOs face difficulties in accessing resources because of some requirements needed in the application of government funds as stipulated by the rules and regulations. Batti (2014) points out that in Kenya, a certain policy allows funding one NPO bi-annually per each division hence working as a stumbling block to resource empowerment of NPOs.

In South Africa, the *NPO Act* (71 of 1997) sustains that better resourced and larger NPOs possibly benefit more from the enabling environment because they can comply with the regulatory requirements. On the other hand, small developing NPOs usually cannot meet the minimum levels that are required by the current Non-profit organisation like complying by submitting annual reports. Due to this, there is a need to differentiate the requirements of the regulatory framework within the different categories of NPOs so that the standards and regulation regiment are aligned accordingly (NPO Act 71 of 1997). To add, larger organisations registered as NPCs or trusts, have additional regulations apart from the NPO law as a whole that they need to comply to in addition to their respective laws. This means that the NPCs and trusts must comply with their respective laws and the *NPO Act* concurrently. This may come to instances whereby an organisation is supposed to comply to three different regulatory bodies that require different kinds of information such as the *NPO Act*, Memorandum of incorporation (MOI) or trust deed and as the public benefit organisation (PBO) under the taxation law (NPO Act 71 of 1997). In this regard, organisations are required to modify their constitution documents and reporting requirements accordingly. The *NPO Act* (71 of 1997), cites that the environment in

which the regulatory framework is operating now is inevitable for NPOs to alter their constitutions because the alleged status of NPOs is undermined by their legal entities. The lack of integration between different regulatory authorities may lead to unnecessary duplication in using state resources in various areas instead of a specified body. Besides, the current legislation is a deficiency in not providing effective mechanisms that enforce the duties and obligations that are set in the *NPO Act* (NPO Act 71 of 1997).

Political interference and state regulations are relevant to this study in that NPOs operate outside the law. Therefore, they must be governed within the rules and regulations of the country. So NPOs in South Africa are not exceptional since they receive their funding from the state and regarded as citizens.

(c) Inadequate networking skills and social capital

Inadequate networking skills and lack of social capital affect NPOs sustainability. According to Wiggil (2014:280), “networking pertains to the NPO building networks with the same groups as its donors, such as environmentalists, unions, or community groups”. In this regard, NPOs are required to have networking skills so that they can relate to their counterparts. On the other hand, Kusakabe (2013:13) defines “social capital as features of social organisations, such as networks, norms and trust that facilitate actions of cooperation for mutual benefit.” In this respect, networking skills and social capital are linked together in that both involve the aspect of working together with other organisations or people. Analysing the influence that networking skills and social capital have in NPOs sustainability is very significant.

In many African countries, networking is a term commonly used by NPOs but not frequently practised (Batti, 2014). Mostly NPOs lack networking skills to connect with other similar organisations in the same field and because of that they find themselves competing for the same resources of which they would have done much if they work together towards the common interest. For instance, the existence of ten or more NPOs within the same geographical area and at the same time, all offering the same services while depriving other areas that require equal attention (Batti, 2014). Instead of cooperation, this raises competition among the NPOs, and at times donors are not interested in focusing on those areas (Bromideh, 2011; Batti, 2014). This is so because larger NPOs are well known by the international donors so smaller NPOs will be competing for resources and not stand a chance because

larger NPOs enjoy economies of scale. This affects emerging NPOs, and they are put under pressure to prove their capabilities to international donors in managing scarce resources they have. Batti (2014) suggests that NPOs should network with other organisations to obtain exposure.

The type of network an NPO is involved in may deter the effective mobilisation of resources and their ability to access them. This implies that NPOs should network with credible and legitimate NPOs to access resources effectively. In this regard, networking and social capital are regarded as crucial in terms of influencing NPO sustainability. The building of social capital is a significant factor that can influence sustainability in NPOs. For instance, in a study that was conducted in Japan by Kusakabe in 2013, the study found out that social capital, together with the participation of people, can influence sustainability in NPOs. This is because NPOs' programmes offer opportunities where people can gather, network, and identify together as residents of a neighbourhood. Sabbil and Adam (2015) stress the same issue of participation of all stakeholders to enhance the sustainability of their programmes. According to a study in Ghana, the participation of all stakeholders is taking ownership on the programmes implemented and failure to do so resulted in huge financial problems which threatened the sustainability of day to day operations (Karanja, 2014). Therefore, including all stakeholders initially from the planning stage, will inform them to decide the type of programmes required. A study on sustainability of projects in rural areas in Limpopo province by Foxand in 2004 revealed that projects could not be sustained or implemented without community participation because such projects normally fail thereby communities are left in poverty (Karanja, 2014). Likewise, a study done by Mackay and Sarankinsky in 1995 found that projects fail because of lack of skills and education that is needed to run such projects resulting in hampering their sustainability (Karanja, 2014).

This sub-section relates to this study in that NPOs are to relate with their counterparts to influence their sustainability since they are required by donors to do so as analysed above.

(d) NPOs compliance issues

Sustainability issues are impacted by the weight of compliance in all spheres of the economy. The compliance of NPOs to the state and relevant donors is crucial since they are major funders to this sector. NPOs that are registered are required by the

section 18 and 19 of the NPO Act (17 of 1997) to comply with the law by submitting annual reports consisting annual financial statements, a report from the accounting officer and a narrative report (Department of Social Development, 2012). The applications for funding for those NPOs who do not comply with the requirements of reporting in the NPO Act will be cancelled in terms of section 21. The NPO is given a non-compliance notice of 30 days before the cancellation so that they can countersign and effect their status before cancellation (Department of Social Development, 2012). The DSD in 2012 did a study about several NPOs in South Africa revealed and found that they are not able to submit the compliance requirements on time (Department of Social Department, 2012). In this respect, the non-compliance of some NPOs is as a result of affordability and barriers in language. They do not afford to pay for professionally registered auditors because they are costly.

Report writing is proving to be a challenge in NPOs since they are to be written in a language that is official such as English or Afrikaans. The Department of Social Development (2012) holds that several individuals in leadership and management are not skilled and confident enough to write reports that are needed by their sponsors. Thus, for an NPO to remain legally registered and to continue to operate and to receive funding, they are to comply with the law (Department of Social Development, 2012).

As stated in chapter one, that NPOs fail to comply with the rules of their donors when they fail to submit their annual and financial reports (Department of Social Development, 2017). This is evidenced by 86 768 NPOs that did not comply with the required obligations in March 2016. During that time, 153 667 were registered NPOs. Thus, the compliance rate was at 44 percent, meaning 56 percent of the registered NPOs were non-compliant (Department of Social Development, 2016:18). In this regard, the issue of compliance is missing in South Africa.

According to Bega (2018), the Gauteng Department of Social Development started a laborious compliance process in May 2018 with all funded organisations. This was carried out to ensure that they comply with the terms and regulations in their Service Level Agreements (SLA). However, in so doing subsidy payments to NPOs were delayed. Bega (2018) sustain that the financial partnership between NPOs and the Gauteng DSD is currently unsustainable, ineffective and inconsistent. Besides, the

greatest challenge of NPOs is the registration to now comply with the Central Supplier Database (CSB). This need to register posed a strain on the staff spending hours to get hold of different certificates, changing bank account numbers, changing signatories, in order to adhere to the Provincial treasury expectations (Bega, 2018). However, the National Treasury stated that there was no requirement for NPOs to register on the CSD. This means that the National Treasury does not compel NPOs to register on CSD for them to receive grants but rather the CSD registration is mandatory for suppliers with transactions that go through the supply chain management process (Bega, 2018). Thus, if the Provincial Department requires NPOs to register on the CSD, this is their own requirement that cannot be attributed to the treasury (Bega, 2018). Imposing the same requirement of profit-making suppliers of government on NPOs delivering services to vulnerable individuals is unreasonable. However, according to Bega (2018) NPOs are not government suppliers, they provide not a service to the government so they should not be subjected to normal supply chain procedures.

The requirements for compliance are time-consuming, frustrating and expensive for small organisations like Visual Arts Non-Profit Organisations (VANPOs) in Johannesburg (French, 2015). Audits measure compliance and governance. For example, the Bag Factory compliant to South African Revenue Services (SARS), Companies and Intellectual Property Commission (CIPC) and DSD absorbed a lot of time and resources. However, compliance does not guarantee funding and in some instances, failure to comply is ignored (French, 2015). Still, the requirements of compliance give bureaucrats boxes to tick off but rarely consider the real impact or value of the work in the projects. For the Bag Factory and Assemblage, the time-consuming and complex compliance requirements from funders and the registration and tax authorities was concerning (French, 2015). Moreover, the gradual but insistent increase of administrative and legal requirements in order for these small NPOs to remain compliant was not reflected in the decision-making of state-related bodies who failed to keep their own simple funding schedules (French, 2015). The complex requirements increase administrative efforts, and as a result, there is need for more skilled staff and increase the cost of managing funders' projects when the available funding for managing projects has not been approved (French, 2015).

Alternatives to be considered include decreasing administrative requirements or offering greater budgets for overheads such as auditing and compliance.

Non-compliance issues inform this study in that lack of compliance may scare away the major funders of the NPO sector; hence they need to comply with the state and other sponsors for further support. When NPOs abide by the law, they can increase their credibility and legitimacy.

(e) Collaboration with the state (State-NPO relationships)

Collaboration is a process whereby organisations experiencing problems seek mutual solutions by working with others (Kabdiyeva, 2015:166). Regardless of positive changes in NPO-state relations, there are some deficiencies (Furneaux & Ryan, 2014; Nalecz, Les & Pielinski, 2016). NPOs in Kazakhstan state social contracts or funding are distributed to a small number of NPOs and not transparent (Kabdiyeva, 2015:166). NPOs are not viewed as strong partners, and the state under-estimate the potential of NPOs. This affects the development and sustainability of NPOs because opinions of NPO management are often used at the initial stage of decision-making but at the final stages, their opinions are usually neglected.

Mariani and Cavenago (2013), De Corte and Verschuere (2014) and Krasnopolskaya, Skopkova and Pape (2015) maintain that the relationship between the state and NPOs tend to be complex and multi-faceted. For instance, NPOs in Uganda have participated at the national level in policy dialogue, but at a local level, that is not the case mainly due to capacity and bureaucracy problems. There is another challenge that NPOs face in nurturing their relationship with the state, which is the capacity gap that exists between them. People in the state usually are technically well-trained, but some show very limited experience in short-term training, in teaching others without experience and stating new ways of doing things. This strain, and not enhance the relationship between the two (Makhoka, 2002:25). However, the government's critical role is to provide an enabling environment to NPOs that offer programmes, services and activities (Mariani & Cavenago, 2013:1012). According to Koseff (2018), the NPO sector in Johannesburg perceives the state as exploitative to them rather than being coordinated by it. For NPOs to obtain sustainability, they are to relate well with the state and the state ought to respect the NPO missions. In addition, NPOs ought to use the finances properly.

(f) NPO Registration challenge

Registration of NPOs can be difficult due to several problems facing a particular country. In Europe, Romanian NPOs face challenges in terms of registering their organisations which requires a lot of time and strict procedure (Ceptureanu & Ceptureanu, 2017). Registering NPOs is expensive than a company which requires legal expertise which cannot be afforded (Ceptureanu *et al.*, 2017). Additionally, even though NPOs in Romania usually include many people in their activities, they have difficulties in keeping lasting relationships; hence their membership continues to be very limited (Ceptureanu *et al.,* 2017). This can be because very few NPOs perceive the significance of maintaining lasting contracts because of organisational weaknesses as well as a lack of trust in these organisations by members.

In Iran, NPOs that are not registered face difficulties, but the registration process is a key challenging issue. The registration process is very difficult as expressed by three principals of NPOs upon interviews that "…despite the availability of five possible authorities to register, but the registration is the most difficult and bureaucratic process" (Bromideh, 2011:200). That is why there were a significant number of unregistered NPOs in Iran, which makes the statistics of total NPOs inaccurate. China is not unique when elaborating about registration challenges.

According to the China Development Brief Fall (2012:9), NPOs in China face challenges in registration, and as a result, a number of unregistered NPOs are quite large. This is caused by the absence of clear regulations for the registration and management. Nevertheless, the legal environment in South Africa is conducive since NPOs are allowed to register as voluntary organisations, trusts or non-profit companies. These organisations are obliged by the law to submit annual financial reports, but the problem is many organisations are not able to submit these reports, which resulted in de-registration of some organisations (USAID, 2015). The DSD evaluated the NPO Regulatory Framework and Legislation of 2014, but they did not complete on the prescribed year of 2016 when they were supposed to because the tender which was awarded for this cause was cancelled. There was political harassment or inappropriate government interference in this sector for example after the protest against corruption in the provincial health department delivered by Treatment Action Campaign (TAC), local officials threatened to de-register their organisation (USAID, 2015). Legal services are costly for NPOs in South Africa

(USAID, 2015). The relationship of this challenge to this study is to inform NPOs that registration brings advantages to the organisation, including being recognised as legitimate.

(g) Covid-19 pandemic and its effect on NPOs

The Covid-19 outbreak was declared as a pandemic by the World Health Organisation (WHO) since December 2019 (Deitrick, Tinkler, Strawser & Young, 2020). Covid-19 has subsequently spread and increased the global challenges that were already faced by NPOs and all sectors of the economy (Barnard & Maruru, 2020; Dayal, 2020; Deitrick *et al.*, 2020). This means that worldwide NPOs programmes and services were not spared from the disruptions caused by Covid-19. These disruptions increased socially vulnerable people who depend on NPOs resources, thereby affecting their wellbeing (Nemteanu & Dabija, 2020). Although NPOs programmes and services worldwide were affected by Covid-19 pandemic, they have shown much resilience because they adopted coping mechanisms. The coping mechanisms include working from home, taking precautions and practising social distance.

There was a reduction of various funding sources of NPOs that they receive from individual donations, government, and foundation grants and from fees they charge for the service (Deitrick *et al*., 2020). Despite the financial challenges that are worsened by Covid-19, NPOs face organisational challenges caused by NPO leaders who lack a variety of management and capacity needs preventing them from addressing the barriers affecting their programmes (Deitrick *et al*., 2020). This needs management that is innovative in curbing these challenges.

In Africa, about 77.97 percent of respondents felt that Covid-19 would have a devastating impact on the sustainability of many CSOs (Barnard & Maruru, 2020:11). The measures to curb Covid-19 such as national lockdowns to restrict the movement of people and curb infections were imposed. Barnard and Maruru (2020) maintain that the pandemic has affected NPOs operations and sustainability. This is so because there was the reduction of the number of staff members, funding, the programmes or services and increased the uncertainties about the future.

Tshikululu Social Investments (2020:5) argues that in South Africa, the impacts of Covid-19 were negative on NPOs programmes, services and management of

operations. A survey was conducted by Tshikululu Social Investments on a total of 302 NPOs in South Africa, but only 179 responded. The effects of the global pandemic have resulted in the reduction of income during the lockdown in South African NPOS as well. In this survey, 10 percent of the NPOs reported having retrenched their staff (Tshikululu Social Investments (2020:5). In the same vein, about 60 percent of the NPOs did not apply for the relief fund because they were not aware of the opportunities that were available for the relief funds (Tshikululu Social Investments, 2020:5). Although NPOs in South Africa were affected negatively due to Covid-19 pandemic, the findings from the survey show that in general they were resilient. Although they were resilient, a strain on their provision of programmes and services was observed, thereby reducing benefits to beneficiaries. In the study by Tshikululu, a resilience index was developed which provided a summary of the state of NPOs that were surveyed and the impact of the global pandemic and lockdown on their initiatives. The following pie chart indicates that 33 percent of the NPOs that responded have a high level of resilience and 67 percent showed that their resilience had been threatened significantly to some extent with the effects of the pandemic. Thus, the unfolding public health and economic crisis are taking a strain on the capacity and sustainability of NPOs.

Figure 2. 2: Resilience index

Source: Adapted from Tshikululu Social Investments (2020:5)

To curb the effects of Covid-19 pandemic, 59 percent of the NPOs who responded indicated that NPOs desire to be heard and be committed to contributing cooperatively towards understanding the impact of Covid-19 on the NPO sector

(Tshikululu Social Investments, 2020:5). In summary, NPOs were affected by issues that happen outside the organisations, and they affect NPOs sustainability because they are to follow such lockdown rules. However, there is a need to note that there are minimal studies that analysed some of the challenges in Johannesburg NPOs explicitly.

2.5 Conclusion

The main aim of this chapter was to analyse the different theoretical interpretations of NPOs sustainability. The focus was on NPO organisational theories and internal and external factors influencing NPO sustainability in various contexts and other countries internationally, regionally, and locally. The meaning of sustainability differs with the context and agenda in which it is used. The literature search engines, when referring to the concept of sustainability, relate the concept to environmental issues, and NPO sustainability (organisational sustainability) is left behind. When sustainability is used in the context of NPOs, mainly is relation to financial issues. For this reason, this study used various theories that are not related to financial issues except for the social entrepreneurship theory since the need for finances in the non-profit sector cannot be discarded.

Several theories analysed relate to NPO sustainability such as social entrepreneurship theory, RDT, institutional theory, governance theory and participatory theory. When explaining about the use of one theory for the sustainability of NPOs, there are still gaps because each theory has got significant components which when incorporated, will bring better results in terms of sustainability. Thus, they complement one another. For instance, social entrepreneurship theory answers the financial issues faced in this sector by introducing business principles to tackle social problems, thereby limiting the reliance on donor or government funding. RDT and institutional theory are linked together because they focus on different aspects of inter-organisational relationships in the non-profit sector. RDT focusses on relationships that come as a result of receiving resources from the state or donors, and institutional theory focusses on relationships that come as a result of (the NPO) following the rules and laws of the resource provider (for instance political and moral aspects of the country where the NPO is operating in). In short, they are two sides of the same coin that are brought together to show the whole picture in which organisations relate to each other and other

institutions. The way the state, donors and NPOs relate to each other will have a positive or negative influence on the sustainability of NPOs in this case. Governance theory is integrated to emphasise the issue of leadership and boards. Further that, participation theory is there to engage all stakeholders in decision-making in matters that affect them since they will be able to express their views freely, involved in planning agendas, organise themselves, allocate resources to relevant stakeholders and manage their programmes, services and activities.

In essence, NPO sustainability is becoming difficult in Gauteng (Johannesburg) due to various issues, and the lives and well-being of the beneficiaries are at stake. This is due to several internal and external challenges evaluated in this chapter facing the non-profit sector which includes: lack of funds, capacity limitation within the organisation (weakened organisational capacity), management issues, governance issues, accountability and transparency, NPO compliance issues, donor country priorities changing, NPO registration challenges, political interference, collaboration with the state (State-NPO relationships), inadequate networking skills and social capital. Given these scenarios, the transition from apartheid to democracy, primarily altered the nature in which the state and the NPO sector relate to each other. However, the relationship tends to favour resource providers more than the recipients (NPOs). This relationship is essential to build, improve and develop sustainable practices in NPO management and sustainability. As such, the NPO sector is expected to be sustainable so as to continue supporting its beneficiaries. However, the sector faces various internal and external challenges, as elaborated in this chapter. Thus, a framework that can contribute to sustainability in NPOs is of great need. The next chapter analyses the NPOs' statutory and regulatory framework in South Africa concerning its practice and implementation as well as its implication for NPO sustainability**.**

CHAPTER 3: STATUTORY AND REGULATORY FRAMEWORK OF NPOs IN SOUTH AFRICA

3.1 Introduction

This chapter addressed the second objective of the study, which is to present a statutory (legislative, legal, constitutional) and regulatory framework that guides NPOs in South Africa. The statutory framework can be defined as a system of laws, acts or legislation that have been passed and approved by the legislators and the state. Legislation can be defined as a collection of rules devised by and enforced by a state which has authority over its citizens and regulation is the process of monitoring and enforcing those rules (Van der Waldt, 2004; Zulkhibri, 2014). South Africa, like other countries in the world, has acknowledged the role that NPOs play in changing the lives of the underprivileged to ensure social transformation. The *NPO Act* (71 of 1997); the *Public Finance Management Amendment Act (PFMA)* (29 of 1999) and the *Advisory Board Act* (3 of 2001) together with the youth and child social care legislation is used in this study because the youth and children are used to give a contextual meaning of the study. This study analysed some of the legislations that are used to guide youth development and empowerment as well as child wellbeing, social care and protection. Youth legislations include *the National Youth Development Agency Act* (54 of 2008); the NYP 2015-2020: Legislative and policy frameworks. On the other hand, child legislations include the *Children's Act* (38 of 2005); *Children's Amendment Act* (41 of 2007); *Child Justice Act* (75 of 2008) and South Africa's Child Care and Protection Policy.

In terms of Section 18 of the *Constitution of the Republic of South Africa* (1996) here after *'Constitution',* everyone has the right to freedom of association. In this regard, for the formation of NPOs, this right is necessary because they need to associate with various stakeholders in their day to day operations to enhance social capital. South Africa has a legal and regulatory framework that enables NPOs to establish themselves as legal structures as well as regulating how such legal structures operate. The *NPO Act* (71 of 1997) is the law that regulates NPOs in South Africa and the following sections evaluated its contents together with youth and child social care legislation as stated above. Thus, this chapter gives an exposition of the statutory and the regulatory framework that guides NPOs in South Africa. To add,

the chapter explains legislation that are related to youth empowerment and child social care. The aim of the following section was to provide an exploration on the legal forms of NPOs in South Africa and the stages involved in the formation of the *NPO Act* (71 of 1997).

3.2 Legal forms of NPOs in South Africa

According to Karanja (2014), NPOs play a significant role in the development of South Africa because the non-profit sector provides vital services to the poor and vulnerable in society. The need for regulation is to safeguard the safety and quality of services received by beneficiaries from NPOs. Regulation improves the governance and transparency of the non-profit sector. In this regard, the *NPO Act* (71 of 1997) provides a registration facility for the existing three different legal structures for NPOs in South Africa namely, Non-profit Companies (NPCs) previously called (Section 21 Companies), Non-Profit Trusts (NPTs) and Voluntary and other non-profit Associations (VAs) to establish minimum and annual reporting requirements that need to be complied with. These three legal structures were analysed in the following section, respectively.

(a) NPCs

In South Africa, the NPC is one of the legal structures used which is conferred by the *Companies Act* (71 of 2008) to be registered on juristic personality. In terms of the *Companies Act* (71 of 2008*),* an NPC is registered at Companies and Intellectual Property Commission (CIPC) with a founding document called Memorandum of Incorporation (MOI). NPCs previously were called Section 21 Companies under the *Companies Act* (61 of 1973) (Department of Trade and Industry, 2010). The Department of Trade and Industry (2010:18) provides the characteristics of NPCs which involve various aspects. These aspects are comprised of various characteristics that incorporate public benefit; NPC should be at the end of the name of a non-profit company; minimally three directors must be appointed. Directors, incorporators, members or officers of a non-profit company may not distribute income and property except reasonable compensation for the services they provide (Department of Trade and Industry, 2010:18). A minimum of three incorporators must complete and sign the MOI. Moreover, as stated in the MOI, all assets and income of a non-profit company must be used to advance its stated objects. Importantly, “NPCs are subject to a varied application of the Act, as set out in section

10” (Department of Trade and Industry, 2010:18). A special set of fundamental rules for NPCs is set out in Schedule 1 of the *Companies Act* (71 of 2008). According to these rules, the objects of NPCs remain subject to the current principles. Furthermore, on their dissolution, NPCs are restricted in terms of the distribution of any residual assets. These special rules include various other matters unique to NPCs.

(b) NPTs

The *Trust Property Control Act* (57 of 1988) cites that “a trust is formed through the transfer of property ownership to another party to be administered for the benefit of certain persons or the achievement of a particular goal”. The property may be transferred in various ways, including a court order, testamentary writing or written agreement. According to the International Centre for Not-for-Profit Law) (ICNL) (2004), a court official (Master) has the power to make legal decisions over a trust especially if the majority property of the trust is situated in his judgement. However, in the event of damages, trustees remain liable in their private capacity, so the property is held in the name of its trustees because a trust lacks legal personality. Furthermore, the duty of the Master is to use trust instruments to oversee the selection of trustees and policies to make sure they perform well to their duties following the rules in the trust property document (ICNL, 2004). In terms of the *Trusts Property Control Act* (57 of 1988), the formation of NPOs do not confer legal personality but creates a legal entity under common law. Common law is the law developed based on judicial or judges’ decisions in individual court cases and on custom rather than written laws (Pejovic, 2001). In other words, the common law and the *Trust Property Control Act* (57 of 1988) govern trusts. The purpose of the trust is shown in the organisation’s trust deed, and they are established for private or public benefit (ICNL, 2004).

(c) VAs

ICNL (2004) indicates that when an NPO chooses to establish itself as a VA, they can do that in terms of common law and provide for legal personality through their founding documents. In VAs there is no office of the registry and the only requirement to form them is an agreement between three or more people to achieve a common objective primarily other than the making of profits (Bamford, 1982:117;

ICNL, 2004:3). In other words, the VAs are not regulated by statute because are guided by the common law (ICNL, 2004). Since VA are based on the common law, the agreement may be in the form of verbal or written but not required by law to have a written constitution. However, the common law used in VAs may not be easily accessible, especially when the agreements are not in written form. In addition, the *NPO Act* (71 of 1997) is void short by not requiring VAs to be registered. However, VAs can be registered according to the *NPO Act* (71 of 1997), especially if they need to apply for funding at the Department of Social Development. If they do not register, this may affect their sustainability because they are small organisations that may have difficulties to finance themselves. Thus, undeveloped laws and regulations related to VAs need to be harmonised and streamlined to create a uniform regulatory framework. The table below illustrates the summary of the types of NPOs, their registration offices, the laws that regulate their registration and the differences in their governing structures.

Table 3. 1: Legal structures for NPOs

Legal Entity	**VA**	**NPT**	**NPC (Previously called Section 21 Company)**
Founding Document	Constitution	Trust deed	MOI & Articles
Applicable Law/regulating law	Common Law	*Trust Property Control Act* (57 of 1988)	*Companies Act* (71 of 2008)
Public Office/Registration office	No office of registry	Master of the High Court	Companies & Intellectual Properties Commission
Governing Structure	Members and/or Management Committee	Board of Trustees	Board of Directors and/or Members

Source: Adapted from Wyngaard and Brewis (2006:8)

To sum up, these three legal entities form as a basis in legalising the non-profit sector in South Africa. In other words, VAs, NPTs and NPCs form what is known as NPOs in South Africa. More significantly, VAs and NPTs form the basis of this study.

3.3 The evolution of the NPO Act (71 of 1997): A historical synopsis

This overview gives a historical evolution of the non-profit sector and its legal framework in South Africa (Department of Social Development, 2012). The outline identifies crucial historical features that led to the evolution of the current legal and regulatory framework on NPOs. The evolution of the *NPO Act* (71 of 1997) is classified into two different periods, namely: the period of apartheid and democracy period.

3.3.1 The apartheid period

Historically, the civil society organisations' role in South Africa is well known especially that of the non-profit sector which arose from the nations' discordant olden times (Department of Social Development, 2012). Beforehand, there is a necessity to consider the legislation that were used by NPOs during the apartheid era, and they include the *Fundraising Act* (107 of 1978); *Trust Property Control Act* (57 of 1988) and *Income Tax Act (58 of 1962)*. The *Fundraising Act (107 of 1978)* emerged during the apartheid period, and was repealed by the *NPO Act* (71 of 1997) due to various reasons explained in the following section that evaluates the *NPO Act (*71 of 1997). In this regard, the next section outlines some sections, not all that are in the *Fundraising Act* (107 of 1978) to highlight some issues with respect to fundraising organisations, other organisations and persons. However, although the Acts like the *Trust Property Control Act* (57 of 1988) and the *Income Tax Act* (58 of 1962) emerged during the apartheid era, they continued in the post-apartheid dispensation and are still in use even today.

3.3.1.1 Fundraising Act (107 of 1978)

The *Fundraising Act* (107 of 1978) was created during the apartheid era, and Chapter 1 and 3 were repealed by the *NPO Act* (71 of 1997) due to various inferences that needed to be rectified. Mainly, the Act was to create an enabling environment for all NPOs to operate without being prohibited from collecting contributions like in the case of the *Fundraising Act* (107 of 1978). However, there is a need to note that Chapter two of the *Fundraising Act* (107 of 1978) that explains about disaster relief fund, South African defence force fund and refugee relief fund were not repealed and still in operation even today. More significantly, Chapter 1 of the *Fundraising Act* (107 of 1978), section 2 asserts that no one was allowed to

collect any contributions without the authorisation from the Director of fundraising. The director could allow the management of an organisation to collect contributions when the organisation clearly state the purpose of those contributions (Section 4 (1a) of the Fundraising Act 107 of 1978).

The sections 2, 3 and 4 with their sub-sections as quoted above shows that NPOs for them to be able to obtain donations they had to be approved first as stipulated by the *Fundraising Act* (107 of 1978). This tend to be a long process since the Minister had to appoint the Director of fundraising to write a letter that will allow an organisation to apply for funding specifying what they were supposed to use the donations on. This would have an implication on the actual objectives of NPOs since they will be forced to implement what their funders would have required them to do. Importantly, there is a need to note that without being approved the NPOs were not free to apply and obtain funding, and this approach would leave several NPOs in need just because they were not given permission to do so. This means that every step of obtaining contributions was done in a way that the Director deemed necessary by co-ordinating how they were to be collected. In this regard, the *Fundraising Act* (107 of 1978) used to guide fundraising organisations, other organisations and persons in making sure that upon application, they would get permission to obtain contributions. Although Chapter 1 and 3 of the *Fundraising Act* (107 of 1978) was cancelled, Chapter 2 of the *Fundraising Act* (107 of 1978) continued to operate in the post-apartheid era.

There were other Acts that continued to operate in the post-apartheid era like the *Trust Property Control Act* (57 of 1988) as trusts are one of the legal structures of NPOs amongst VAs and NPCs. Likewise, the *Income Tax Act* (58 of 1962) continued to operate in the post-apartheid dispensation. Considering the above statement, NPO regulation provides support to the public through a system of tax exemptions and concessions to the non-profit sector. In particular, the *Income Tax Act* (58 of 1962) exempts entities registered as PBOs from certain types of taxation. The Act provides for the tax-deductibility of donations to registered PBOs. The *Income Tax Act* (58 of 1962) states that while the Directorate govern NPOs, the domain of PBOs are governed by the South African Revenue Service's Tax Exemption Unit (TEU) whereby they exempted from paying taxes.

In summary, the *Fundraising Act* (107 of 1978) was used in the period of the apartheid era, and Chapter 1 and 3 was replaced by the *NPO Act* (71 of 1997) due to various reasons stated below.

3.3.2 The beginning of democracy

The 1990s marks the political transition period in South Africa and by this time most NPOs re-assessed their missions and activities employing the required changes in the democracy period (Habib and Taylor, 1999; Department of Social Development, 2012). This was the period whereby many NPOs initiated many capacity building projects ready to explore new initiatives that were supported in the democracy period. Many international donor agencies and foreign governments would support the new initiatives of the civil society financially with the anticipation that they continue the delivery of services in the age of democracy (Department of Social Development, 2012). However, within the democracy period, the inadequacy of resources resulted in having difficulties to satisfy everyone's needs. Thus, strong decisions were to be employed in various constituencies. During this period, the larger number of the non-profit sector experienced brain drain which in some way weakened their management systems since the leadership would join the new government (Department of Social Development, 2012).

In light of the exposition above, international agencies that supported with finances withdrew from the country, and they re-directed their funding elsewhere. They re-directed their funding to state institutions because donors support organisations that have a good track record and they valued the state as more effective because they are large entities with better management systems than small NPOs (Department of Social Department, 2012). The new dispensation period advocated for the enactment of the *NPO Act* (71 of 1997) with a free regulatory framework within which the non-profit sector could conduct their activities. The following sections explained the *Non-Profit Organisations Act* (71 of 1997); the objects of the Act; the four principles that are required to enable a conducive environment for NPOs to operate properly. To add, the formation of the *NPO Act* (71 of 1997); and the functions of NPO directorate were analysed next.

3.3.2.1 The NPO Act (71 of 1997)

Hurt (2014) holds that the main legislation governing non-profit and civil society organisations in South Africa is the *NPO Act* (71 of 1997). However, there is a necessity to outline the objects of the NPO Act (71 of 1997).

3.3.2.1.1 Objects of the NPO Act (71 of 1997)

The objects of the NPO Act (71 of 1997) are to support and encourage NPOs in their contribution to meeting the diverse needs of the population of South Africans. The objects of the *NPO Act* (71 of 1997) are outlined in section 2 as:

> "Creating an environment in which NPOs can flourish; establishing an administrative and regulatory framework within which NPOs can conduct their affairs; encouraging NPOs to maintain adequate standards of governance, transparency, and accountability and to improve those standards; creating an environment within which the public may have access to information concerning registered NPOs; and promoting a spirit of cooperation and shared responsibility within government, donors and amongst other interested persons in their dealings with NPOs."

The objectives of the *NPO Act* (71 of 1997) gives the basis on which NPOs stands for and what they want to achieve in NPOs operating in various dimensions. The objectives are there to guide NPOs in various spheres to be able to operate freely by taking note of proper regulatory and legislative frameworks.

The four principles that enable NPOs to operate in their environments are probed in this section. The four principles stress that the legal framework that guide NPOs should enable them to operate independently. Secondly, the state is supposed to intervene on NPOs affairs only when necessary to do so. Thirdly, the NPOs should adhere to the law of accountability and finally the laws of NPOs should be simple to be understood well (Department of Social Development, 2012:11). These four principles as stated aims to enable NPOs to operate in their environments as directive measures that allow them to be accountable and sustainable in that they are promoted to work independently and have state intervention when there is a need. Working independently may help NPOs to obtain autonomous from various stakeholders. The purpose of the following paragraph was to investigate on the formation of the *NPO Act* (71 of 1997).

3.3.2.1.2 The formation of the NPO Act (71 of 1997)

The *NPO Act* (71 of 1997) came as a result of a process of policy and legislative reform that was long and negotiated between the state and civil society organisations (Department of Social Development, 2012). The *NPO Act* (71 of 1997) revoked some of the requirements of the *Fundraising Act* (107 of 1978) that constrained the activities of NPOs as stated earlier in section 3.3.1.1. Honey (2000) and ICNL (2019) affirm that the Chapter 1 and 3 of the *Fundraising Act* (107 of 1978) has been repealed by the *NPO Act* (71 of 1997) because of the misuse by the apartheid state to monitor and constrain the activities of NPOs that opposed their injustice system. However, although two chapters were revoked (Chapter 1 and 3), claiming that the Act was repealed yet Chapter 2 of the *Fundraising Act* (107 of 1978) is still in use is a misstatement. The other reason is that the function of the old Directorate of Fundraising was taken over by the new Directorate of NPOs that are specified in Section 34 (1). To add, Chapters 1 and 3 of the *Fundraising Act* (107 of 1978) were repealed because they limited NPOs abilities to raise funds (Habib & Taylor, 1999:77. Thus, the *Fundraising Act* (107 of 1978) was not repealed since Chapter 2, which deals with disaster and relief funds, was not cancelled.

For these reasons, on the 3rd of December 1997, the *NPO Act* (71 of 1997) was published, and the first organisation under this Act was registered on the 1st of September 1998. Wyngaard (2003) and Sewanyana (2014) confirm that the *NPO Act* (71 of 1997) aims to provide a voluntary public registration facility and to create an enabling environment for NPOs. In other words, primarily the *NPO Act* (71 of 1997) created a voluntary registration facility, maintained and set adequate standards of governance for NPOs to be accountable and transparent. All this is done to achieve NPOs their objectives and development in an environment that support their initiatives.

The South African Non-profit Organisations Regulatory Authority (SANPORA) is mandated to encourage the formation of NPOs and their accountability using an efficient and effective registration facility that will create greater transparency and public confidence in the non-profit sector (Department of Social Department, 2012; Wyngaard, 2013). The success of this mandate is met through enforcing the law that facilitates the registration function that is efficient for NPOs. Besides, education and awareness-raising, dissemination of information on NPOs lead to the success of the

SANPORA (Wyngaard, 2013). To ensure that all South Africans register their NPOs, services need to be known in their geographic areas to allow all stakeholders to access the service. The SANPORA need to ensure that all stakeholders enforce their rights freely (Wyngaard, 2013). The purpose of the registration facility is not to disturb NPOs operations but to create a body that ensures that NPOs comply and enforce their measures swiftly and effectively (Department of Social Development, 2012). To add, the registration facility provides guidance and advice to NPOs to rectify any non-compliance challenges they face.

SANPORA services provide NPOs with advice and guidance, improving their knowledge, helping organisations to comply with the legal obligations and understanding of best practices. More significantly, some programmes train NPOs to govern their NPOs well in an ethical manner facilitated by office-bearers educated to carry out such duties and responsibilities. The registration facility disseminates information on new non-profit law on all platforms of media for easy access (Department of Social Development, 2012). The SANPORA is advised to educate small NPOs about the benefits of registration and compliance by utilising initiating campaigns that promote the registration of VAs.

Stuart (2013) argues that ideological or structural issues may not solely constrain South African NPOs. Section 3 of the *NPO Act* (71 of 1997) outlines the state's responsibility to NPOs. Section 3 of the *NPO Act* (71 of 1997) maintains that all state organs need to coordinate and implement their policies and measures in a way that promotes NPOs to function and perform well to increase their capacity. This means that there should be a symbiosis between the state and NPOs and that the state has a responsibility to 'promote, support, and enhance' the capacity of NPOs representing the kind of freedom that was fought for by NPOs prior to 1994 in South Africa (Hurt, 2014). The functions of the NPOs' Directorate were explored in the following section.

3.3.2.1.3 Functions of the NPO Directorate

Chapter 2; section 5 of the *NPO Act* (71 of 1997) cites that the duty of the Directorate is to facilitate and implement policies and programmes that support NPOs to register. To Add, the Directorate ensure that NPOs maintain and improve their governance standards through liaising with other state organs that encourage

NPOs to be accountable. The Directorate's aim is not for the registration of NPOs and creating an enabling environment for NPOs only but, goes much further to provide a regulatory framework for NPOs. The *NPO Act* (71 of 1997) notes that the Minister has to make sure that the directorate facilitate and implement policies stated by the national government (Ratlabyana, Mkhonza & Magongo, 2016). The Directorate has to take the leading role in promoting and encouraging cooperation with other state organs in developing and implementing policy, whenever the objective of creating an enabling environment is to be met (Wyngaard, 2003; Sewanyana, 2014).

The Directorate is required to play a proactive role in the development of policies and measures affecting the non-profit sector. In this regard, the Directorate should be actively involved in supporting the interests of the non-profit sector as policy developments take place regularly and NPOs are mandated to register in terms of the *NPO Act* (71 of 1997) (Wyngaard, 2003). Furthermore, the Directorate has a role of building the capacity of NPOs by remaining within the time frame with regards to registration of applicants. In this regard, the Directorate is mandated to be a good example of what is expected in terms of good governance. However, the current NPO Directorate is inefficient and dysfunctional because of the inability to perform their duties efficiently, which affect NPOs in terms of accessing funding (Pather, 2016). The ineffectiveness of the internal structures of the Directorate brought the usage of the digital system, but the online facilities are slow as well. Despite their efforts, a lot still needs to be done, because the online system often does not work causing difficulties in uploading NPO documents that are needed to comply with the *NPO Act* (71 of 1997) (Pather, 2016).

The *NPO Act* (71 of 1997) is self-contradicting in that its main aim is to provide a voluntary public registration facility and creating an enabling environment for NPOs. Yet, VAs are not mandated to register though advised to do so, which gives leeway in not registering. The *NPO Act* (71 of 1997) cites that registration is a requirement for NPOs to acquire funds from the Provincial DSD. Yet, VAs are not obligated to register, which may affect them in obtaining funding since they are small organisations. This means that the legal structure of VAs may work as a hindrance to obtaining sustainability. NPCs and NPTs must simultaneously be registered under the *NPO Act* (71 of 1997) and comply under their respective laws. As a result, an

NPO has to comply with various laws that require different kinds of information, for instance, when an NPO is registered as a PBO under the taxation law. In this regard, NPOs must revise their founding documents and reporting requirements regularly. The purpose of the following section is to provide an evaluation on the *Public Finance Management Amendment Act* (PFMA) (29 of 1999) and the *Advisory Board on Social Development Act* (3 of 2001) as the legislation that apply to NPOs.

3.4 The Public Finance Management Amendment Act (29 of 1999)

The *PFMA* (29 of 1999) as amended from the *PFMA* (1 of 1999) is the law that guides public entities, constitutional entities, government institutions and those NPOs that are sponsored by the state at national and provincial levels. Although there is no specific chapter or section which states that NPOs are part of the *PFMA* (29 of 1999) as amended. However, Chapter 6, section 47, sub-section 4 of the *PMFA* cites that the Minister may not list any public institution that operates outside the boundaries of the national government in Schedule 3. This means that this law can apply to NPOs though not listed. Chapter 1, section 2 of the *PFMA* (1 of 1999) as amended by the *PFMA* (29 of 1999) notes that the Act can apply to NPOs because as other public entities they need to be accountable, transparent, manage their income properly, spent their money properly and manage their assets and liabilities well. The staff in these institutions are to comply with the requirements of this law. The *PFMA* (29 of 1999) as amended encourages public entities to be efficient and effective in managing their financial resources so that their services are provided well. Moreover, registered NPOs will qualify for tenders and receive funding from the state when they comply. This shows that *PFMA* (29 of 1999) as amended applies to NPOs because of the prescribed conditions they must follow to receive funding meaning to say that if their programmes and services are not aligned to the strategic priorities of the state will not be supported financially (Wyngaard & Hendricks, 2010).

Section 32 of the *PFMA* (29 of 1999) as amended cites that NPOs are supposed to submit annual reports and financial statements. The accountants are required to prepare financial statements for each financial year and keep all the NPOs' records in full. These annual and financial statements at the end of the year must clearly state their activities, their performance towards their objectives and their financial

position. Afterwards, they submit these annual reports and financial statement to the DSD as of 31 March of the following year.

3.5 The Advisory Board on Social Development Act (3 of 2001)

The *Advisory Board on Social Development Act* (3 of 2001) applies to NPOs as well because of the characteristic of allowing NPOs to interact with the DSD on social development issues through their national forum (Wyngaard & Hendricks, 2010). The main aim of this *Advisory Board on Social Development Act* (3 of 2001) is to build and enhance the partnership between the government and NPOs. The *Advisory Board on Social Development Act* (3 of 2001) was led by the Developmental Welfare Governance Bill of 2000 which they replaced and advocated for creating a partnership between all stakeholders in the welfare sector through a South African Developmental Council (SADC). The *Advisory Board on Social Development Act* (3 of 2001) plays an important role in improving NPO governance because of their role to serve as a consultative forum to introduce new policy and implementation of policy in government institutions and NPOs. Although the *Advisory Board on Social Development Act* (3 of 2001) stresses the implementation of policy, NPOs still have a challenge.

In summary, the *NPO Act* (71 of 1997) guides NPOs in South Africa to operate in an enabling environment. The enabling and conducive environment may be affected by different requirements needed by different regulatory bodies due to different legal structures (NPCs, VAs and NPTs) that have different founding documents. In this respect, they must comply with different laws that may require different kinds of information which may be difficult to cope up with. Problems to use an approach of ‘one size fits all’ on different legal structures may arise which may result in confusion on which to follow. The NPO directorate is inefficient and dysfunctional because of their inability to perform their duties efficiently, which may affect NPOs quite severely in terms of accessing funding. In this regard, due to the ineffectiveness of the internal structures of the Directorate led to the usage of the digital system but the online facilities tend to be slow to upload the required documents. To add, SANPORA acts as a road map in ensuring and providing NPOs with the information with relevant information to comply with the rules and regulations in the civil society sector. However, SANPORA still has a long way to enhance the sustainability of NPOs due

to several issues, including little implementation. A lot still needs to be done about the full implementation of the *NPO Act* (71 of 1997) to obtain positive results. The *PFMA* (29 of 1999) as amended, ensures that NPOs observe and comply with their requirements to be efficient and effective in managing their funds. The Advisory Board *on Social Development* Act (3 of 2001) aims to build and enhance the partnership between the government and NPOs. Legislation impacting on and regulating NPOs in South Africa is mainly geared towards governance and funding, which is a gap on their part towards sustainability issues. The legislation provides an enabling environment and opportunities for NPOs to comply with their requirement so that their capacity is increased. Importantly, the implementation of policy and legislations need more commitment and clarity from the state so that the law is interpreted well according to their specified legislative objectives. This help NPOs to interpret, apply and implement the legislation that guides them such as stated above.

3.6 Codes of good practice for South African NPOs

According to the Department of Social Development (2001:6), the Codes of Good Practice (CGP) is comprehensive and have been developed from extensive consultation with NPOs, national and provincial governments. The codes follow the *Constitution Act* (108 of 1996) in attempting to stimulate change and to enrich the environment of the non-profit sector. They are dependent on the active role and support that NPOs give and play. The Department of Social Development (2009) holds that the first draft of the CGP was published in 2001 but was drafted between 1999-2000. Ever since that time, the CGP was never updated. Though, Section 6 (1) b of the *NPO Act* (71 of 1997) tasks the NPO Directorate to prepare and issue the CGP for NPOs, interestingly, the *NPO Act* (71 of 1997) does not order the state to regulate the implementation of the Code (Department of Social Development, 2009). This means that in terms of its statutory mandate, the state provides no support in strengthening regulatory mechanisms within organisations and therefore, not compulsory.

Firstly, the CGP aims to make sure that NPOs operate in an environment that is conducive for them to be productive to increase their abilities. Furthermore, for NPOs to collaborate with other partners such as the state and the private sector. Secondly, they inspire NPOs to be answerable by ensuring that they respond and maintain high

standards of acceptable governance practices (Department of Social Development, 2001). The CGP is comprehensive because of focussing on three distinct characteristics but related codes as outlined below, which act as guidelines for all NPOs. The CGP encourage registered NPOs to comply with their founding documents which enables them to observe good governance. Likewise, an Independent Code of Governance was developed by NPOs and other key stakeholders through consultations in 2012. The Independent Code of Good Governance consists of principles, values and responsibilities intended to guide and inform the way organisations are managed and conduct their affairs. In addition, they assess how NPOs perform and how they govern their organisations. Both the CGP and the Independent Code of Governance yearns for good governance in NPOs. They differ in that the DSD developed the CGP and the Independent Code of Governance was developed by a group of NPOs initially in 2010 (Rosenthal, Heyns & Ritchie, 2012). However, they all guide and are required for good governance in NPOs. They are all outlined in the following sections below.

3.6.1 NPO leadership and management

NPOs fulfils their mission and achieves their objectives by means of commitment, enthusiasm and initiatives through their governing body and staff leaders (Department of Social Development, 2001:9). The leaders of NPOs have three main responsibilities to fulfil the mission and ensure the organisation's survival and growth (Department of Social Development, 2001:7). The first is making sure that their services and programmes meet the needs or problems of their beneficiaries competently. Secondly, NPOs leaders need to establish supporting mechanisms continually, especially other resources and funds so that the NPO fulfil its work. Thirdly, ensures that various strategies are put in place to safeguard their resources and the accountability of their programmes (Department of Social Development, 2001:7).

The governing body holds the leadership of NPOs. The Department of Social Development (2001:5) asserts: "The governing body is defined as the group of an NPO's constituency representatives who are elected or invited to serve as the constituted leadership of an NPO voluntarily." The governing body has various titles such as "Board, Board of Directors, Trustees, Council or Steering Committee"

(Department of Social Development, 2001:5). Upon the increase of day to day activities, the body is required to decide on appointing full-time or part-time staff when it fails to handle them all in volunteer time. The first appointed person is called the Coordinator or the Manager or the CEO and reports to the organisation's governing body (Department of Social Development, 2001:7). The structure of the organisation is permitted to change, and hence the governing body may be affected with changing roles. The governing body is supposed to clarify its responsibilities at any stage. Correspondingly, a governing body position the organisation for success through good management and ethical practices through meeting the legal standards of their constitution and registration and in the performance of its duties (Department of Social Development, 2001:9). The performance of duties should be taken seriously hence service of a governing body is very important for the organisation. Each body member is held accountable for their actions concerning the organisation. They may delegate some of their duties to outsiders, but they cannot delegate their final responsibility (Department of Social Development, 2001).

3.6.2 NPO fundraising and resource mobilisation

The Department of Social Development (2001) affirms that NPOs have used the term fundraising to elaborate on the gathering of resources for more than a century. Resource mobilisation is comprised of other initiatives that can help NPOs that not finances. Fundraising is defined as "the creation and assessment of public awareness to (human) need, and the coordination of resources of service, finance and fundraising programmes to deal effectively with that need at minimum cost, to the satisfaction of the donor" Department of Social Development (2001:19). Mostly, the function of fundraising usually becomes burdensome to the CEO because most NPOs handle fundraising themselves. Sometimes the CEO is assisted by a fundraising committee chosen by the governing body to carry out the day to day fundraising responsibilities, larger and growing NPOs can employ a full-time or part-time people (Department of Social Development, 2001:20). To add, paying attention to the mission and future plans of the organisation attracts funding that can sustain their operations for a lifetime. This shows that NPOs are required to be proactive in fulfilling their missions so that they understand what they stand for. To add, investing more in the growth of the NPO by assessing the internal and external environment can help them to increase channels in which they obtain resources (Department of

Social Development, 2001). In this regard, NPOs management need to familiarise themselves with the fundraising initiatives in their organisation (Department of Social Development, 2001).

3.6.3 The responsibilities of donors and sponsors

The main concern for the CGP is to serve as a guide for all who enter sponsorships and make donations with South African NPOs in all sectors: corporate, trust, foreign, foundation and individual donors (Department of Social Development, 2001). The CGP gives direction to donors and sponsors to exercise their rights when giving. However, the donors and sponsors need to subscribe to standards and values, aspirations and ideals of the code of conduct to ensure the effectiveness of programmes through the NPOs that represent them. This includes sponsors and donors from various sectors such as private and international contributions. Additionally, “Recognising that those who give, while having rights of their own, need to subscribe to standards and values, ideals and aspirations that will result in the release of effective welfare and development programmes in South African communities through the thousands of NPOs that represent them” (Department of Social Development, 2001:33). The CGP motivates NPOs to assess the funding markets in all sectors of the economy. This is done to make sure that they act ethically in their activities, programmes and services. Nevertheless, not all NPOs are credible and accountable, yet the actions of one organisation can cause other NPOs not to be trusted (Mangaba, 2017).

A benchmark study that was carried out in 2009, commissioned by the Department of Social Development showed that 82 percent of NPOs were unaware of the existence of the CGP for NPOs (Department of Social Development, 2009). This indicates that despite their efforts in developing CGP to enhance and strengthen good governance practice in the non-profit sector, a large percentage of NPOs were still unaware of the existence of the Code. This is because the accessibility of the CGP tends to be difficult because they are not automatically available when they register (Department of Social Development, 2009). Still, there are no significant ways used to promote and market the CGP to NPOs in various ways. This hampers the usage of the CGP. Although the CGP is comprehensive in coverage, no tool can be used by NPOs to measure themselves to perceive how well they are doing in

good governance (Department of Social Department, 2009). The absence of these standards has a disadvantage of hampering NPOs to not assess their governance practices; hence these standards need to be clear.

The CGP addresses some of the gaps in the *NPO Act* (71 of 1997) by providing comprehensive information that may be applied to various NPO irrespective of the size and setting in which they operate. Although NPOs are encouraged to adhere to the CGP, they are voluntary; hence are not regarded as a requirement for registration (Department of Social Development, 2009). Importantly, "the code is self-regulated by the NPOs themselves, so when they transgress the code, the governing body, management and affiliates deal with the transgressors in accordance with the organisation's internal policies and practices and relevant contractual requirements" (Department of Social Development, 2009:35). However, when the internal policies are weak or not enforced, problems may rise because self-regulation works well when an organisation run audits and checks whether they are adhering to their constitutions. In this respect, without these measures stated above, self-regulation may not be effective.

The main weakness of the CGP is that they do not have regulatory bodies meaning that they are voluntary and regulate themselves. This causes NPOs not to comply with their codes because there is no binding law.

The DSD cite that "good governance theories and practices are becoming increasingly necessary for the development, legitimacy and sustainability of NPOs in any country" (Department of Social Development, 2009:26). Jennings (2005:75) advise several measures to the small and medium NPOs to operate successfully they need to continue to increase their sources of funding. Several funding sources maintain services and operations when demand increase which means NPOs can develop and nurture leadership for their organisations to match the demand. To add, using several measures of various sources of funds helps NPOs to plan to treat and pay workers adequately in order to maintain quality in-service delivery. Essentially, NPOs must implement acceptable governance practices to achieve sustainability.

In summation, the CGP is there to help NPOs to implement good governance practices to achieve long-term success and sustainability. Essentially, all NPOs irrespective of their form of registration are required to implement good governance

practices. CGP provides comprehensive information that may be applied to various NPO regardless of the size and setting they are operating in. Since the CGP was made upon consultation and collaboration with the organisations themselves, NPOs have no excuse in not exercising good governance initiatives. The gap in the *NPO Act* (71 of 1997) led to the formulation of CGP in which NPOs themselves took part in. The CGP encourages registered NPOs to comply with their basic requirements of good governance. Though the DSD initiated the CGP, they are self-regulated and voluntary (not compulsory) because the *NPO Act* (71 of 1997) does not mandate the state to regulate the implementation of the CGP. Hence, they provide no support in strengthening regulatory mechanisms within organisations. In other words, CGP is not imposed by law and does not constitute an official document; hence organisations are allowed to record their voluntary commitments formally and in written form to adhere to the sound governance principles.

3.7 Independent Code of Governance

NPOs and other key stakeholders developed an Independent Code of Governance through consultations in 2012 (Rosenthal *et al*., 2012). The Independent Code of Good Governance consists of principles, values and responsibilities intended to guide and inform the way organisations are managed and conduct their affairs. They assess how NPOs perform and how they govern their organisations. Rosenthal *et al*. (2012) outline several values and principles that NPOs need to observe to ensure good governance. They include adhering to 8 elementary values, ensuring that the 6 significant areas that enhance good leadership are applied and make sure that they implement the 5 main legal and fiscal areas implementation in five key legal and fiscal areas (Rosenthal *et al*., 2012:v). The purpose of the following section is to briefly explain each principle.

3.7.1 Adhering to 8 basic values

The board is responsible for endorsing, exercising and ensuring that NPOs commit to their values and principles of good governance (Rosenthal *et al*., 2012). These values inform the common law, cultural perspectives and tradition. The 8 main values are outlined below. Fidelity to purpose is one of the values that the board is expected to make sure that the organisation operates within their purpose and not drift away into unrelated causes and activities. In this regard, if there is any change

of purpose, a formal decision should be taken in the form of consultation to donors, beneficiaries and all relevant stakeholders. After the process of consultation, all decisions made are incorporated in the amended founding document of the NPO (Rosenthal *et al*., 2012:5). The second value that is relevant and of concern to the NPO sector is altruism and benevolence. This value stresses that all the organisations' drive needs to be directed towards resources and their activities to benefit the public, not personal objective (Rosenthal *et al*., 2012:6). Thirdly, integrity is a value that is relevant to the NPO sector. According to this value, the motivation of the NPO must be in the interest of the public and not self-interest (Rosenthal *et al*., 2012:6). Fourthly, optimising resources is a value that is important to the NPO sector because of encouraging the board to use their limited resources responsibly and effectively in an appropriate manner (Rosenthal *et al*., 2012:6).

Fifthly, the conflicts that arise need to be dealt with accordingly. This is whereby the person in position avoid favouritism to his/her relatives, friends or associates, so this value encourages NPO leadership to prevent such conflicts (Rosenthal *et al*., 2012:7). To add, equality and non-discrimination are other values that are crucial to the NPO sector. In this regard, the board is responsible for making sure that there is no disability, gender and race discrimination hence they are supposed to treat everyone fairly (Rosenthal *et al*., 2012:8). Democracy and empowerment are crucial too in NPOs in that they encourage NPOs to commit to making required decisions when conducting their affairs with other stakeholders (Rosenthal *et al*., 2012:8). Finally, the independence and impartiality as a value that is relevant to the NPO sector insinuate that as organisations have to benefit the public and ensure that all the beneficiaries are treated fairly, equally and without prejudice (Rosenthal *et al*., 2012:9). Importantly, there is need to note that these values stress for the public benefit, not personal gain in all their affairs.

3.7.2 Ensuring good leadership in 6 key areas

NPOs need effective leadership to ensure good governance (Rosenthal *et al*., 2012). Effective governance does not refer to the external role of the board only that focusses on producing NPO missions but take part in an internal role by setting guidelines thereby implementing strategies that enhance governance (Rosenthal *et al*., 2012). In addition, the board is responsible for encouraging income-generating initiatives to obtain adequate resources that are needed to improve their vision.

The Board's responsibility to exercise effective leadership is outlined under the following 6 key areas. The first key area of ensuring good leadership in NPOs is vision, purpose and values whereby the board is responsible for ensuring they are defined clearly (Rosenthal *et al*., 2012:10). Secondly, accountability and transparency is another key area of ensuring good leadership in NPOs. This is whereby the board is responsible for ensuring commitment to accountability and transparency in all their programmes and services. Thirdly, fundraising, sustainability and risk are key areas in ensuring good leadership in NPOs. The board is responsible for ensuring that an organisation continues to be adequately funded and have enough resources (Rosenthal *et al*., 2012:11). Consistently, collaboration and synergy are very important whereby NPOs are expected to act in cooperation with other similar organisations, for instance, official government welfare agencies (Rosenthal *et al*., 2012:12). The board need to have the knowledge, skills, diversity and be available to make crucial decisions when they are needed. Lastly, another key area of ensuring good leadership in NPOs is ensuring that procedural formalities prescribed in founding documents are thoroughly observed by the Board (Rosenthal *et al*., 2012:13).

3.7.3 Implementation of the 5 main legal and fiscal areas

The board is responsible for monitoring and ensuring that NPOs practice full compliance with relevant laws like registration laws and submitting tax and statutory returns (Rosenthal *et al*., 2012). Firstly, establishment and incorporation are one of the key legal and fiscal areas that NPOs need to implement to adhere to relevant laws which need to be followed. In this regard, the type of a legal structure in which an NPO is established may determine how and when the responsibilities of governance arise (Rosenthal *et al*., 2012:14). Secondly, administrative and procedural requirements are key to ensure that each legal structure reports to their requirements, comply to their applicable laws and regulations except the common law structure of a VA (Rosenthal *et al*., 2012:15). To add, the *NPO Act* (71 of 1997) stresses the benefits of NPO registration despite that VAs are not obligated to do so (Rosenthal *et al*., 2012:15). Likewise, the PBO status with regard to financial benefits and conditions is the other key legal and fiscal area which need to be recognised by NPOs. In this regard, the Board is responsible for ensuring that such privileges are not abused. Lastly, there is a need to consider other legislative and regulatory

compliance whereby the Board is responsible for ensuring governance matters like making sure that the organisation comply to its legal duties and requirements (Rosenthal *et al*., 2012:17). Rosenthal *et al*. (2012) isolate that the Independent Code of Governance is not imposed by law and does not constitute an official document. To add, an organisation can record its voluntary commitments formally and in writing, to follow their governance values and principles. Thus, the importance of the Independent Code of Governance shows that all NPOs should be implemented in South Africa despite their differences in capacity and size (Rosenthal *et al*., 2012).

In summary, the Independent Code of Governance for NPOs in South Africa main aim is to encourage best governance practices coming from NPOs themselves. Governance in NPOs is ensured by adhering to their values, having good leadership and implementing their laws. This was because of recognising the need for South African civil society to adopt and formulate its distinct code rather than be regulated by government or corporate sector codes. The purpose of the forthcoming section was to investigate on the youth legislation, specifically the *National Youth Development Act* (54 of 2008), National Youth Development Agency and NYP 2015-2020: Legislative and policy frameworks.

3.8 Youth legislative and policy frameworks

Mtwesi (2014) notes that institutional, policy and legislative instruments that contribute to youth development has a long history in South Africa. The following section explains the key institutions and policies which contribute to both the legislative and strategic process of youth development. Youth in this study are beneficiaries, but the unit of analysis is the sustainability in NPOs hence legislation that guides youth empowerment programmes are relevant. The legislation is there to give direction on matters that affect the youth in this regard. This legislation guides NPOs that are into youth empowerment in terms of various issues that need attention to achieve sustainability for youth empowerment.

3.8.1 National Youth Development Agency Act (54 of 2008)

The *National Youth Development Agency Act* (54 of 2008) paved a way to the establishment of the National Youth Development Agency (NYDA) that is an entity that gives resonance to youth development in South Africa (NYDA, 2015). The

NYDA is a South African-based agency established mainly to tackle challenges that the youth are facing in the nation. The NYDA (2015) confirms that the NYDA was established by an Act of parliament, the *National Youth Development Act* (54 of 2008). The agency is established to address youth development issues at national, Provincial and Local government level. Some various organisations and programmes are implemented at all levels and NPOs are among other entities used to tackle and initiate such activities. To add, the *National Youth Development Agency Act* (54 of 2008) affirms that the functions and objectives, management and governance, regulation of staff and financial affairs, and administration of funds in the NYDA.

NYDA (2015) maintains the South African youths face many challenges including poverty, inequality, joblessness and poor health. These challenges require multi-pronged efforts that simultaneously promote the development of sustainable livelihoods towards youth development. In this regard, the NYDA plays a leading role in ensuring that all significant stakeholder's (government, the private sector and civil society) prioritise youth development and contribute towards identifying and implementing long-term solutions which address youth development challenges (NYDA, 2015). Therefore, the NYDA derives its mandate from legislative frameworks such as the *NYDA Act* (54 of 2008); the National Youth Policy (NYP) (2015-2020) and the draft Integrated Youth Development Strategy as adopted by the Youth Convention of 2006. The *NYDA Act* (54 of 2008) and Mtwesi (2014) cite the objects and functions of the Agency.

In terms of Section 3 of the *NYDA Act* (54 of 2008), the objects of the Agency are among other things to develop a strategy that South Africa can use in enhancing youth development through an Integrated Youth Development Plan. This is whereby the Agency makes recommendations to the President about developing guidelines on how to implement an integrated national youth development policy. The Agency, coordinate, initiate, design, monitor and evaluate all youth programmes by making sure that they integrate them into the economy and society (Section 3 of NYDA Act 54 of 2008). To add, the Agency facilitate the economic participation, empowerment, training, education of the youth to guide their efforts to develop themselves. The Agency works together with state organs, the private sector and NGOs on initiatives that are directed to attain employment and skills development.

The Agency initiates poverty alleviation programmes to enhance urban and rural development to combat crime, substance abuse and social decay amongst the youth (Section 3 of NYDA Act 54 of 2008). Likewise, the Agency establishes priority annual national programmes about youth development. In addition, the collaboration between state organs, the private sector and NGOs in matters that relate to youth development are promoted. Lastly, the other object of the Agency is to promote the interests of young people with disabilities so that they are not left out of the economy and society at large (Section 3 of NYDA Act 54 of 2008). The Agency still has a significant work load because young people in South Africa are still facing challenges in terms of obtaining jobs, participating in matters that affect them. In this regard, there is limited progress in what the Agency aims to achieve that is incorporating young people in the economy and society.

Section 5 of the *NYDA Act* (54 of 2008) sub-section (1) outlines various functions of the Agency to achieve its objectives. The Agency establishes the capabilities and competencies in their operations by tackling several functional areas that include economic participation, research, training, policy and development. This shows that the Agency incorporates a broad range of areas intending to enhance youth development and empowerment. In addition, the Agency established offices for the appointed personnel at Provincial and local levels. Section 5 of the *NYDA Act* (54 of 2008) sub-section (2) asserts that the Agency carry out and instruct others to carry out any investigation about all the activities in youth development. Likewise, the Agency is required to manage and administer the Umsobomvu Fund (Section 5 of the NYDA Act 54 of 2008). In addition, the Agency give requests, suggestions and recommendations regarding youth affairs from various sources. Conclusively, the Agency conduct or assign others to research whether there is progress in their key function areas in matters that require priority as they may deem necessary (Section 5 of the NYDA Act 54 of 2008).

In summary, all organisations that specialise in youth development and empowerment must take interest in supporting and implementing the objectives of the Agency. The organisations ought to work together with the Agency in addressing youth development issues. Organisations that operate in empowering the youth ought to benefit from the agency's consulting offices and the Umsobomvu Fund. The

NPOs need to familiarise themselves with various benefits they may acquire from the Agency, and how they disseminate relevant information to different stakeholders.

3.8.2 NYP 2015-2020

The National Youth Policy (2015:6) assert: “The NYP is defined as part of a rich legislative and policy framework that is guided by an internationally informed rights-based approach to growth and development.” The NYP is informed by various legislations and policies locally and internationally. Locally, the *Constitution* (1996), the National Development Plan (NDP) 2030, the National Youth Service Development Policy Framework (2002) and The *Broad-Based Black Economic Empowerment Act* (53 of 2003) inform the NYP 2015-2020. Internationally, the NYP is informed by the African Youth Charter (2006); Millennium Development Goals (MDGs); the Commonwealth Youth Charter (2005) and the United Nations World Programme of Action for the Youth to the Year 2000 and Beyond. The following paragraphs outline the local and international legislative and policy frameworks informing the NYP, respectively.

The *Constitutio*n (1996) stresses specific rights to people regarding youth economic empowerment, human dignity, equality and freedom (NYP, 2015:6). Furthermore, the National Development Plan 2030 proposes that youth service programmes strengthen young peoples’ life skills through various training such as entrepreneurship. Numerous education and training (FET) colleges need to be strengthened and expanded to increase the participation ratio to 25 percent, increase the graduation rate of FET colleges to 75 percent, provide full funding assistance to students from low-income families and develop community safety centres to prevent crime (NYP, 2015:6).

The *National Youth Service Development Policy framework* (2002) informs the NYP 2020. The NYP (2015:7) cites that the *Broad-Based Black Economic Empowerment Act* (53 of 2003) instructs every part of the state and the private sector to promote equality in income distribution and increase employment to the vulnerable groups in the society (NYP, 2015:7). Having outlined the local legislative and policy framework informing the NYP 2020, the international frameworks were assessed below.

The African Youth Charter (2006) is a strategic framework document that provides direction to youth empowerment and development programmes at continental, regional and national levels. The Charter prioritises in skill and competence development, security, education, employment, health and sustainable livelihoods, environmental protection, youth leadership and participation and cultural and ethical values. This Charter is in line with the *Constitution* (1996) on promoting socio-economic programmes to develop and bring young people to participate in their economies and societies.

The NYP 2020 informed by the United Nations (UN) which prioritise on 15 areas addressing challenges faced by the youth including unemployment, lack of education, hunger and poverty. To add, the youths are involved in drug abuse, crimes, leisure, girls and young women, health, the environment, globalisation, participation, information and communication technologies, youth and conflict, HIV/AIDS and intergenerational relationships (NYP, 2015). So, the Programme of Action increases the quality and quantity of opportunities available to young people to strengthen their capacity to be effective and constructively participate in society.

The NYP 2020 is located within the Commonwealth Youth Charter (2005). The Commonwealth Youth Charter (2005) guides how youth policies in all Commonwealth countries should be developed. The main aim is to empower young people to develop their creativity, potential and skills to be productive and become dynamic members of the society. The Charter points out the significance of full participation of young men and women at all levels of decision-making and development (NYP, 2015). Again, the Charter points out the following values and principles for youth development: empowerment and social equity, gender inclusivity, human rights, social equity and sustainability and integration of youth issues across all levels of government. Like other international frameworks, the NYP is informed by Millennium Development Goals (MDGs) whereby the eradication of poverty and hunger (MDG 1); to achieve universal primary education (MDG 2); to reduce child mortality (MDG 4) and to improve maternal health (MDG 5) is of significance (NYP, 2015).

The youth programmes and child social care services in CYCCs formed the basis in which a framework of sustainability was drawn from in this study. Youth legislation

and policy contributes to NPO sustainability by encouraging the youth to be active in social activities, community development activities, programmes and dialogues. In this regard, the NYDA facilitates youth participation in developing policy and research on socio-economic issues that challenge them. To add, youth legislation and policy is relevant in this study for directing NPOs to align their programmes to cater for pressing issues affecting young people. Their initiatives includes career guidance, mentorship, information provision, entrepreneurial development and support, skills development and training, involvement in sport and health awareness programmes. The agency directs the NPO management on matters and issues that need to be addressed. The relevance of the NYDA towards achieving NPO sustainability is that this agency is established to tackle challenges that the youth are facing and NPOs are tackling the same problems as well. The agency and NPOs can work together to achieve the same goal so collaborating may influence NPO sustainability in fostering connections with other stakeholders. The applicability of youth legislation and policy framework on NPO sustainability to youth empowerment is that the NPO management are guided to facilitate youth development together with other sectors of the society.

3.9 Chid Care Legislation

Since the beginning of a democratic state, South Africa has embarked on a journey of legal reform for children. Two major reform initiatives have dominated the agenda of child social care and protection, namely the *Children's Act* (38 of 2005) and the *Child Justice Act* (75 of 2008) (Delany, Jehoma, & Lake, 2016). They both have a critical role to play in safeguarding children's protection rights. Besides, amongst others, there are other legal developments with significant implications for children's social care which includes the *Social Assistance Act* (13 of 2004) and the *National Health Act* (61 of 2003). The *Social Assistance Act* (13 of 2004) provides the new legislative framework for the realisation of the right to social security and specifies the eligibility criteria and procedures for access to social grants for children living in poverty and children in need of social care in this regard. The Child Support Grant, the Foster Care Grant and the Care Dependency Grant are significant in enabling children's well-being. The following section evaluated the *Children's Act* (38 of 2005). Child legislation contributes to NPO sustainability that focuses on the domain of child social care in that they will operate with knowledge of the rights of children since they

are vulnerable people. When NPOs that are in child social care know what the law expects them to do, they may achieve more significant results in changing children's lives in children's homes and care centres.

3.9.1 Children's Act (38 of 2005) as amended by Children's Amendment Act (41 of 2007)

The *Children's Act* (38 of 2005) governs or oversees all the laws concerning the care and protection of children. The *Children's Act* (38 of 2005) governs all the laws relating to the care and protection of children. The Act regulates the establishment of residential safety places, orphanages, the rights of orphans, and sets out the laws of their adoption. Likewise, the contribution of certain people towards the maintenance of children is explained. In most cases, the guiding principle is the best interests of the child.

The objects of the *Children's Act* (38 1qaz of 2005) are to preserve and strengthen families by supporting constitutional rights of children in the form of parental or family care or appropriate alternative care for those who are removed from the family environment. The rights of children are fostered by promoting their social services, protecting them from abuse, neglect, ill treatment, degradation and making sure that the best interests of children are prioritised. To add, the object of the *Children's Act* (38 of 2005) as amended directs and channel the Republic of South Africa's obligations along with the international instruments in matters that concern the well-being of children. In addition, the act support and provide services, structures and means for promoting and monitoring the sound physical, intellectual, emotional, psychological and social development of children in the Republic. Section 2 of the *Children's Act* (38 of 2005) as amended develops and strengthen community structures that help in providing care and protection for children.

In terms of Section 1 of the *Children's Act* (38 of 2005), the care of children includes various issues that include having a suitable place to live, conducive living conditions that are proper for children's health, well-being, development and financial support where necessary. Children can be taken care of by promoting and safeguarding their well-being through protecting them from "abuse, neglect, ill treatment, exploitation, discrimination, degradation and any other physical, emotional or moral harm or hazards" (Section 1 of the *Children's Act* (38 of 2005). This shows that children are

infested with multi-dimensional problems that lead to one another. Likewise, children are protected from any form of infringement that may hinder their rights that are set out in the Bill of Rights and the principles set out in Chapter 2 of this Act. Again, to make sure that children's education is appropriate for their age. To add, children are assisted, guided and advised in a manner appropriately according to their age, and maturity. The behaviour of children is driven humanely in a way that sound relationship with the child is maintained. Children with special needs are accommodated, ensuring that their best interests are met (Section 1 of *Children's Act* 38 of 2005). The caregivers take care of children which can be any person other than a parent or guardian. These people include a foster parent, a person given the consent to look after the child by a parent or guardian, a person who takes care of a child in institutions (Section 1 of *Children's Act* 38 of 2005). The *Children's Amendment Act* (41 of 2007) improved the previous Act by adding a range of childcare and protection services. Proudlock and Jamieson (2008) point out that the *Children's Amendment Act* (41 of 2007) provides a range of childcare and protection services which include creches for early childhood development (ECD) through various programmes. These services help children suffering from abuse, abandonment, neglect or exploitation. According to Proudlock and Jameson (2008), these services support children who live in child-headed households, CYCCs and foster care homes.

According to Proudlock and Jamieson (2008), the National Minister and the Provincial MECs of Social Development ensure that each service is spread sufficiently throughout the provinces, for instance, CYCCs. They need to ensure that records of services available in each province are updated for planning, budgeting and monitoring purposes. In addition, they ensure that the provision of these services by the state and NPOs is well catered for by making sure that a budget is allocated at the national and provincial levels.

The applicability of the *Children's Act* (38 of 2005) as amended to achieving NPO sustainability is that children in this study are used as a focus within the unit of analysis (a framework to achieve sustainability in NPOs empowering youths and providing child social-care services) so NPOs management need to familiarise themselves and follow the rules and guidelines on aspects concerning children in South Africa. NPOs management should implement their programmes of child

social-care as stipulated by the *Children's Act* (38 of 2005) as amended by the *Children's Act* (41 of 2007). The *Children's Act* (38 of 2005) shows that children have a constitutional right to social services and NPO management is reminded that when carrying out their programmes, they are dealing with vulnerable people. In this regard, NPOs achieve their sustainability when they deliver their programmes to relevant stakeholders together with the state. This requires a good partnership between the state and the non-profit sector, with the state playing the lead role and NPOs being treated as equal partners.

3.9.2 Child Justice Act (75 of 2008)

In broad terms, the *Child Justice Act* (75 of 2008) is intended to establish a justice system for children who are accused of committing offences; criminal practice activities and who conflict with the law. The *Child Justice Act* (75 of 2008) adopts what Section 28 of the *Constitution* (1996) stands for, that children are not to be imprisoned except if that is the last resort to do so and when imprisoned, they should only be for the appropriate period. Children should be treated well and kept in conditions that are suitable for their age. Children are to be kept separately while they are in detention, that is separate from adults and boys separate from girls. They have the right to be taken care of by their parents, family, or appropriate alternative care. In terms of Section 28 of the Constitution (1996), the children have the right to be protected from abuse, neglect, ill treatment or degradation and not to be under practices that could harm their well-being, education, physical or mental health or spiritual, moral or social development. The *Child Justice Act* (75 of 2008) then follows the guidelines of the Constitution (1996) in observing children's rights and their welfare even if they commit offences. Sections 2 and 3 of the *Child Justice Act* (75 of 2008) deal with the objects of the Act and guiding principles respectively, which encourage a broad mindset on children in conflict with the law. Thus, the objects and principles of the *Child Justice Act* (75 of 2008) are outlined below:

Section 2 of the *Child Justice Act* (75 of 2008) presents the objects of this Act which include protecting the rights of children as laid out in the *Constitution*. Importantly, making sure that in the child justice system the spirit of ubuntu is promoted through nurturing children's sense of worth and dignity; strengthening the fundamental freedoms of children, respecting children's human rights and safeguarding the interests of children who are victimised is paramount. The spirit of ubuntu is

promoted through supporting reconciliation by means of a restorative justice response and involving families, parents, victims, members of the community where appropriate especially those affected by the crime so that they are encouraged to let the children reintegrated back into the community. The other object of the *Child Justice Act* (75 of 2008) is to provide special treatment to children to break the cycle of crime so that there will be safer communities and as a means to encourage these children to abide by the law to become productive adults as designed by the child justice system. Children need to be prevented from the exposure of effects of the formal criminal justice system by means of mechanisms, procedures, processes, services, or options that are more appropriate to the needs of children like diversion following the *Constitution*. Likewise, the other object of the *Child Justice Act* (75 of 2008) is to ensure that there is an integrated and holistic approach in the implementation of this Act by promoting cooperation between government departments, between government departments and the non-governmental sector and civil society.

Section 3 of the *Child Justice Act* (75 of 2008) cites that in the application of this Act, there are guiding principles that must be taken into consideration. These principles include, among others, the commission should decide on the consequences of an offence committed by a child depending on the circumstances of the child, the nature of the offence and interests of the society. Children should not be treated more severely like when they do when dealing with adults. Moreover, how each child is addressed is supposed to be in a manner appropriate to their age, in their language of choice and if necessary, with the help of an interpreter. Furthermore, the cultural values and beliefs of children should be observed. Importantly, all the procedures of the *Child Justice Act* (75 of 2008) should be completed and conducted without any delay. Parents, appropriate adults should assist children, and guardians to participate in decisions affecting them wherever possible. A child lacking in family support or educational or employment opportunities must have equal access to available services receiving similar treatment from those who have never committed offences. Likewise, the realisation of the rights and obligations of children is internationally and regionally recognised the United Nations Convention on Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child particularly.

The *Child Justice Act* (75 of 2008) confers with the section 2 (e) of the *Constitution* (1996) in that there is a need for NPOs to cooperate with the government departments to ensure an integrated approach in the implementation of this Act. Following an elaboration and exposition on all legislation that guided NPOs in South Africa to reverence sustainability, a synopsis of all the Acts are given below in table 3.2.

Table 3. 2: Statutory and regulatory framework of NPOs

Statutory and Regulatory Framework	Applicability
Constitution of Republic of South Africa (1996)	• The *Constitution of the Republic of South Africa (1996)* is the supreme law of the country establishing specific rights, responsibilities and principles that everybody must uphold. • The *Constitution of the Republic of South Africa* (1996) is the supreme law of the country establishing specific rights, responsibilities and principles that everybody must uphold. • Lays the foundation for youth economic empowerment and in the Bill of Rights enshrines the rights of people (including the youth) and affirms the values of human dignity, equality and freedom. •Stresses that children should be taken care of and be protected from any form of harm. • Besides, it informs this study in that it is the right of every citizen to a safe shelter.
***NPO Act* (71 of 1997)**	• The *NPO Act* (71 of 1997) guides NPOs to register, to maintain and set adequate standards of governance, accountability and transparency so as to achieve its objectives of creating an enabling environment for NPOs. • Acts as a regulatory system for all NPOs in South Africa. • The *NPO Act* (71 of 1997) informs this study as the main law that regulates NPOs in South Africa.
The CGP for NPOs	• The CGP for NPOs encourages registered organisations to ensure that their constitutions comply with the basic requirements of good governance, as required by the *NPO Act* (71 of 1997). • The CGP informs this study by making sure that NPOs apply good governance principles and manage their affairs well.
The Independent Code of Governance	• The Independent Code represents values, principles, and practices, that NPOs in South Africa are encouraged to adhere to. • Consists of values, principles and responsibilities intended to guide and inform the way organisations are managed and conduct their affairs. • The Independent Code helps to assess the human resource performances, guide members of governing boards and others who carry the responsibility of governance.
Common Law	• VAs are required to register as NPOs, but not mandatory. However, to obtain funding from the DSD, they are required to register. • VAs are guided by a constitution which directs all their operations, and informs this study because it is a legal structure relevant for NPOs in South Africa. • Their governance structure is steered by a Management Committee or general members that direct the organisation affairs.
***Companies Act* (71 of 2008)**	• Guides companies and NPCs to register at CIPC with a founding

	document called MOI. • The *Companies Act* (71 of 2008) informs this study by guiding NPOs to register to their relevant bodies so that they do not breach their conduct. • A form of a legal structure in which NPOs can be registered.
***Trust Property Control Act* (57 of 1988)**	• Guides NPTs in South Africa as a form of a legal structure of NPOs • The *Trust Property Control Act* (57 of 19880 informs this study as one of the legal structures in which NPOs can be registered.
***Income Tax Act* (58 of 1962)**	• The *Income Tax Act* (58 of 1962) exempts entities registered as PBOs from certain types of taxes and deduct taxes of donations to registered PBOs. • PBOs are exempted from paying taxes by the South African Revenue Service's TEU. • The *Income Tax Act* (58 of 1962) informs this study in that as NPOs that benefit the public they do not pay taxes but focus on implementing their objectives to obtain results.
***Fundraising Act* (107 of 1978)**	• The *Fundraising Act* (107 of 1978) used to guide fundraising organisations, other organisations and persons in making sure that upon application, they would get permission to obtain contributions. • The Fundraising Act (107 of 1978) was there to give history on what used to govern and regulate NPOs before the NPO Act (71 of 1997) came into existence.
***Public Finance Management Amendment Act* (29 of 1999)**	• The *Public Finance Management Amendment Act* (29 of 1999) can be applicable to NPOs because as other public entities they need to be accountable, transparent, manage their income properly, spent their money properly and manage their assets and liabilities well. The staff in these institutions are to comply with the requirements of this law. • The *Public Finance Management Amendment Act* (29 of 1999) informs this study and encourage public entities including NPOs to be efficient and effective in managing their financial resources so that their services are provided well.
***Advisory Board on Social Development Act* (3 of 2001)**	• The *Advisory Board on Social Development Act* (3 of 2001) aims to build and enhance the partnership between the government and NPOs. • The *Advisory Board on Social Development Act* (3 of 2001) informs this study by playing an important role in improving NPO governance and serves as a consultative forum to introduce new policy and its implementation in government institutions and NPOs.
***NYDA Act* (54 of 2008)**	• The *NYDA Act* (54 of 2008) is established to address youth development issues at national, Provincial and Local government level. • The *NYDA Act* (54 of 2008) informs this study and encourages developing the youth in various aspects.
NYP (2015-2020)	• The NYP (2015-2020) is informed by other international rights-based approaches that stress growth and development.

	• Guides and encourages young people to participate/be active in social activities, community development activities, programmes of NPOs and dialogues. • The NYP (2015-2020) informs this study and encourages organisations that deal with youth development and empowerment to engage young people in their programmes.
***Children's Act* (38 of 2005)**	• The *Children's Act* (38 of 2005) regulates the establishment of residential safety places, orphanages, the rights of orphans, and sets out the laws of their adoption. • Play a role in safeguarding children's protection rights. • The *Children's Act* (38 of 2005 informs this study by making sure that children's rights and their protection are observed and in this regard safety and provision of all their needs in their residential places, CYCCs and foster care homes.
***Children's Amendment Act* (41 of 2007)**	• The *Children's Amendment Act* (41 of 2007) provides and regulates a range of childcare and protection services including partial care (creches and nursery schools), ECD programmes, prevention and early intervention services for vulnerable children. • The *Children's Amendment Act* (41 of 2007) informs this study in that children need care and protection services by making sure that they acquire education and intervention services to those children who are vulnerable.
South Africa's Child Care and Protection Policy	• The South Africa's Child Care and Protection Policy is a spectrum that involves one of the dimensions that concern the care and protection of children who suffer neglect, abuse, violence and exploitation and those children who are deprived of parental care. • The South Africa's Child Care and Protection Policy informs this study by advocating for care and protection to children who do not have parents and suffer abuse and neglect.
***Social Assistance Act* (13 of 2004)**	• Provides the realisation of the right to social security and specifies the eligibility criteria procedures for access to social grants for children living in poverty and children in need of social care. • The *Social Assistance Act* (13 of 2004) informs this study by raising awareness that children who need social care have the right to social security services like social grants to help them to relieve their poverty.
Child Justice Act (75 of 2008)	• The *Child Justice Act* (75 of 2008) establishes a criminal justice system for children, who conflict with the law and are accused of committing offences •The *Child Justice Act* (75 of 2008) informs this study by acknowledging that even if children commit offences are not supposed to be penalised like adults.

Source: Own illustration

3.9.3 South African childcare and protection policy

The Department of Social Development (2018:26) defines childcare and protection as various forms of care, support and protection that all children need for their wellbeing, to develop and help them to thrive to their full potential. In this regard, this spectrum involves one of the dimensions that concern the care of children who suffer neglect, abuse, violence and exploitation and those children who are deprived of parental care. In response to such concerns about children's vulnerability, the national care and protection policy is adopted, as a statement of commitment by the state to pursue the rights to childcare and protection (Department of Social Development, 2018:22). The policy's mandate is to make sure that all children are protected equally within their rights to survive, particularly from abuse, exploitation, violence and neglect to receive foster care and to develop their full potential. Likewise, the policy's mandate is to ensure that the advancement and outcomes of the National Development Plan (NDP) 2030 that advocates for sustainable and rights-based development through investment in children is enhanced (Department of Social Development, 2018:22).

In support of the policy's mandate, the *Constitution* (1996) guarantees the equal fulfilment of children's rights to survive, be protected from harm, and to participate in decisions affecting them, as indicated by the UNCRC and African Charter on the Rights and Welfare of the Child (ACRWC) (Department of Social Development, 2018:22). The Policy acknowledges that the responsibilities and vision of childcare and protection are shared among many role players including, parents, families, and caregivers. Regardless of their circumstances, all children, parents and families need certain services and forms of support including sanitation facilities, health care, electricity, safe communities, play facilities, early education facilities, and schools (Department of Social Development, 2018:9). Noteworthy, vulnerable caregivers and families with limited capacity to cater for their children are entitled to additional services to help them to provide care and protection to reduce the impact of risk caused by lack of such services.

The most affected children are those who have no parents or caregivers to look after them. Such children are entitled to services that protect them from harm and help them to return to their families when the time is right (Department of Social

Development, 2018:9). Thus, the Policy requires all role players (department, branches and levels of government) who are responsible for taking all necessary measures to achieve the policy goal. The Policy recognises that the state has taken steps towards developing a childcare and protection system and provides several services to cater for that. However, according to the Department of Social Development (2018), the current system is not adequate to meet the governing developmental imperatives. Yet, many children are at risk in terms of low development and exclusion. The current programmes and services do not comprehensively address the combination and complexities of overlapping common risks and have failed to interrupt the negative cycle. For instance, though South Africa has a solid social assistance programme (child social grants), they are very limited if they are not complemented with additional programmes and targeted interventions such as supportive parenting and other interventions necessary to curb the ever-increasing impact of poverty. These children require material support together with formal protective services. Thus, these critical gaps in the childcare system identified by the Policy need various strategies to efficiently and effectively address them. Moreover, the Department of Social Development (2018:10) alludes that the Policy identified different strategies that efficiently and effectively address the challenges, so all role players are to prioritise in the following remedies.

These strategies include strengthening the coordination and collaboration in all sectors; empowering parents and strengthening them to be able to take care of their children. To add, the childcare and protection institutions are creating an enabling environment through the implementation of laws for children from harm to childhood abuse, neglect, exploitation and violence (Department of Social Development, 2018:10). These institutions strengthen the service delivery systems that promote childcare and protection.

The applicability of child legislation and policy on NPO sustainability that enhance child social care is that the demand for social care services increases every day, yet their availability is limited. In Johannesburg, NPOs that provide many of these services, rely more on the corporates, donors and state and the commitment of their management and volunteers. Equally, although there is a need for the increased budget in funding NPOs, there is a need to prioritise child social care services and the human resource capacity as well. The *Children's Amendment Act* (41 of 2007)

requires a variety of practitioners in the social world to implement many services. These practitioners include child and youth care workers, ECD practitioners, social workers and probation officers. Proudlock and Jamieson (2008) indicate that the Council does not fully recognise the shortage of all these practitioners for Social Service Professional resulting in preventing their ability to grow in number and develop their skills and this may affect NPO sustainability.

In summary, childcare and protection services are very crucial in promoting the wellbeing of children who are neglected, abused, exploited, residing in violent environments and those children without parental care. NPOs due to the nature of helping the underprivileged is voluntarily helped by taking care of these children in childcare centres. Importantly, there is a need to note that at the provincial and local spheres they use the *NPO Act* (71 of 1997) and the *PFMA* (29 of 1999) as amended and the *Advisory Board on Social Development Act* (3 of 2001) although they are national legislation. This means that at provincial and local spheres, there is still a gap that need to be filled in terms of NPO legislation.

3.10 Conclusion

The statutory and regulatory framework of NPOs in South Africa is guided by various Acts and policies that requires all stakeholders in NPOs to implement them for sustainability. However, the foregoing evaluations have identified gaps which in a nutshell contribute to lack of sustainability in NPO management**.** For instance, it was discovered that the legislation that guide NPOs lack the inclusion of the issues of sustainability but rather focus more on NPO governance. This means that legislation do not give clear guidelines on how NPOs can achieve sustainability. The table below gives a conclusion, a summary of the applicability of the statutory and regulatory framework on NPO sustainability in their different domains (focus areas): youth empowerment NPOs and child social-care NPOs. The statutory (legislative, legal and constitutional), policy and regulatory framework that is relevant to NPOs, youth empowerment and child social-care is clearly shown in the following table.

CHAPTER 4: YOUTH EMPOWERMENT AND CHILD SOCIAL-CARE NPOs

4.1 Introduction

Globally, young people and children have been on the agendas of development agents, activists, and national platforms because of the various challenges they face. This chapter addresses objective number four of this study that is to analyse the literature on youth empowerment and child social-care mainly spearheaded by NPOs. In this regard, the case studies of similar issues on youth empowerment programmes and child social-care services are evaluated from an international view to local levels. In addition, the challenges that the youth are facing worldwide were explored as well as the challenges faced by children residing in institutional care. Thus, this chapter gives an exposition or explanation on how other countries that are facing similar issues are doing to rectify the problems faced, in this regard, the programmes they put in place to empower the youth and the services they provide to children residing in institutional care depending on the need of a child.

4.2 Youth Empowerment

Young people from the greater part of the world's population with the majority under 25 years of age (Otieno, Okatta, Ndege, Mutavi, Okuku, Odero and Mwendwa, 2018). The UN (2010:6) defines youth as people between the age of 15 and 24 years. However, the definition of youth might differ with the region because the *Youth Development Agency Act* (54 of 2008, Section 1) defines youth as those from ages 14-35 years. The differences between the age is difficult to classify in terms of statistics and percentages and numbers that represent young people in different age groups because the one for South Africa includes the youth from adolescence stage to adulthood stage. Kousiakis (2015) defines adolescents as those between 10-19 years. This represents a group of people with different stages of life with diverse needs. In this regard, the lack of clear definitions and different cultural perspective between adolescents and youth has led to definitions becoming slightly blurry and complex to some extent (Kousiakis, 2015). Looking at different cultural and social perceptions towards the definition of youth, there can be no universal definition that includes all age groups unless there is a change of cultural and social perceptions. There is a need for change because these overlaps in definitions may affect the planning processes, implementation, and reporting channels across the two age

groups. This study used the South African definition, which includes age groups from 14-35 years.

The Organisation for Economic Cooperation and Development (OECD) (2014:9) posits that young people worldwide have been searching for their rightful place in society with several youths of about 1.8 billion in 2014. In 2016, the number decreased to 1.3 billion of young people between the ages of 15 and 24 making up a quarter of the world's working population (Shefiu, 2016:46). In 2018, the UN confirms that there were about 1.2 billion young people aged 15 to 24 years, accounting for 16 percent of the global population (UN, 2018:1). Both the United Nations Population Fund (UNFPA) (2014) and OECD (2014:9) cite that "these young people mostly are dwelling in developing countries with 90 percent of the world's population under the age of 30 mainly in developing or emerging economies in 2014". The large youth population in Africa has emerged as one of the most important development challenges nowadays (Hope, 2012:233). This is shown by the marginalisation and incompetence among young people that have grown so much in emerging economies. Engaging the youth population in SSA is no longer a choice but a necessity for the development of the region (Hope, 2012:221). The African Capacity Building Foundation (ACBF) (2017) argues that the youth are marginalised and incompetent in the sense that employers seek for skilled people. Yet, they have limited skills to cater to the needed labour force. The limited skills amongst the youth may be because of poor educational systems that are present globally.

Considering the relative high rate of youth unemployment worldwide there is need to engage young people in other interventions that may allow them to obtain a livelihood since they are left behind in most of the development interventions initiated by the state and NPOs (Casimir, 2011). These programmes are diverse which may differ with the target groups. The variety of programmes show the different needs that need to be fulfilled in each target group. Some programmes focus on employment initiatives, some on skills development, some on entrepreneurship, some on education to mention but a few. In this regard, some NPOs focus on several programmes to cater for the various challenges faced. These challenges vary worldwide. Worldwide, young people have been on the agendas of development agents, activists, national platforms and NPOs programmes because high levels of youth unemployment remains a major developmental issue all over the

world (Curtain, 2001; Amarkrah, 2006; Gyampo, 2012; Ayhan, 2016; United Nations Development Programme (UNDP), 2016). Youth unemployment may be due to lack of skills required in the job market, Not in Education, Employment, or Training (NEET) and illiteracy problems. Casimir (2011) argues that the present economic, social and demographic changes in the global society affect the life situation and lifestyles of young people. Youth empowerment and youth development would be difficult to take place without the active participation of the youth themselves (Casimir, 2011). Questioning, expressing their views and having the opportunity to participate enables young people to develop skills, confidence and show their potential.

Ayhan (2016) argues that worldwide the youth have particular importance for all the countries. Ayhan (2016), UNDP (2016) and Matsela (2015) note that young people are creative, talented, active, industrious, self-motivated and flexible hence they are regarded as the engine to foster development goals because they are the future entrepreneurs, workers, consumers and producers. In this regard, including the youth in the economy, society and labour market is important because they possess precious resources that are needed in economies since a better world is created by creative and dynamic youth. The youth should be engaged so that they can find something they can do that interest them. Likewise, they should be engaged to be active citizens who strive to bring change in their problems by participating in empowerment and development programmes offered by NPOs thereby, involved in matters that affect them. Importantly, engagement among youth should be at the forefront of social and human development. However, the challenge remains in identifying adequate initiatives that empower young people which varies from one target group to another and focus countries (context). In this regard, NPOs intervened with some of their programmes to address, to empower the youth for them to be able to obtain livelihoods. In this regard, NPOs are involved in empowering young people with various interventions depending on the pressing need of young people in that area.

Youth empowerment came because of the various challenges that young people are facing globally. The concept of empowerment has been gradually being used by several scientific groups since its first inception in the field of social sciences (Ucar, Jimenez-Morales, Soler & Trilla, 2016). Mbae, Mukulu and Kihoro (2016) agree to

the same notion that the concept of empowerment is shared in various disciplines like psychology, economics, education, community development, social movements and organisations. Furthermore, Morgan (2016) and Ucar *et al*. (2016) note that although the word empowerment is used in various disciplines, it is aligned to several aspects referring to people, groups and communities gaining control and power over their own lives in different contexts. This means that the concept of empowerment is defined in many ways depending on the context in which the term is used and people involved, but three components are constant in all these definitions which are multi-dimensional, social and process (Mbae *et al*., 2016). The concept of empowerment is multi-dimensional because of occurring within the sociological, psychological, economic and other dimensions that arise at various levels such as individual, group (organisational) and community (Department of Children and Youth Affairs, 2014; Mbae *et al*., 2016; Otieno *et al*., 2018). The concept is social in that its occurrence is based on the relationship to others, in a process that happens gradually (Jeremiah Otieno *et al*., 2018).

The Department of Children and Youth Affairs (2014) cites that individual empowerment is comprised of young people or adults who develop their skills to improve their knowledge to exercise control in matters that affect them and work together for the betterment of organisations and communities. On the other hand, organisational empowerment stressed the opportunity for young people or adults in organisations to acquire skills that are needed to gain control over their own lives as well as providing alternatives to service provision and to be able to influence policy decisions in the organisation. Lastly, community empowerment is comprised of efforts that are set to improve the community in tackling threats that hinder the quality of life and foster participation of people at a local, regional and national level (Department of Children and Youth Affairs, 2014; Otieno *et al*., 2018). Individual and organisational empowerment relates to this study because they involve developing the skills of young people so that they can improve their own lives and environments.

Generally, empowerment refers to the ability of people to gain understanding and control over personal, social, economic and political forces to take action to improve their life situations (Rappaport, 1981; Rappaport, 1984; Rappaport, 1987; Zimmerman, 2000; Department of Children and Youth Affairs, 2014; Mbae *et al*., 2016). To add, empowerment is a construct that links individual strengths and

competencies, natural helping systems, and proactive behaviours to social policy and social change (Rappaport, 1981; Rappaport, 1984; Perkins & Zimmerman, 1995). Ucar *et al*., (2016) and Soler, Trilla, Jimenez-Morales and Ucar (2017) argue that even though there is widespread literature on empowerment, there is minimal literature that specifically focused on youth empowerment. Ucar, Planas, Novella and Rodrigo Moride (2017) agree with the same notion that empowerment as a concept is new and strange when applied to young people. Ucar *et al*. (2016) are of the view that empowerment has been mainly used to refer to adults and young people were left behind. The application of empowerment to young people began because of several young people who were at risk and vulnerable. The usage of the concept of empowerment is somewhat controversial and diverse, especially when referred to young people despite the widespread usage in recent years (Ucar *et al*., 2016). This is because young people were empowered in various ways, depending on the needs of a certain group of people.

Ndidi (2009:352) defines "youth empowerment as an ongoing process of human growth and development, a framework for youth that focuses on their capacities, strengths and developmental need". The Department of Children and Youth Affairs (2014) defines youth empowerment as outcome, structural and cultural process whereby young people gain skills that help them to make decisions and implement change to impact their own lives and lives of other individuals, organisations and communities. Youth empowerment is defined as "creating and supporting the enabling conditions under which young people can act on their own behalf, and on their own terms, rather than at the direction of others" (OECD, 2014:15). Besides, "empowerment is defined as the process which increases the possibilities of young individuals to decide and act consistently on everything affecting their lives and to participate in the decision-making and to intervene jointly and responsibly in the issues related to the communities they are part of" (Agud-Morell, Ciraso-Cali, Pineda-Herrero & Soler Maso, 2017:48). Narayan (2002:13) defines "youth empowerment as the process of enhancing the capacities and abilities of young people through intervention programmes that will help them to make informed policy choice and to transform these choices into desired actions and outcomes". This study used this definition of youth empowerment. According to Ukwayi, Angioha and Ojong-Ejoh (2017), youth empowerment provided young people with various

opportunities to become productive, to contribute to their societies, to become socially valued members in their societies, to develop networks of support and to build knowledge and self-esteem. Given various definitions above, empowerment denotes to a scenario whereby young people gain control in all aspects of their lives whether social, economic, political, or cultural so that they can be able to improve the quality of their lives and be treated fairly in the society despite your age, gender and race. Empowerment may mean the emancipation of the disadvantaged so that they can exercise their rights, obtain access to resources and participate actively in the process of shaping society and making decisions (Oladipo, 2009). Mangala and Nari (2017) affirm that youth empowerment is enhancing the status of young people, investing in them to build on their skills and capabilities for life. To add, youth empowerment may benefit young people from a politically stable, economically viable and legally supportive environment enabling them to participate fully as active citizens in their countries (Mangala & Nari, 2017). The concept of empowerment and its relationship with education concerning young people is illustrated below:

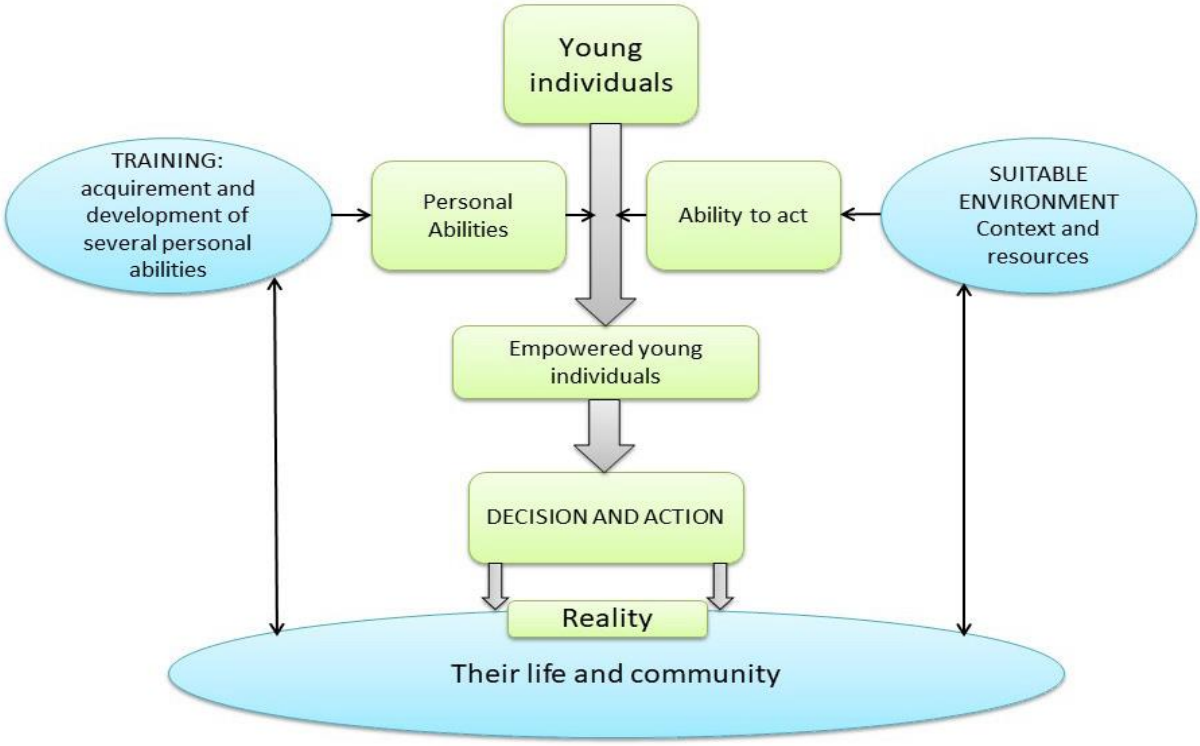

Figure 4. 1: The concept of empowerment

Source: Adapted from Soler *et al*., (2017:22)

Figure 4.1 above schematically represents that education and empowerment are two sides of the same coin which means that every process of empowerment is an

educational process, though not exclusively. Soler *et al*. (2017) argue that empowerment is not achievable without education, yet they acknowledged that education alone is not enough to achieve the expected positive results. Furthermore, an enabling environment was necessary to be able to decide and act consistently with one's decision (Soler *et al*., 2017). In this regard, there was a need for different elements and processes to achieve empowerment together with education. Correspondingly, the transfer of power from the top to the grassroots, legislation that advocated for the enhancement of young people empowerment and the mobilisation of needed resources at a given time was very crucial to achieve empowerment (Soler *et al*., 2017). Thus, powerful educational agents can be obtained from a conducive environment, good social and political contexts and its structure and services. The environment can be a good tool for the promotion of empowerment in some cases, but on other occasions, the challenge will be on finding a way to avoid, counter or escape the effect of a limiting setting. This can apply in the context of youth empowerment programmes spearheaded by NPOs because they were not excluded from the pressures that were there in the environment where they are operating in.

Ndidi (2009) argues that youth empowerment promotes better participation and involvement of young people in socio-economic activities and public affairs in various instances. The involvement of the youths in various programmes present them with opportunities that can enhance their capabilities and competencies. When they are involved, their voices are strengthened, and they will be able to make their insights on pressing issues. Mbae *et al*. (2016) note that the involvement and participation of the youths helped them to gain access to the sources of power in their societies. When they gained access to sources of power, they were exposed to various assets in the society which were comprised of economic resources, social supports and skills that are marketable at various levels. When the youths lacked such assets, empowering them was difficult. To add, Boadu and Isioma (2017) are of the view that the absence of youth empowerment is because of fragmented youth policies due to lack of commitment both the national and local levels. The European Commission (2012) affirms that young people need the opportunity to develop skills and competences, which may help them to find their place in the labour market and society. Young people need to be equipped with social, civic and intercultural

competences together with providing them with a strong capacity for critical thinking, especially by giving attention to the needs of those who are disadvantaged. The UNDP (2016) confirms that the promotion of youth empowerment is the best way of fostering inclusive development more broadly and of building resilient communities and nations.

The UN (2010) and Matsela (2015) hold that participation empowers young people to play a significant role in their development and their societies. Youth participation holds the promise of instilling a sense of civic and social responsibility in young people. As a result, young people may gain experience that may help them to become effective and efficient role players in their societies. In this regard, youth participation offers young people opportunities to construct the world they would want to live in a while at the same time developing themselves. Matsela (2015) isolates that youth development is tied to young people's capacity and willingness to participate at a micro level and at a macro level. Padhan and Mishra (2015) confirm that the notion of participation is vital in empowering people. In this regard, they developed a dominant approach and the youth development approach. The dominant approach looks at young people as recipients. This means that to achieve development goals in this approach; young people are used without addressing their own specific needs (Padhan & Mishra, 2015). This is so because the youth development programmes that seem to have good intention do not recognise the needs of the youth since a number of their programmes have pre-determined goals and uses top-down measures in their planning (Padhan & Mishra, 2015). In this case, young people cannot decide as they are only recipients, thereby reinforcing inequalities and maintaining hierarchies.

The youth development approach emphasises that young people have potential and need to be nurtured so that their understanding about issues broaden and building their leadership skills so that they can become change-makers (Padhan & Mishra, 2015). This approach is youth centred, and focuses on youths' development. The youth are not seen as passive recipients of services but rather seen as partners in addressing development problems while nurturing their potential (Padhan & Mishra, 2015). Several strategies were used to support their transformation and developing their skills to become responsible citizens in this approach. Young people were helped on a larger scale when they used this approach, thereby building and

sharpening their awareness about the issues that affect them (Padhan & Mishra, 2015). In this regard, assuming that the programmes designed by young people for their development and empowerment do not bring positive change is inaccurate. The following table presents a summary of what each approach entail:

Table 4. 1: Dominant Approach and Youth Development Approach

	Dominant Approach	**Youth Development Approach**
Perspective	-Youth as 'means to an end' -Youth are 'giving' time and 'sharing' skills	-Supporting youth to develop their potential -Youth are 'taking' away new learnings and 'gaining' skills through experience and exposure
Process	-Focus on task accomplishment -Outcome-oriented	-Focus on building the potential of young people -Learning oriented
Feeling	-Helped, Contributed and Used - Completed the task	-Learnt and grown -Followed one's passion
Change	-Led by NGO/Programme Officers -Leadership is limited to project campaign -Initiated to bring a change	-Led by young people -Leadership is a way life -Taking initiative leading to personal transformation

Source: Adapted from Padhan and Mishra (2015:823)

The table above shows the comparison between a dominant approach and a youth development approach. A youth development approach is viewed as advantageous because it encourages young people to learn, follow their passion so that they are able to lead their programmes unlike in the dominant approach whereby the youth are passive and outcome-oriented but without remarkable change. In addition, a youth development approach can be more viable as compared to a dominant approach because the youth take initiatives that lead to personal transformation. The battle to engage the youths to participate was shown in the three-lens approach to youth participation presented below:

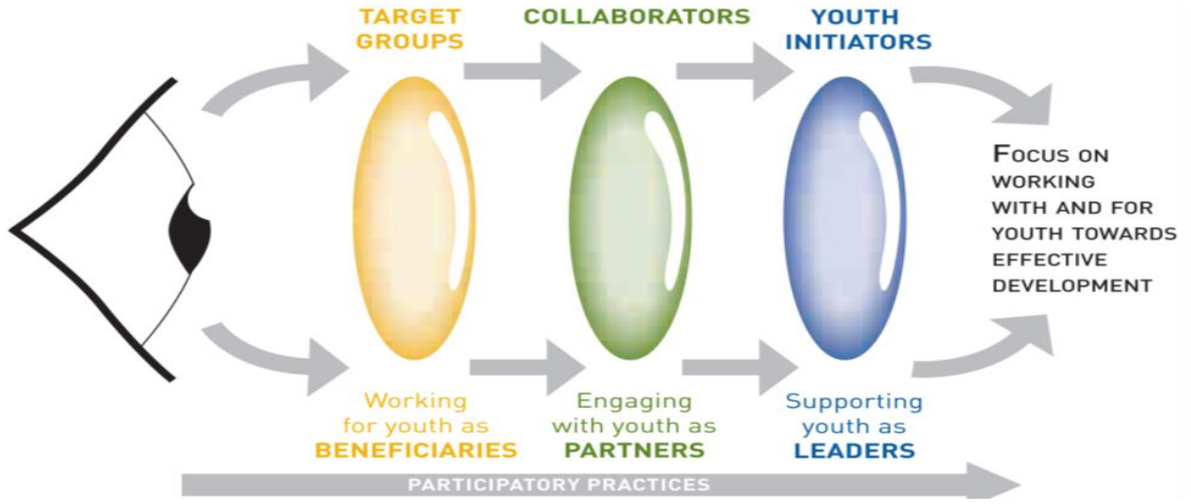

Figure 4. 2: The 3-lens approach to youth participation

Source: Source DFID-CSO Youth Working Group (2010:3) Adapted from World Bank Development Report (2007)

The 3-lens of youth participation in Figure 4.2 above illustrated various levels that young people go through such as: youth as beneficiaries, youth as partners and youth as leaders. The youth can be beneficiaries in the sense that they can be informed adequately on their programmes since they are the target groups. The youth can be partners when they are fully collaborated, consulted and informed in their interventions. In this respect, the youth share the same responsibility and cooperate in their initiatives for the common goal. To add, the youth can be leaders in that they can be enabled to initiate and direct their interventions. In this stage, the youth can facilitate their programmes and be involved in decision-making structures, systems and processes. Importantly, the three-lens approach to youth participation advocates that the youths should act as partners and leaders and not just beneficiaries on every platform of development. The youths are active agents of change in every aspect not only in education but in all spheres of life, their engagement and participation are more relevant to the society at large. Although youth participation concentrate more on young partners or leaders and less attention on beneficiaries, they are beneficiaries too. Likewise, Huxley (2012) confirms that the youth can play different roles as presented in Figure 4.2 like target groups (beneficiaries), collaborators in the initiative (partners), youth initiators (leaders) and even all of them. Any initiative developed by young people, or for young people supported by other actors, should consider these dimensions and their potential to

promote or inhibit the achievement of outcomes by young people in different contexts (Walker, Pereznieto, Bergh & Smith (2014:7).

In summary, when young people are empowered their opportunities and decision making processes are increased in matters that affect them. Two conditions to achieve youth empowerment which were to be met were acquiring and developing a set of personal capacities that included skills, abilities knowledge, attitudes and having a conducive environment that can facilitate the effective execution of such abilities. Youth empowerment does not operate in a vacuum hence, to have successful results there should be a conducive environment (social, economic and political) and willingness to participate in programmes that are presented to them by NPOs. As noted earlier on in the first section that the youth are the most affected in terms of unemployment and other socio-economic ills, the notion of empowering them to be able to find new ways to generate income and be entrepreneurial or be treated fairly in the labour market need to be upgraded. Though NPOs are working together with the state in tackling the challenges faced by the youth, the public and the private sector have to strive for the same goal. Education is critical, but the skills and knowledge acquired by young people must be relevant to the current economy and enable them to become innovators, thinkers and problem solvers.

The purpose of the following sections is to provide an indepth assessment of the international perspective, African perspective and South African perspective of youth empowerment programmes and child social-care services spearheaded by NPOs. The literature presented mainly focused on various case studies of NPOs related to the current study.

4.2.1 International perspective

The international perspective of NPOs, youth programmes and their role in empowering young people was assessed in this section. In this regard, examples from developed countries were drawn to shape the international perspective. Case studies of other programmes presented by NPOs were evaluated to give or learn from other similar interventions used to empower the youth. In Europe, most empowerment programmes were carried out mostly by the state with limited interventions from NPOs, although they are crucial too (Dirwai, 2014). Ginwright (2002) confirms that in the USA youth empowerment was provided through various

platforms like youth organisations, campaigns organised by communities and the state. In this respect, when investigating about youth empowerment in Europe, there is a need to note that their model is based on a collective approach meaning that they are provided by various stakeholders for the common goal to uplift the lives of people. To add, in the UK, the state plays a leading role in fostering and promoting youth empowerment. The state works together with NPOs but on a larger scale. Likewise, Clansnoff (2005) agree with the same notion that the state has bigger budgets for the youths complementing the efforts of NPOs.

Youth empowerment NPOs respond to numerous young people challenges; hence they initiate programmes to empower them in various ways (Dirwai, 2014). The youths are given platforms to speak their views on politics and socio-economic spheres. However, there is still a gap in fostering monitoring and evaluation tools in the NPOs sector which may affect their sustainability.

Pittman (1999) indicates that youth empowerment programmes can be presented in various forms ranging from activities, ideas that have an intention to engage the youths to be productive and useful by nurturing their strengths. The positive youth empowerment involves identifying and promoting developmental targets that range from emotional, moral, economic and social competencies, distinctiveness, self-efficacy and the involvement of the youths in opportunities presented to them. The programmes may promote positive outcomes in that they give a platform of opportunities to the youths that may foster and support them not to be involved in risky behaviours. Phelps (2008) agrees to the same notion that positive youth empowerment programmes can prevent several risky behaviours among the youths paving the way for sustainable development to materialise at the same time improving their social and emotional well-being. In this respect, the strategies towards the change of negative behaviours among the youths can be used as a way of empowering young people. Dirwai (2014) argues that when implementing youth empowerment programmes, there is a need to involve the youths in both day-to-day programming decisions and organisational governance, thereby encouraging them to participate in all their initiatives.

Gordon (2013) holds that in the U.S. youth empowerment programmes provided by NPOs used interactive goals to address youth poverty. The social service budgets

were drastically cut, which propelled NPOs to step in to provide youth empowerment services. For instance, a small organisation called Youth Grow in Seattle (US) provided and empowered the youths with employment and education on farming gardens (Gordon, 2013). This NPO mainly focused on the youths who were homeless and called ‘undeserved’ in making sure that they are employed through urban-fam and programmes of marketing (Gordon, 2013). The Youth Grow did not focus on gardening only but rather emphasised on an all-inclusive approach that prepared the youths to overcome various forms of hindrances that hindered them from being employed (Gordon, 2013). In this respect, the youths were trained in various activities such as job skills training, education and leadership development, building their CVs, engaging in feedbacks weekly, embarking on field trips, marketing lessons and learning from guest chefs (Gordon, 2013).

The Youth Grow has a larger organisation in Seattle, which is an urban/organic agriculture NPO that managed and supervised them. The Youth Grow gained the support of publicity and fundraising techniques from their parent organisation. Youth Grow was small, so for that reason they relied more on volunteers on mentorship on garden guidance to young people. To add, the programme lacked funds and limited staff to expand the size and scope of their operation (Gordon, 2013). Interestingly, Youth Grow did not have formal tracking systems that were in place for those youths they call undeserving for empowerment when they exited the organisation (Gordon, 2013). These youths were called undeserving because of failure to commit to the programmes offered to them. These undeserving youths were presented as irresponsible, needy and dependent, yet they were deprived of support from the programmes hence becoming more vulnerable (Gordon, 2013).

Successful youth were requested to continue in the empowerment programmes. This shows that for the youths to be involved in the programmes they had to prove themselves through succeeding in all stages throughout the programme. Afterwards, the youth who completed the programme managed to obtain better jobs; hence they were successful. This may not be fair on the other youth who failed the programme because they were left out of the economy. In this regard, preferably the youth who have exited the Youth Grow were to be tracked to find out how best they could help them. They would have been interested in programmes offered by other NPOs, so

they could help them to familiarise themselves with those organisations, and would not leave some youth as failures.

Another international NPO in the USA (Massachusetts) called the Youth Empowerment Scheme (YES) was involved in a campaign that nurtured and empowered the youth to address unemployment. The campaign addressed on issues of youth empowerment by exposing them to opportunities such as developing their leadership skills, linking them to access resources for entrepreneurship and marketing them to jobs within their skills (Madu & Muhingi, 2017). The YES managed to achieve their mission of empowering young people by engaging with various stakeholders that had the same vision as theirs to support youth-led development to network together. Still, they managed to design, identify and implement relevant training and programmes that promoted youth entrepreneurship and employment. In 1997, Madu and Muhingi (2017:62) identify that “The YES network programmes had built youth capacities through training of over 400 youth-led projects in over 55 programs.” This shows that the YES programme managed to empower some youths by helping them to be leaders of their activities.

The Brophy Family and Youth Services in Warrnambool South-west Victoria (Australia) provided shelter for the homeless youths facing various problems other than homelessness (O’Toole *et al*., 2010). The intervention programmes were giving health, educational and vocational support together with building community enterprises and development. Likewise, Aberdeen Foyer in Scotland in the regional city of Aberdeen services, the rural neighbourhood provided accommodation for the homeless and youth at risk (O’Toole *et al*., 2010). They offered accommodation services together with other forms of support towards independent living, learning and work through access to a range of employment support, training, education and community health service activities for young people.

French (2015) asserts that the Jovenes en Accion (Youth in Action) programme for Mexican youth was designed to increase youth leadership skills and increase their understanding of democratic institutions and civic engagement. The programme was positively evaluated by the programme funders and has seen growth in participant numbers and funding each year with 68 youth in 2011, 77 youth in 2012, 99 youth in 2013 and 102 youth in 2014 (French, 2015:7). These numbers are for those who

benefited from the Youth in Action programme, and exclude other youths in Mexico who were not part of the programme.

The NPO Ipak (meaning ‘despite everything’) operated in Tuzla and Simin Han in the countries of Bosnia and Herzegovina promoting youth cooperation through income generation and training opportunities (Fischer & Fischer, 2004). The NPO built a youth centre in Eastern Bosnia for the integration of young returnees (Fischer & Fischer, 2004). The programmes of Ipak aimed at developing young people to earn their income and as a result, the financial position in their families was improved, and their self-esteem was boosted. Fischer and Fischer (2004) cite that having their income supported the development of a sustainable local NPO sector and thus the establishment of civil society. Youth programmes ran by independent groups still received little support from the state’s official youth, cultural and education policy and often relied on financial support from foreign donors. The interventions of NPOs offered young people opportunities to be recognised internationally in various cultures as well as empowering them and fostering individual peace skills (Fischer & Fischer, 2004). Other interventions were involved in employment and youth work in communities with vocational training opportunities.

Research about youth empowerment was conducted in India Bangalore rural district in 2017 on various domains like education level, health condition on youth beneficiaries of NPOs (Mangala & Nari, 2017). Indian young people were deprived educationally, politically, disadvantaged due to culture, psychologically weak together with socio-economic problems (Mangala & Nari, 2017). This caused young people in India to be involved in tobacco use, underage drinking and victims of anti-social elements in the society leading to socio-economic and political problems in the country. More importantly, unemployment, illiteracy, poverty, inadequate health facilities, child marriage, alcoholism, deterioration of moral values and lack of self-confidence and respect dominated in India.

Results in India Bangalore rural district showed that NPO empowerment programmes have a positive impact on the youth empowerment level (Mangala & Nari, 2017). Various empowerment programmes like computer training, soft skill training programmes, tally, spoken English classes and nursing courses. Likewise, health empowerment programmes that dealt with raising awareness programmes on

AIDS awareness programmes, alcohol consumption, drug addiction, tobacco consumption, training in various sports and family health and hygiene (Mangala & Nari, 2017). Besides, they provided automobile training in handicraft activities and training in dairy farming. Some NGOs conducted training in entrepreneurial skills, embroidery classes and cosmetician courses (Mangala & Nari, 2017).

Sandra (2014) cites that in Dharavi, India, several young people dropped out-of-school early, and they became uncertain of what the future holds for them. The youth empowerment programme that was initiated by an NGO focused on the youths between 17-35 years who wished to gain knowledge and skills so that they could go back to college or search for better jobs. The programme aimed to empower young people to help them to create better opportunities for themselves. In working towards that goal, the youth empowerment programme consisted of computer skills, English lessons and soft skills. Soft skills included decision-making, stress management, interview skills, presentation skills, positive thinking, perception of the self-image (Sandra, 2014). The English module programme yielded positive results in that there was a change in the literacy of students since they obtained good knowledge and understanding after graduation. They could now speak fluently, and approximately 70 percent of the graduates managed to get employment in 2014 (Sandra, 2014:28). This shows that empowerment programmes may vary depending on the nature of the skills the youth needs. Each programme services a particular group of young people and as a result, they are empowered in an area in which they desire.

Pluim (2017) conducted a study of NPOs empowering the youth in Haiti specifically on citizenship education programmes so that they would benefit from a variety of socio-economic spectrums regardless of their social position and across cultural, regional and national spheres. The perspectives and perceptions of the youth regarding their participation in NPO citizenship education programmes were investigated in this study (Pluim, 2017). Notably, the NPO programmes aimed to give the youth in the South the opportunity to participate in educational research since there was over-representation of voices of youth from the global north. The young people in Haiti, like in other nations, live in constant threat of violence, unemployment, water scarcity, improper sanitation and abuse due to its instability (Pluim, 2017).

One of the programmes of the local NPO in partnership with UNICEF focused on providing young people with a background on universal human rights, training in audio recording equipment, education on conducting radio interviews and facilitating the editing of the recordings to produce a broadcast on national radio (Pluim, 2017). The local NPO provided several trainers and experts for the programme, but UNICEF sent an experienced reporter from the US to help facilitate the sessions. The study found that there were human rights abuses inflicted upon the youth in the camps where they resided especially sexual violence for young girls (Pluim, 2017). However, despite the sexual violence of young girls, the programme benefited the youth to a greater extent compared to disadvantaging them.

The radio-broadcasting programme enabled young people to learn necessary skills for radio journalism as well as providing foundational overview rights of youth. The programme educated young people to give attention to matters of justice and the importance of pursuing social justice (Pluim, 2017). Likewise, a platform to prepare the youth to improve society by critically analysing and addressing social issues and injustices was provided. Before the programme, some young people did not realise that they had rights, but after they gained knowledge and raised awareness on human rights. One can argue that the programmes of citizen education benefited the youth to a greater extent as compared to the problems they faced in the camp. This is so because the positive aspects are more than the negative aspects.

There was another programme of debating in championships that was supported by another NPO in Haiti which empowered young people. The programme was coordinated annually by a Haitian NPO but funded by various international organisations, including the Open Society Foundations and the former Canadian NGO (Rights and Democracy) (Pluim, 2017). The programme was held in February 2012, and 62 youth (23 girls and 39 boys) and 23 mentors from 12 cities in Haiti attended the programme (Pluim, 2017). Those who won participated at the International Debate Education Association’s World Debate Championships. The young people who participated in debate gained various sets of skills like self-confidence for public speaking; formulating logical arguments and communication; and French language skills (Pluim, 2017). However, most of the youth could speak the Creole language, but at the competitions, French was used, so there was a language barrier since French was a second language, yet they were all official

languages. To participate externally, the French language was the best option hence speaking Creole disadvantaged them because they were isolated from other French-speaking countries.

In summary, the international perspective of youth empowerment through NPOs presented various programmes that may be used to empower and develop young people depending on the needs shown by a particular group of young people. The studies above show that these empowerment programmes differ depending on the goals of the programme and the context of the country.

4.2.2 African perspective

The African perspective of NPOs youth programmes and their role in empowering young people was evaluated in this section. In this regard, examples from African countries were drawn to shape the African perspective**.** Africa has a growing population of young people with several youth empowerment programmes which mainly focused on employment initiatives (Okojie, 2003; Ille & Boadu, 2018). Anderson and Sandmann (2008) and Gyampo (2012 argue that although there were youth empowerment programmes in Africa in practice, there was very limited empowerment that was regarded as beneficial to young people and the society at large. In most cases, these programmes were very limited to the extent that youth empowerment was not achieved. This could be because young people were not part of the programmes since their voices and concerns never reached out to those who were in leadership. Importantly, Hope (2012:228); Ile and Boadu (2018) argue that the youth could benefit from their intervention programmes and policies only when they were empowered to become active partners and not mere spectators in the programme formulation stage. Nevertheless, several youth policies stated the need to involve young people in the policymaking processes, to promote their implementation (Ille & Boadu, 2018).

Ille and Boadu (2018) argue that no one approach constitutes youth empowerment, but the approach rather varies with the group of people and type of services that are offered by that organisation. In Africa, the needs of the youths are not targeted due to poor policies that do not address and prioritise their pressing needs. Youth programmes have been more focused at improving their livelihoods and outcomes but not concentrating on whether they could carry out the programmes. This is

because the objectives of youth empowerment programmes are usually not clear and questioned (Ille & Boadu, 2018). In other words, they are good in stating what they would like to achieve but failing to include the specific structures to ensure that youth empowerment is enhanced. Ille and Boadu (2018) assert that several youth programmes and initiatives are usually not functioning, leading to abandonment even before they started. Hamnett and Hassan (2003) argue that sustainability in developing countries is associated with the available resources that are there to cater to the programmes and services provided. In this respect, to temporarily foster youth economic sustainability microfinance have been used to help them in income generation, creation of jobs and reducing poverty.

In Africa, youth empowerment is diverse. Likewise, the two partners namely the state and the NPOs support the youth through empowerment programmes like training them in life skills and developing their potential areas. The working together of the state and NPOs make them be in partnership in tackling the challenges that young people face. Dirwai (2014:3) cites that “the youth in Africa are facing various challenges ranging from health issues; passive participation in social and economic issues; exclusion from decision-making in issues on them; unemployment; inadequate opportunity for education and training”. This shows that those young people are involved in various forms of challenges and this poses a challenge for youth empowerment NPOs on where exactly they should focus on their programmes since several areas need attention. Despite that, the state and NPOs always find a way to address such issues depending on the severity of the problems.

Madu and Mahingi (2017) posit that NPOs have become more important in becoming one of the key stakeholders that foster youth economic empowerment in policy formation, long-term development and humanitarian relief. In Kenya, Nairobi the Vijana Ajira Foundation Youth Economic Empowerment Initiative had a programme called Entrepreneurship Education Training (EET) to benefit the youth who were economically disadvantaged in terms of employment in 2012. Their main target was those young people who were out-of-school (17-25) (Madu & Muhingi, 2017:63). The out-of-school youth was comprised of the youths who resided in streets, those who dropped out from school, workers who were retrenched, the youth who have migrated from other countries and those who were the poorest. The youth

were empowered in education by fostering their entrepreneurial skills and help them to obtain jobs by nurturing their attitudes on work.

Madu and Mahingi, (2017) conducted a study on the role of Charles Lwanga Centre an NPO involved in economic empowerment of the youth in Kenya (Kibera, Nairobi Country). The results of this study showed that 91 percent of the respondents indicated that the Centre provided entrepreneurship education for the youth in Kibera (Madu & Mahingi, 2017:73). This means that the youth were empowered in entrepreneurial education that enabled them to have the capacity to search for jobs, getting contracts from other places and at the same time employing their fellow young people. Correspondingly, this study indicates that financial support enabled the youths to employ the other youths in their businesses. In addition, education on entrepreneurship helped the beneficiaries to be able to take care of their families independently.

Charles Lwanga Centre empowered young people by means of offering training in motor vehicle repair, electrical installation, computer studies and food processing (Madu & Mahingi, 2017). Likewise, the youth were equipped to be productive and responsible with their lives through economic empowerment, exceptionally, providing them with technical skills like carpentry training, rug making, mentorship training and sewing. Additionally, they gained life skills, soap making skills, housekeeping skills and communication skills and internships in their organisation together with providing the information needed on job vacancies and interviews to prepare them for the job. However, Madu and Muhingi (2017:73) state that they faced some challenges including “limited access to credit, lack of funds, lack of enough items, lack of intermediaries and lack of know-how on how to get the credit”. They agreed that the Centre should provide information on job vacancies as well as prepare the youth for the job interviews and give them internships to equip them for their careers.

Recommendations were made to ensure that all aspects of the empowerment programmes are well taken care of the Centre should develop policies that will guide their role in youth economic empowerment (Madu & Mahingi, 2017). To add, the Centre was recommended to diversify their technical skills and training and increase the access of finances to enable the youth to start their businesses by means of

increasing the loan limit (Madu & Mahingi, 2017). Conclusively, Charles Lwanga Centre provided technical skills for the youth according to the research findings.

In Zimbabwe, the issues of youth empowerment have been both in state and NPOs themes. Dirwai (2014) isolates that NPOs in Zimbabwe have a problem of not including various empowerment indicators. The indicators were not limited, but the study on Zimbabwean NPOs focused on entrepreneurial skills, running projects, advocacy and human rights. Likewise, the NPOs interventions to empower the youth skills spearheaded by SAfAIDS, Mavambo Trust, FACT have been empowering the young people in Zimbabwe, but more interventions from this sector are still needed (Dirwai, 2014). The Youth-Agenda Trust NGO in Zimbabwe that was formed in 2007 led by the youths between 15-35 years had a mission to create a democratic nation whereby young people actively participated in governance issues (Dirwai, 2014). The main objective of this NGO was to develop the youths to participate, represent, express their views and ideas to enhance their dialogues with the aim of incorporating those who are marginalised. Their programme was called empowerment for an economic development scheme, and the youth were empowered in the form of financial assistance who were failing to have collateral from financial institutions.

The International Youth Foundation (IFY) partnered with the USAID with the aim to create economic opportunities and empowerment by means of building capacity and investing in the youths that have potential (Dirwai, 2014). Their mission was to help NGOs, the state and small businesses worldwide to empower the youths in different sectors of the economy. To add, the IFY mission was to initiate programmes that help the youths to obtain a quality education and gain skills for employability. They desire to make sure that the youth were empowered in socio-economic transformation. The youth were empowered through entrepreneurship projects and creation of jobs, thereby enhancing their socio-economic development. Moreover, the youth have engaged in projects to increase their income to enable economic empowerment.

The NGO Zimbabwe Red Cross Society programmes economically managed to create jobs and foster management skills to the youth. Furthermore, the youth were helped to formulate projects and were given funds to support that. Besides, the NGO

helped the youth to have various initiatives to increase their income levels (Dirwai, 2014). Socially, the youths were empowered through life and computing skills and nutritional gardens. Politically, the youth were involved in formulating and implementing initiatives because they were part of the decision-making team; hence, they were empowered. Their projects comprised of moulding bricks, making candles and nutritional gardens. Life skills education gave guidance in terms of their career prospects and helped to lower the chances of child marriages. In this regard, the Cross Society through their programmes economically, socially and politically enhanced youth livelihoods, thereby empowering them.

Youth empowerment in Africa though there is progress in equipping some youth to be able to be self-reliant they are still lagging because there are still having limited resources to further their programmes. An argument can be posed that youth empowerment varies with the context, setting and the problem of the youths different programmes.

4.2.3 South African perspective

The South African perspective of NPOs, youth programmes and their role in empowering young people was explained in this section. In this regard, examples from South Africa are drawn to shape the African perspective.

In South Africa, there is a combination of the state and NPOs in tackling issues of youth empowerment. They have made significant progress in South Africa in terms of meeting many societal and developmental issues, but millions both urban and rural are still facing unemployment, homelessness, lack of basic services, HIV, food insecurity and unacceptable levels of crime and violence (Holtzhausen, 2013). Holtzhausen (2013) is of the view that the complexity of these development challenges is because of a lack of communication between various sectors and stakeholders (state, NPOs, private sectors). Youth development is about people, programmes, institutions and systems that provide support and opportunities to all young people so that they can be able to empower themselves.

Both Dieltiens (2015) and Kraak (2015) assessed the interventions on South African NPOs which aimed to open employment opportunities to new young people in the labour market. These NPOs specialised in skills training, especially ‘soft skills’ since they value personal development to be considered at the workplace. They are called

NGO work intermediaries (WIs), and they reassure employers who doubt young people to hire them since they are very strict in their selection processes (Dieltiens, 2015). This is done to filter out unlikely candidates. These NPOs trained the youths so that they match the employers' needs in the industry. These NPOs helped young people with the information needed to apply for jobs (Dieltiens, 2015). One of the NPO called Youth Cafes offer spaces for the youths to access the internet and print their documents (Dieltiens, 2015). In this regard, young people pay for these services using volunteering to an NPO or attending a self-development workshop. One intermediary NPO called Revolution Labs (RLabs) in Western Cape encouraged social entrepreneurship, whereby young people were taught to design solutions that helped them to solve their problems.

The Action Volunteers Africa (Western Cape) is an NPO that specialised in workplace intermediaries to empower young people to gain employment (Dieltiens, 2015; Setlhodi, 2019). The Africa Volunteers Africa offered meaningful volunteering opportunities to young people for them to gain work experience and to develop themselves (self-development) which allowed the youth to be more informed in what they do (Setlhodi, 2019). The African Volunteers Africa found that after completing the programme, the overall time spent by the youth in unemployment decreased by six months (Setlhodi, 2019). The study found that social capital enhanced the youths to reduce unemployment through networking with other people that may connect them to available workplaces (Setlhodi, 2019). Besides, the study found that after they have completed the programme, the attitudes of the participants positively changed the outlook on their prospects, thereby giving a positive impact on job search activity.

The WI sector is still undeveloped, however, there is hope that businesses can hire youths without experience. However, the success rates of the initiatives of these NPOs cannot be verified easily because monitoring and evaluation systems are usually malfunctioning (Dieltiens, 2015). Dieltiens (2015) argues that there is still a gap in local intermediaries are void of initiatives that take big steps towards partnering to local and regional economic contracts that would significantly add more jobs and higher-skilled jobs. This may be due to an environment that is not conducive to foster an enabling economic policy. The unconducive environment affects the capacity of these NPOs since the number of opportunities will be limited.

Jassor (2016) argues that this could be because most youth groups (youth empowerment NPOs) in South Africa lack well-developed management systems in place to guide their decision-making. They focus mainly on developing a constitution for registration purposes, yet several youth empowerment NPOs in the study indicated a challenge primarily in the registration process with government departments.

The United Nations Educational Scientific and Cultural Organisation (UNESCO, 2014) confirms that an NPO called loveLife in South Africa promote youth leadership by encouraging them to live healthy lifestyles. This healthy lifestyle is free from conducting HIV among the youths by engaging them in the community. The UNESCO (2014:46) cites that “the loveLife make use of a wide-ranging approach that includes combining school programmes, community programmes (e.g clinical services, psycho-social call centre, extracurricular programmes, community meetings, etc) for youth, parents and the community, coupled with a mass media campaign (radio, TV, print, online)”. This means that they cover various programmes within their combined programmes such as personal development, indulging in safe sex and lessons on psycho-social development, especially on body changes.

The programmes of loveLife educate the youths aged 18-25 on healthy living, lessons that build their teamwork skills, lessons on how to develop and implement their programmes as well as mobilising the community for the common goal. The loveLife’s programmes in schools include lessons on sex and reproductive health (puberty education); HIV/AIDS and sexually transmitted diseases and life skills so that they may be able to tackle life transitions. The programmes of loveLife benefited more than 1.7 million youths (UNESCO, 2014:46). Developing an active partnership with their stakeholders have contributed to the success of loveLife programmes. In this vein, loveLife connected with various stakeholders such as schools, churches, clinics, youth centres and created franchises with other NGOs in 2013, which benefited 6 500 youths (UNESCO, 2014:46). It is important to be in partnerships because they foster youth leadership, build their capacities and provide resources needed to support their programmes. However, loveLife, as an NPO, faced limitations in supporting their programmes and services because of limited resources and different locations and cultural perspectives.

In summary, youth empowerment NPOs in South Africa was presented in different forms. This means that youth empowerment can vary with the problems that the youths represent so NPOs would implement their programmes based on that. For instance, some educate the youths on job searches, thereby providing them with relevant information that they may need to obtain jobs. Additionally, some NPOs ventured into initiatives like skills training, enhancing youth leadership and engaging with the other youths in other NPOs' programmes, thereby building team-work skills. In addition, some NPOs foster youth empowerment by educating them on healthy sexuality living to reduce HIV/AIDS. Likewise, the youth were empowered by developing the way they think and perceive problems and how to solve them that is psycho-social development.

4.2.4 Youth empowerment in Gauteng Province

NPOs youth programmes and their role in empowering young people in Gauteng Province were evaluated in this section. Nkere (2014) cites that problems faced by the young people in Alexandra (Johannesburg) were various, which were lack of technical skills and numerous social immoralities such as housebreaking, crime and the use of drugs. The Premedia Skills Development is an NGO that provide skills to the youths who were not working through various initiatives. These skills includes training in bricklaying, entrepreneurship, carpentry, plumbing and painting (Nkere, 2014). Their main aim was to help the young people to gain skills for them to be employed and be able to create their businesses.

The study showed that 57 percent of young people revealed that the technical skills had improved their living conditions, yet 3 percent notified that their lives were not improved as they expected (Nkere, 2014:59). However, 40 percent reflected that their lives were transformed not from their initiatives but from their workplaces through training in 2014 (Nkere, 2014:59). To add, 30 percent of the youth in Alexandra indicated that they had been adequately empowered in 2014 (Nkere, 2014:66). The study pointed out that the negative perceptions towards NPO programmes resulted in them not adequately empowered. In this regard, they did not participate fully in the programmes (Nkere, 2014). Those who were adequately empowered revealed that they gained employment opportunities that improved their socio-economic wellbeing (Nkere, 2014). However, the numbers of those who were

employed through their programmes were not measured because the NPOs failed to keep proper records of people they have trained due to limited monitoring.

In summary, NPOs in Gauteng mainly focussed on employment initiatives or skills that helped the youths to gain employment. Likewise, young people were helped to gain entrepreneurial skills to be self-reliant. The youths were empowered by means of various trainings in different areas like bricklaying, carpentry, plumbing and painting. However, the other youths were not adequately empowered because of their negative perceptions towards NPO programmes.

4.2.5 Youth empowerment and sustainable management of NPO related programmes

Youth empowerment in this study was viewed from various programmes that enhance young people's education, skills development, life skills, spiritual growth, counselling, learnership and internship, sports and recreation, feeding schemes, food parcel distribution, sanitary pads distribution, social programmes, entrepreneurship and information advice and referral. The NPOs in this study should be able to provide such programmes fully to their beneficiaries to be determined as sustainable. Still, the challenges they face have provided a glimpse in showing that all their programmes are not fully provided. This requires the NPO management and the staff to acquire and develop a set of personal capacities that include skills, abilities knowledge, attitudes and having a conducive environment that can facilitate the effective execution of such abilities. Arguably, youth empowerment does not operate in a vacuum; there is need for a conducive environment (social, economic and political) to promote its success and the youths should be willing to participate in programmes that are presented to them by NPOs.

Youth empowerment may happen when the regulations that guide young peoples' initiatives are included in their day-to-day basis. When regulations supporting NPO programmes outside and within the organisation are used there will be an efficient use of limited resources, training the NPO management towards the realisations of their objectives, youth participating in their programmes the youths will be empowered and as a result, the NPO related programmes will be managed sustainably or in a sustainable manner. NPO management and the staff will have to ensure that they enhance the sustainability of their programmes through identifying

problems faced by young people to implement programmes that are relevant to their problems. The literature shows that NPOs still lack frameworks that can explain sustainable ways that can be used within the internal organisations; hence sustainability values and principles are not visible. To add, the knowledge about sustainability must be developed and implemented fully to achieve the results of empowering the youths.

4.3 Child social-care and protection

Social care is defined as a term that generally elaborates on all forms of personal care and other practical assistance for children, young people and adults who need extra support (Parkes, 2016). Lalor and Share (2013) define social care as a profession that is committed to the planning and delivery of quality care and other support services for individuals and groups with identified needs. Social care is not only about providing services but includes planning on how those services will be provided which require various skills and specific knowledge. This includes the ability to identify what people require, ability to plan accordingly and ability to communicate directly with people in a trustworthy way. The Department of Social Development (2018:26) defines “childcare and protection as various forms of care, support and protection that all children need for their wellbeing, in order to develop and help them to thrive to their full potential”. In this study, social care is about the assistance that is provided by NPOs to children who need extra support in the form of physical, educational, emotional and spiritual care.

Globally, childcare and protection are predominantly high on the agendas of most countries (Arisi & Christensen, 2017; Chinyenze, 2017). Children need various forms of support ranging from all things essential for survival, such as food and health care, interventions that provide for a better quality of life such as education, economic self-sufficiency and psycho-social support (Stover *et al.,* 2007). All children in a perfect world would have access to all types of high-quality services but on the contrary in the real world, many children, orphaned or not, vulnerable children are sick, malnourished and homeless. In this vein, a comprehensive programme to support children should include all necessary elements such as food, health care, education, economic self-sufficiency, psycho-social support, clothes, bedding, shoes and so on (Stover *et al*., 2007).

The various forms of care involve one of the dimensions that concern the care and protection of children who suffer neglect, abuse, violence and exploitation and those children who are deprived of parental care. Since children's rights are being violated continually, they are being affected by all the social ills prevalent in modern society (Department of Social Development, 2018). Importantly, the efforts of childcare and protection are meant to ensure a conducive environment to enable the psycho-social and developmental needs of children. Such an environment could possibly guarantee a variety of services with proper care, security and provision of all children's needs. Chinyenze (2017) maintains that the provision of childcare services is a component of child welfare services for children without parental or kinship care worldwide. Anderson, Ballantyne and Friendly (2016) argue that childcare is not convenient but rather a necessity. Besides, children's social care services are usually placed alongside or within broader children's services. These services include various aspects that are involved for child wellbeing usually provided in children's homes (orphanages), and they can be called institutional/residential care facilities and foster homes.

Flagothier (2016:36) identifies the literature mentions various residential care settings and a wide range of terminology including: "institutions, children's homes, sunshine homes' (China), orphanages, social welfare institutions, child welfare homes, social patronage centres, open homes, institutions for people with disabilities, homes for people with special needs, homes for boys, homes for girls, a haven for children, nayonng Kabataan, Lingap centre, Marillac Hills, youth hostel, reception centres or child protection centres, residential nurseries". Residential care facilities across countries and within countries can vary in capacity and dimension.

Institutionalised care has been receiving a wide scholarship, discourses, debates and criticisms, globally, regionally and in national contexts with some various scholars questioning the relevance, appropriateness and effectiveness of this option to children's care and protection (Barth, 2002; Powell, 2006; Browne & Hamilton-Giachritsis, 2006; Browne, Hamilton-Giachritsis, Johnson & Ostergren, 2006; Chebii, 2012; Johnson, James, Zhang & Landsverk, 2012; Kang'ethe & Makuyana, 2014; Makuyana & Kang'ethe, 2015; Mhongera & Lombard, 2018). Chinyenze (2017) indicates that institutional care is used as a strategy of protecting children and is whereby children live in residences designed to provide them with shelter and care.

James, Zhang and Landsverk (2012) add that the highest level of care in the child welfare system's continuum of care is represented by residential care, which is the most expensive and restrictive form of child welfare services that fulfils a range of functions within the variety of services for abused children. Chinyenze (2017:54) defines "institutional or residential care as a strategy of child protection whereby a group of children in need of care are housed at one place and looked after by paid caregivers and professionals". Importantly, residential care is a form of statutory care guided by legislation, policies and standards in a country. Concerned groups comprised of religious and missionary groups originated to help children who were in need because of abandonment or orphanhood resorted to institutionalised care (Chinyenze, 2017).

Chebii (2012) and Chinyenze (2017) are of the view that institutional care has a long history. Abandoned babies with one or both parents alive were accommodated in institutions from way back. The history of institutional care in America and Britain is associated with activities by religious groups, philanthropists and the state. Before the 17th century, the state had no role in the professional provision of childcare services but rather the religious groups and philanthropists played a crucial role in caring for children in need by providing them with food, shelter and aid to their parents (Chinyenze, 2017).

The state designed a strategy to deal with children in need upon acknowledging the charitable deeds of the humanitarians. In this regard, orphans and vulnerable children (OVCs) in need were placed in alms-houses to get help with things considered as necessary for child growth (Chinyenze, 2017). The idea of providing residences and services to children in need of care like today's children's homes was prompted. However, in the 20th century, the alms-houses were criticised for not being conducive for childcare due to poor sanitary conditions. This led to the formation of orphanages by religious groups and private charities. Institutionalisation at conception began with no legislation but changed with time when statutory measures and continuous evaluation were put in place. The institutionalisation of children by philanthropists, colonialists and missionaries spread to other countries and today, children are still being placed in homes of safety (Chinyenze, 2017). However, Muzingili and Gunha (2017) argue that institutionalised children are disconnected from the main community network as they live within a closed social

system. Systems in institutions that harbour children mostly conflict with the wider community's norms and beliefs because they are small communities which do not always resemble the values and norms of the wider community in which they co-exist.

Despite the widespread of institutionalisation, Muzingili and Gunha (2017:10) postulate that the global number of children living in an institution is imprecise but the UN estimate that about 80 percent of children in institutions are orphans. Nevertheless, children should not be separated from their parents unless it is in their best interest to do so (Arisi & Christensen, 2017). Stover, Bollinger, Walker and Monasch (2007:21) indicates that in the developing world over 140 million children under the age of 18 have lost one or both of their parents (orphans) with 43 million in SSA alone representing more than 12 percent of all children. They lost their parents due to AIDS, conflict and other various causes depending on the context. Systems that traditionally provide care for orphans (families and communities) are strained by the rising need for children's' care.

A variety of institutions like the state, community and NPOs provide support for some orphans, but this assistance reaches only a small percentage of those in need. Although most orphans are taken care of by their families or communities they are living in poverty (Stover, Bollinger, Walker & Monasch, 2007; Sherwin, Lerch & Dobson 2013; Skhosana, Schenck & Botha, 2014). Skhosana, Schenck and Botha (2014) and Manso (2014) argue that mainly children are forced out of their homes because of socio-economic crises, poverty, harmful traditional practices and dysfunctional family environments with high levels of conflict, emotional, sexual or physical abuse, and substance abuse. In some instances, these children are left without caregivers the reasons being that of abandonment, AIDS, disputes and civil wars and the migration of parents.

For instance, Flagothier (2016:36) acknowledge that a study that was conducted in countries affected by tsunami showed that of the eight facilities visited one had a capacity for 40 children and the rest were large institutions capable of harbouring 100 to 300 children at a time. On the contrary, a study that was carried out in Nepal found out that childcare centres harbour an average of approximately 15 children hence the capacity of institutional care differs from the set up of that facility. Children

need to be provided with various forms of social care services because they are vulnerable and unable to take care of themselves. This led to the expansion of institutional or residential care or children's homes.

Chebii (2012) asserts that in Rwanda, the main reason that children were living in institutions was the economic pressure that affected most countries worldwide. The economic pressures created problems for families to take care of their children, thereby ending up resorting to institutional care. Still, the economic sector could no longer create jobs, but rather people were retrenched. In Zimbabwe, 75 percent of children in institutions had contactable relatives similar to the case of Uganda where half of the children in institutions had both parents alive and one quarter had one parent alive in 1991 (Chebii, 2012:13). They were in institutions because their parents could not afford to take care of them because of poverty. In India, in 2012, 47 percent of children were placed in orphanages after the divorce of their parents, and 15 percent were placed there since they were born out of wedlock (Chebii, 2012:13). The children ended up in institutions because a single parent could not cater for their children because they will be many. Study on residential care of children shows that children in institutions have problems adjusting to independence after leaving the orphanage (Chebii, 2012). They have lower levels of educational attainment, and some have more difficulties with relationships. To add, they lack basic living skills, parental skills, and some of them often have a misplaced sense of entitlement without a parallel sense of responsibility. Besides, some lack basic and traditionally accepted social and cultural skills to function in their societies (Chebii, 2012).

In summation, there is a need to note that institutional care is very crucial in taking care of OVCs worldwide, although there are concerns that are raised regarding opting to de-institutionalisation. These concerns tend to be challenging to implement as the numbers of children in need of care are increasing every day. Importantly, NPOs continue to be formed to address issues of child social care, thereby providing them with social care services according to needs.

4.3.1 International perspective

The international perspective of NPOs that provide child social-care services in residential care facilities was analysed in this section. Children's social care services

are usually placed alongside or within broader children's services as stated earlier. For instance, in England, Cromarty, Bellis and Harker (2018:2) cite that several reports from various stakeholders have highlighted ongoing concerns with children's social-care services regarding several challenges they are facing. These challenges include: "increasing demand for children's social care; funding pressures; varying thresholds for social care; poor and inadequate services in some areas; workforce challenge including recruitment and retention of social workers and poor outcomes for children in need" (Cromarty *et al*., 2018:9). Increasing demand for children's social-care in England is exacerbated by increasing the number of children in need of care frequently since 2010. The number of children in need of care increases year by year. In 2012, "the number was 369 410; in 2014 at 397 630 and March 2017, they increased to 389 430 children in need of care in England" (Cromarty *et al*., 2018:9). The number of children supported by a child protection plan has increased year by year since 2010 and as of 31 March 2017 a total of 51 080 children in England had a child protection plan in place (Cromarty *et al*., 2018:9). These numbers show that several children need social care. The graph below shows the increase of children in need in England from 2010 to 2017.

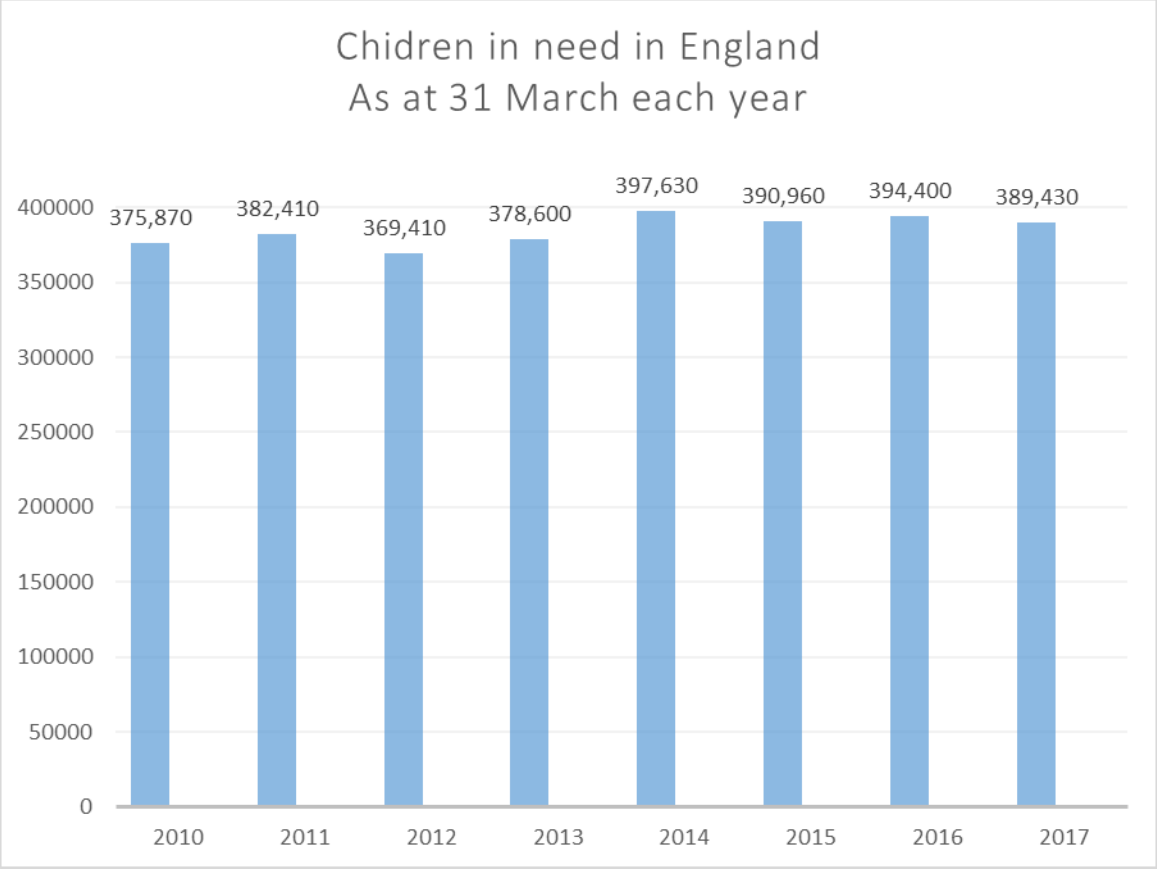

Figure 4. 3: Children in need in England as of 31 March each year
Source: Cromarty *et al.*, 2018)

Canada has been working for some time on the goal of obtaining early childhood education and care for all. Some families in Canada with young children need or want access to some kind of high-quality, affordable childcare services in their children's pre-school years and often into the elementary school years up to age 10 or 12 (Anderson, Ballantyne & Friendly, 2016). Unfortunately, high quality and regulated childcare are still restricted to few children due to limited supply and uneven distribution of affordable childcare facilities because parent fees are out of the reach of most families.

Islam and Fulcher (2017:16) affirm that there was a review that was done in Central and Eastern European countries as well as the former Soviet Union on institutional care of children. The results of the review came from the findings highlighted by Eurochild-funded research in 2005 that concluded on various inferences about children living in institutional care. The results showed that in Central and Eastern European countries and the former Soviet Union, the rate of children entering institutional care had risen although there was the decrease of children population due to the decline of birth rates (Islam & Fulcher, 2017:16). To add, there was a significantly higher number of children in institutional care than that that was indicated in the official statistics. Besides, orphanages remained in Central and Eastern countries and the former Soviet Union. To add, the collapse of the Soviet Bloc had been a catastrophe, especially for children and families living in poverty despite the 15 years of economic reform in the region (Islam & Fulcher, 2017:16). Children in these countries were in care mainly due to social reasons, although poverty was a significant causal factor and the conditions in which children would live in the institutions were almost continuously terrible. In this regard, institutions in these countries were considered to be harmful to children's development (Islam &Fulcher, 2017:16). This led to the rise of family-based care as a better option for children than institutional care since it was cheaper for the state since they depend mainly on the state for funding and donations from well-wishers.

From a European perspective, there is a major transition in terms of institutional care which is marked by trends to move away from placements institutional care to

alternative care options developed around families, extended families and kinship networks, foster families (Islam & Fulcher, 2017). Hart and La Valle (2015) argue that there has been a decline in the use of institutional care for children in the developed world since the 1980s because of concerns about the lack of attachment in young children and at risk of abuse. This means that some European countries are opting for de-institutionalisation, and this is shown by significant differences that remained in the proportion of children in institutional care in English-speaking countries and mainland Europe. For instance, in 2015, English-speaking countries placed only a small proportion of children to be looked after in institutional care as compared with mainland Europe that is 6 percent in Australia versus 54 percent in Germany respectively (Hart & La Valle, 2015:7).

Although, some European countries advocates for de-institutionalisation, they are still to carry out an independent evaluation of its impact in their countries before exporting de-institutionalisation policies to other countries (Islam & Fulcher, 2017). This denotes that the European counterparts are not yet sure if de-institutionalisation of children will work out since numerous children need social care. Additionally, Islam and Fulcher (2017) point out that de-institutionalisation policies are creating several challenges, mainly for the nations that are poorer. The lack of financial support and lack of clarity about the social and strategic vision of de-institutionalisation has made some countries fail to continue its implementation. This led to various countries in European countries (Albania, Slovakia, Croatia, Czech Republic, Malta, Bosnia and Herzegovina) to opt for foster care (Islam & Fulcher, 2017). However, there are major concerns in foster care because in other countries, parents are not interested in sending their children to foster parents due to social, economic and religious reasons.

In summary, the international perspective on institutional child social care vary with the country, but various nations are opting for de-institutionalisation. Although they opt for de-institutionalisation, they are not yet sure if that is best option because there is a need to carry out an independent evaluation of its impact in European countries before exporting the idea to other countries.

4.3.2 African perspective

The African perspective of NPOs that provide child social-care services in residential care facilities was investigated in this section. In this regard, examples from African countries are drawn to shape the African perspective.

Djan (2017) and Hickmann and Adams (2018) hold that the Ghanaian culture stresses the role played by extended family in children's lives in providing care and support, active involvement in the socialisation of children especially when biological parents are unable to do so. The United Nations Children's Fund (UNICEF) (2014) found that the extended family is weakening in some parts of Ghana due to family breakdown, poverty and migration. In this vein, institutional care is used as alternative care for children when family and kinship care is not an option. There were about 2 900 children in 95 homes for children at the end of 2016, with about 85 percent of these children having at least one living parent in Ghana (Hickmann & Adams, 2018:9). However, there is a decrease from 2015 when 127 residential homes for children (RHCs) were caring for 4 520 children. Between 2009 and 2011, 1 179 children were adopted in Ghana and of these 823 (70 percent) were intercountry adoptions with age ranging from 0 to 18 years with most children in the 0 to 5 years of the age range (Hickmann & Adams, 2018:9). Ghana's efforts towards family-based care (foster care homes) are yet to be achieved practically because the numbers of OVCs in need of care are frequently increasing (Hickmann and Adams, 2018:9). Therefore, doing away with institutional care (orphanages) is a challenge.

In 2012, Sherwin, Lerch and Dobson (2013:4) assert that "about 50 percent of the Tanzanian population is under the age of 18 years and a large portion of about 3 million is considered 'most vulnerable' either without parental care or at risk of losing it". In Tanzania, like in most countries, children's wellbeing is threatened by HIV/AIDS and poverty in the country. In this vein, in the same year of 2012, 1.3 million children became orphans at a very young age because of AIDS (Sherwin, Lerch and Dobson, 2013:4). As a result, the vulnerability of children which led to arrangements for alternative care was worsened by HIV/AIDS.

The informal care normally has few services to assist these children, leaving them at greater risk of poverty and exploitation; hence these customary support systems are put under pressure (Sherwin, Lerch and Dobson, 2013). Sherwin, Lerch and Dobson

(2013) indicate that the formal care system is fragmented because there are poor coordination and little cooperation of the Ministry of Health and Social Welfare with non-state actors comprised of NGOs, CBOs, FBOs, international development agencies and donor groups. This shows that there are still gaps in institutional care services. This is because they have weak monitoring and evaluation systems. The informal care system lacks support and monitoring. The formal care (private organisations and NGOs) lacks adequate regulation, inspection or monitoring, poorly coordinated. Even though adoption has been legislated, the rights of children and their interests are yet to be fulfilled because there are inadequate regulations or oversights (Guga, Williams & Dunn, 2009; Sherwin, Lerch and Dobson, 2013).

In 2014, Nigeria had a population of about 140 million of which half was under the age of 18 years with an estimation of about 17.5 million children who are vulnerable to hardship and risky conditions thereby affecting their full potential to live a safe and productive life (Federal Ministry of Women Affairs and Social Development, 2014:2). In 2008, the population of vulnerable children were included of about 7.3 million orphans, including 2.39 million children orphaned to an AIDS-related death of one or both parents (USAID, 2009:3). In Nigeria, HIV/AIDS, together with other causes of orphanhood are maternal mortality, road accidents and ethnoreligious conflicts. Other problems like child labour, poor access to social, health and education services, harmful cultural practices like genital mutilation, poverty, gender inequality, insufficient food and domestic and sexual violence are prevalent (Federal Ministry of Women Affairs and Social Development, 2014).

Various stakeholders comprised of the state, international and local NGOs have stepped up to address the critical situation of the continual increase in numbers of vulnerable children in Nigeria. Supposedly, there are limited coordination and cooperation across sectors that provide care and support services or programmes to vulnerable children and families resulting in fragmented and wasteful efforts by stakeholders (Federal Ministry of Women Affairs and Social Development, 2014).

Muguwe, Taruvinga, Manyumwa and Shoko (2011) and Muzingili and Gunha (2017) affirm that the dilemma of OVCs in Zimbabwe yokes all stakeholders to come together for a common purpose of providing protective measures, care and support for them. Culturally and traditionally Zimbabwe stresses the role played by the

nuclear family, the extended family, clans and communities in providing childcare and support to OVCs. Muguwe *et al*. (2011) and Muzingili and Gunha (2017) argue that there is a continuous increase in the number of OVCs in institutions such as Save Our Soul (SOS) waterfalls in Harare, Matthew Rusike, Manhinga children's home in Rusape and Mother of Peace in Mutoko house children who are orphaned and abandoned. The increase of institutional care facilities in Zimbabwe was due to the increase in the number of OVCs which resulted in building 24 new childcare institutions between 1994 and 2004 (Muguwe, Taruvinga, Manyumwa & Shoko, 2011:142).

In 2014, an estimation of OVCs in Kenya was 2.4 million, whereby 30-40 percent of these children ended up in institutions (Ucembe (2015:2). Likewise, in 2015, Struckenbruck and Roby (2017:1) cite that over 2 million children were being taken care of in kinship care, and approximately 100 000 were believed to be housed in residential care. In Kenya, they call these institutions Charitable Children's Institutions (CCIs). Ucembe (2015:2) defines CCIs as "a home or institution which has been established by a person, corporate or unincorporated, a religious organisation or an NGO and has been granted approval by the council to manage a programme for the care, protection, rehabilitation or control of children." Similarly, to other countries stated above those children living with HIV/AIDS, children living with disabilities, OVCs, abused, neglected and exploited children were most likely to end up in these institutions within the continuum of options such as foster care, kinship care, adoption or guardianship.

Ucembe (2015) asserts that every child have a right to live and to be cared for by their parents, but on the ground, these hopes fall because of various issues. According to UNICEF (2003); Ucembe (2015); Struckenbruck and Roby (2017), these reasons include conflicts in ethnic groups and cultural practices that are harmful. As stated earlier in this section, poverty leads to the institutionalisation of children globally and locally (Cantwell, Davidson, Elsley, Milligan, Quinn, 2012; Morantz, Cole, Ayaya, Ayuku & Braitstein, 2013:6; Ucembe 2015).

However, in Kenya, NGOs image was tarnished because they were not trusted due to some ventures who used the name of charity for their personal goals. Thus, in 2014 adoptions were banned in Kenya because the state no longer trusted their

activities. The children's institutions opted for western interventions to fundraise for their programmes. They opted for western interventions because the state of Kenya could no longer support their activities due to mistrust of NGO activities and other reasons explained above. Nevertheless, such interventions rarely checked for the children's social and family histories to visualise the best interest of children to place them in institutional placements.

Ucembe (2015) confirms that when these children left the institutions (care leavers) because of reaching the age limit of 18 years, they faced challenges when they moved into young adulthood. For instance, mostly care leavers were neglected when identifying necessary expertise that could help them when they left the institution.

Kasambara (2018) confirms that in Malawi, high levels of HIV/AIDS and poverty have led to an increase in OVCs. In this respect, an NGO called Chisomono Children's Club was established with the aim of bringing long-term change by promoting socio-economic rights in the lives of girls and boys who were vulnerable, giving them hope and a future by developing their physical, spiritual, mental, material and emotional capacity. Socio-economic rights were second generation's human rights encompassing an adequate standard of living, health, housing, education, and they were called positive rights. In executing their services Chisomono Children's Club operates under six thematic areas namely: relationship building, education, family/community tracing, health, child rights and advocacy, family empowerment, and income-generating activities. A study was conducted in Malawi by Kasambara (2018) about exploring and describing the role played by Chisomono Children's Club as an NGO in promoting socio-economic rights for OVCs. The results of the study indicated that the participants were familiar with children's socio-economic rights. In addition, although the Chisomono Children's Club was centred on promoting children's rights to education, protection, food and good health, the OVCs did not always utilised the shelter provided by the NGO because more often they would return to the streets (Kasambara, 2018). However, the study concluded that the lack of adequate community involvement in child protection activities had a negative influence on service rendering and consequently on promoting children's socio-economic rights. In addition, the lack of funding and uncoordinated service delivery among different role players in child protection had a negative influence on the goal of promoting children's socio-economic rights. The study recommended that there is

need to establish a forum for stakeholders to join efforts in child protection. Likewise, there is a need to increase community outreach programmes to reduce income poverty of OVCs households and community campaigns to raise awareness on OVCs and how to become involved in child protection. Furthermore, to explore more funding options through government, embassies, and international child protection agencies.

To sum up, institutional care facilities in Africa provide basic services necessary to sustain the lives of children because they suffer from various problems stated earlier. Institutional care is still crucial, especially in African, because children who need social care services are increasing day by day.

4.3.3 South African perspective

The South African perspective on NPOs that provided child social-care services in residential care facilities was explored in this section. In this regard, examples from South African provinces are drawn to shape the South African perspective.

In 2011, “South Africa had a population of about 52 million people of whom 18.6 million were children, leaving children to be taken care of in residential care facilities throughout the country” (Malatji & Dube, 2017:109). Likewise, Malatji and Dube (2017:109) further sustain that in 2011, South Africa had 14.1 percent of children that lived in poor households leading to their vulnerability to several problems such as HIV/AIDS and different types of abuse. In 2012, South Africa was said to be a place with the highest number of people living with HIV/AIDS of about over 5.6 million (Mabetoa, 2013:1). The HIV/AIDS crisis has weakened family structures and accelerated the demand for social services. In 2010, there were more than 1.5 million maternal and double orphans and approximately 90,000 children in poor households (Mabetoa, 2013:1). Mabetoa (2013:1) discovers that children living in poor households are 17 times more likely to experience hunger as compared to children living in rich households. Mabetoa (2013:1) asserts that 35 percent of children who lived below the ultra-poverty line in 2010 got (R290 per month) and this rose to 60 percent children living below the lower poverty line with (R575 per month) in 2012.

The children were still abused, neglected and exploited between 2003 and 2011 especially in secluded townships and rural areas according to this study (Malatji &

Dube, 2017). In response to this, CSOs and the state found the magnitude of the need for the institutional care and safety of children. Thus, many children were placed into various CYCCs to be taken care of by professionals who are trained for that.

In South Africa, CYCCs are referred to as children's homes, as stated by Perumal and Kasiram (2008). "A CYCC is a facility for the provision of residential care to more than six children outside the child's family environment in accordance with a residential care programme/s suited to children in the facility" (Perumal & Kasiram, 2008:166). Perumal and Kasiram (2008) reason that in South Africa, there is a decline in the traditional family due to the various factors including HIV/AIDS, poverty and unemployment so the dominant view of family care being prioritised may not always be a feasible option. In this regard, Perumal and Kasiram (2008); Malatji and Dube (2017) agree on the notion that CYCCs address various issues facing children due to the breakdown of the family system. Thus, Malatji and Dube (2017:109) argue that "CYCCs play a crucial role in providing shelter to children who are victims of abandonment, neglect and abuse with more than 100 000 of them being taken care of in residential care facilities throughout the country in 2017". This shows that children in need are numerous.

Perumal and Kasiram (2008), Breen (2015), Fortune (2016), Mnisi and Botha (2016) and Malatji and Dube (2017) argue that foster care placement is preferred more than CYCCs in South Africa. Fortune (2016:8) cites that "Foster care refers to the substitute family care for children who cannot be adequately cared for at their home of origin." These children are taken care of by foster through the Court (Perumal and Kasiram, 2008:164). Furthermore, Malatji and Dube (2017) identify that CCYCs are found in many countries worldwide and have a long history. The process of urbanisation and industrialisation in response to social problems led to the establishment of CYCCs in the country. Parents could migrate to urban areas in search of opportunities, and as a result, their children would be taken care of the elderly people. Children were left under the care of elderly people due to the migration of their parents (Malatji & Dube, 2017).

In South Africa, children in institutional care are offered developmental, therapeutic and recreational programmes to enhance their wellbeing so that they become

functional again when they go back to their community (Malatji & Dube, 2017). Developmental programmes focus on key life skills, income generation, independent living, after-care, victim empowerment, family preservation activities so that when they gain work ethics when they reunite with their families and communities. Besides, they are supported by play and counselling therapy programmes and psycho-social support. This shows that the care given to children should be all-inclusive with proper health care, food and clothes, loving staff, houseparents and caregivers (Schmid & Patel, 2016; Malatji & Dube, 2017).

Skhosana, Schenck and Botha (2014) point out that sufficient resources are needed in providing child social care and protection services in institutional care facilities. In South Africa, a study of ten NGOs that were involved in providing child social-care services in the form of housing street children was done in Pretoria by Skhosana, Schenck and Botha in 2014. The results of this study pointed out that insufficient funding and human resources were hampering the service delivery of the studied NGOs. Noteworthy, there were insufficient funding and unstable human resources that was hampering the sustainability of NGOs. Some NGOs in the database had already closed. To add, the scarce resources that were available needed proper coordination and planning so that the beneficiaries and the quality of services provided would not be jeopardised (Skhosana, Schenck & Botha, 2014). The study disclosed that there was the duplication of services that were provided inefficiently which required proper policies and reviewing their application on the intended beneficiaries, implementation, monitoring and evaluation (Skhosana, Schenck & Botha, 2014). The participants in this study indicated that there was a lack of collaboration between the state and the NGOs since the state empower them with resources and the NGOs executed the work to make sure they delivered all the services needed by the street children in institutional care in this respect (Skhosana, Schenck & Botha, 2014). This inability to collaborate well together resulted in the services provided not served effectively. Regarding the problem of not collaborating well between the state and the NPOs, recommendations were made which included having memos that were clear so that roles of the state and that of NPOs were well clarified and improved.

In Cape Town, South Africa, there was a study that was done about three children's homes that revealed that despite the negative declarations portrayed by various

scholars about inconducive parenting provided by caregivers, they were still good in providing childcare services (Omukunyi, 2015). The three children's homes showed that the caregivers were loving, caring with a big responsibility to cater for vulnerable children. The caregivers created a family-like environment by instilling family values like love, care, trust, respect and kindness to all children in the homes by means of strict rules. However, strict rules in their parenting styles caused some children to be fearful in terms of expressing themselves (Omukunyi, 2015). To add, children who broke house rules were in fear of disciplinary actions towards them like apprehending their pocket money which they did not like. The results of the study showed that the children themselves viewed children's homes as a normal setting of wellbeing whereby they are provided with all basic needs such as food, education, health care, clothing, accommodation and security (Omukunyi, 2015). This is supported by the actions of some children who refused to go back to their actual homes because they feared that would be exposed to the same abuse and other social conditions that caused them to be in children's homes in the first place. The children in these three children's homes appreciated the work of their caregivers despite the disciplinary actions towards them because according to them they will be teaching them to care, respect others, love others and to be responsible (Omukunyi, 2015). The caregivers could not carry out their roles well because children in CYCCs are overcrowded and often have limited resources to cater to them.

In summary, South Africa is opting for foster homes unlike CYCCs. Like in the international arena, South Africa is opting for foster care homes mostly because they are more similar to an ordinary family set up. De-institutionalisation may be a viable solution but in an African setup whereby there is always lack of resources to support their services may be difficult to implement. Hence, the need for institutions and systems that support de-institutionalisation laws in developing countries is still lacking.

4.3.4 Child social-care and protection in Gauteng Province

Child social care in Gauteng Province is facing various challenges that may affect the provision of children services in CYCCs. The children are vulnerable, abandoned, neglected and maltreated. CYCCs, in Gauteng Province, are struggling for instance, (Ekurhuleni metropolitan) because of insufficient funds from the DSD

the social workers in NPOs are limited because they cannot afford to pay them (Nhedzi & Makofane, 2015).

Nhedzi and Makofane (2015) indicate that the Ekurhuleni metropolitan area situated in Gauteng showed the highest number of crimes against children and makes the province unsafe for its residents. In this respect, in a study that was done in Ekurhuleni, Benoni about children that were put in Kids Haven to be taken care of at the care centre. This was done to safeguard the children who were growing under an environment that is against the social wellbeing of children.

Malatji and Dube (2017) cite that there was a study in Johannesburg about CYCCs in Ekurhuleni that encountered cultural challenges portrayed by teenage boys living in institutional care. Results indicated that CYCCs were exceptional in supporting them despite cultural differences. However, keeping the culture of children was difficult because of limited diversity in the staff and resources. Too, because the children felt that their culture was not preserved anymore because they were expected to speak in one language and as a result impacting negatively on children's language practices (Malatji & Dube, 2017). This led to a mismatch of cultural expectations between the staff and children at the centre. Still, the findings showed that children living in CYCCs are isolated from their communities and families. To add, the shortage of different range of professionals that meet their needs jeopardised their cultural identity (Malatji & Dube, 2017). However, the findings indicated that the adolescent boys were well catered for in institutional care.

Summing up, institutional care or residential care is used as one of the strategies of providing child social-care and child protection whereby children live in residences designed to offer them with shelter and care. Institutional care being used to cater for the various needs of OVCs informs this study in that though they provide them with various social care services (physical care, educational care, emotional care and spiritual care) there is need to ensure that all their programmes are sustainably managed. This is so because children who reside in institutional care need to feel at home because they are isolated from the wider community at large. Since these children will be from different backgrounds, the services provided have to cater to their differences.

4.3.5 Institutional care and sustainable management of NPO related services

Various child social-care services provided by NPOs in CYCCs under study range from physical care (food, clothing, shelter, personal care and hygiene, adoption programme, foster care programmes); educational care (ECD programmes, fees, tutoring homework, school transport, library facilities (books) and extramural activities); emotional care (therapeutic and psychological social services, child protection services, social workers, social auxiliary workers, caregivers) and health care (medical care). The NPOs should be in a position to provide such services fully to their children to be determined as sustainable, but the challenges they face have provided a glimpse in showing that all their services are not fully provided. This requires the NPO management and the staff to acquire and develop a set of personal capacities that include skills, abilities knowledge, attitudes and having a conducive environment that can facilitate the effective execution of such abilities.

The literature has shown that caregivers, house parents and social workers are very important in the lives of children. Besides, institutional care is guided by regulations that support childcare and protection for children so that their rights may be observed. Still, NPO management and staff will have to ensure that they enhance the sustainability of their services by identifying problems faced by children in CYCCs to implement services that are relevant to their problems. The provision of child social care service to all children in institutional care can show where the management is missing the mark and may help them to correct their management systems so that the issue of sustainability in their services cannot be ignored. Hence, institutional care informs this study in that the NPO management would be able to identify the gaps that are there in their services and they would come up with proper management systems that integrate all their services into their day-to-day functioning. The quality of the child social care services provided to children will tell whether they are managing and governing the NPO well.

The literature demonstrated that NPOs still lack frameworks that can illustrate and interpret integrated sustainable ways that can be used within the internal organisations; hence sustainability values and principles are not visible. Ultimately, the knowledge about sustainability must be developed and implemented fully to achieve the results of child social-care.

4.4 Conclusion

Once and for all, youth empowerment programmes and chid social-care services differ depending on the problems that the youths and children face in their respective countries. Young people often face various social ills like unemployment, illiteracy, drug abuse, lack of skills that match the job market. In this regard, both international and local NPO presents various programmes that caters for the needs of the youths in their respective countries. This shows that that there is no one size fit all as to what empowers the youths. The NPOs that empowered young people would ensure that their capacity is built, their abilities to mobilise and use available resources to achieve their objectives is enhanced. In this regard, the sustainability of NPO programmes would help the youth to gain new skills, attitudes and knowledge which increases their human and social capital and civic engagement thereby enabling them to bring about sustainable change in their lives.

Child social-care services in developed countries advocates for de-institutionalisation of children yet developing countries still value institutional care because the numbers of homeless and abandoned children are rising. In this regard, the sustainability of child social care services would ensure that the needs of children would be provided continually. Hence the sustainability of institutional care services is crucial to cater for OVCs various needs.

This chapter applies to youth empowerment NPOs, contributing to this study in that the programmes that are there to support the youth are similar or different to those presented worldwide but the same goal is to empower young people according to their needs. Still, this chapter is applicable to child social-care NPOs because of its significance in analysing the problems and various services provided to children in institutional care worldwide which is pertinent to the present study. To add, this chapter informed the methodology chapter in that youth empowerment programmes and child social-care services provided by various NPOs worldwide in various case studies were replicated by 6 NPOs under study. The NPOs include Golang Educational Outreach, Region 9 Development Centre, Khusananai Youth Development Foundation and Thandanani House of Refuge, Synagogue Children of Hope and Miracle Mission Children’s Home. The management, directors, caregivers, social workers, and volunteers of NPOs both youth empowerment NPOs and child

social care NPOs were interviewed. In this regard, the following chapter evaluated the methodology structure that was used.

CHAPTER 5: RESEARCH METHODOLOGY

5.1 Introduction

This chapter explored the research methodology that was utilised to investigate the sustainability youth empowerment NPOs and child social care NPOs in Johannesburg, South Africa. Hence, the researcher employed qualitative method with a multiple case-study design. The participants of this study were comprised of the NPO management, directors, staff, caregivers, house parents, educators, administrators, from the 6 NPOs and the key informants from the Gauteng Provincial Department of Social Development. The data was collected through semi-structured interviews, and the raw data was analysed based on the views of the participants. In this regard, the empirical review of the study was obtained from unpacking the challenges that may affect the sustainability of NPOs under study. The research explored and analysed the views of the management and the staff on the challenges they are facing as NPOs that may affect their sustainability. The key informants from the Gauteng Provincial DSD on various aspects that include the funding processes to NPOs, legal issues and the compliance and challenges that NPOs face in general. The main objective was to unpack all the factors that can be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services in Johannesburg. In this respect, the objectives and the results of this study led to the formulation of the NPO sustainability framework. This chapter commences by highlighting the nature and scope of qualitative research methods, followed by detailed explanations of the research approach, design, sampling, data collection methods, data analysis and ethical considerations. The chapter furthermore outlines the trustworthiness of data, the ethical considerations adhered to, as well as the limitations of the study.

5.2 Methodological approach

There are usually three main forms of research methodology used when acquiring information, namely: a quantitative approach, qualitative approach and mixed-method approach (Creswell, 2003). The quantitative approach is numerical and qualitative is based on texts and words (Porter, 2007), while the mixed-method approach comprises both approaches. Wolman, Kruger and Mitchel (2005) define research methodology as a process that value and hypothesise research through

interpreting the data and reaching conclusions. The methodology is comprised of a literature review and empirical investigation.

The qualitative method was used to provide an in-depth understanding of the challenges that may affect the sustainability of selected case studies. In this regard, various factors influencing sustainability in NPOs were identified, which helped in informing a framework that can contribute to sustainability in selected NPOs based on theories and empirical results. McMillan and Schumacher (1993:479) define "qualitative research as, primarily an inductive process of organising data into categories and identifying patterns (relationships) among categories." In the same vein, Creswell (2008:46) defines "qualitative research as a type of educational research in which the researcher relies on the views of participants; asks broad questions; collects data consisting largely of words(text) from participants; describes and analyses these words for themes and conducts the inquiry in a subjective, biased manner". This study adopted this definition, indicating that the meaning of the data collected came from the context of this research. This means that a qualitative approach involves the collection of data from people depending on what they say, think or explain. This is supported by other scholars who argue that a qualitative approach relies on the actions and input from people under study (Durrheim, 1999; Bryman & Bell, 2011). Thus, the qualitative method was suitable for this study because of the explorative characteristic of disclosing the experiences of the participants.

Accordingly, a qualitative approach was proper for this study for two reasons. Firstly, the qualitative approach gave the management and staff of NPOs the chance to suggest and express their views regarding youth empowerment and institutional care (CYYCs) in South Africa. This was so because the opinions of the management team and the staff of the NPOs were very important in informing a framework that can contribute to sustainability in selected NPOs. These participants expanded on the challenges they faced that influenced the sustainability of their NPOs and gave possible or tentative solutions to the problems. The researcher chose to call the framework an integrated NPO sustainability framework that can be used by NPO management. Secondly, the qualitative approach allowed other participants who have not been involved in NPOs directly the opportunity to explain their feelings, perceptions, meanings, and experiences on how they view NPOs with their various

activities and in this respect, youth empowerment and child institutional care. This was portrayed from the in-depth interviews that were conducted with individuals from the Gauteng Provincial DSD. Wellman *et al*. (2005:45) agree with the same notion that the qualitative approach is used because of the nature of signifying human perceptions emanating from their real-life experiences. experiences. Likewise, qualitative approach explores and gives descriptions of the data that is being collected. The qualitative method helped in building a framework that will inform the NPO management because the factors influencing sustainability formed the basis for evaluation together with the integration of the ideas of other theories. This was achieved by using a qualitative approach as the only technique that can allow in-depth analysis due to its nature of providing insights into the perspectives of the participants and that is not seen in quantitative methods (Griffin, 2004).

Qualitative research simplifies and manages the data without removing its actual meaning and setting (Ochieng, 2009). In addition to the above advantages, Denzin and Lincolin (2002), and Chalhhoub-Deville and Deville (2008) argue that a qualitative approach creates freedom in the sense that the researcher is permitted to ask follow-up questions. This allows the researcher to gain in-depth insight into the issue under investigation (Folkestad, 2008; Creswell, 2009). The follow up questions happens when the participants raise matters and explain issues in areas that the researcher is unfamiliar with. In this respect, Corbin and Strauss (2008) and Flick (2011) assert that the absence of rigidity will allow the researcher to get additional data related to the study. Therefore, interacting with the 5 participants from face-to face interviews enhanced the researcher to obtain in-depth information. Noteworthy, on the other 28 participants the researcher utilised telephone interviews.

Greenstein, Roberts and Sitas (2003:4) argue that “qualitative approach provides a rich, contextual perspective on the issues that may not be available in a standardised questionnaire and usually involves the collection and analysis of in-depth information on a smaller group of respondents.” The characteristic of richness in collected data enabled the researcher to obtain the intended information that best applied to the study. Moreover, Mouton (2001) insists that new ideas which exude from the richness of the data and flexibility nature of qualitative method enabled the researcher to have a broader understanding of the data. However, there are a number of disadvantages that come with using a qualitative approach to collect data.

The disadvantages of the qualitative approach include its reliance on what people say to the extent that some responses tend to be very subjective. Since the responses might be true for the context, they cannot be generalised to a larger population (Flick, 2011; Thomson, 2011; Harry & Lipsky, 2014). Therefore, the researcher guarded against answers that are socially desired from the participants by asking questions till saturation was achieved. The purpose of the following section was to provide an examination on the research design or paradigm that this study explored.

5.3 Research design

According to Fink (2010:63), “the research design is an important element in research methodology as methodological quality refers to, how well scientifically a study has been designed and implemented to achieve its objectives”. Creswell (2009:5) cites that “research design is described as a plan or a proposal to conduct research that outlines the following: the intersection of the method with the meta-theory, or how the researcher intends to conduct the study; the elements of the research and how they relate to one another”. In simple terms, the research design shows how the research was conducted. Furthermore, Schreiber and Asner-Self (2010:30) analyse research design as “a systematic process of active inquiry and discovery through collecting, analysing, and concluding from data to understand a given phenomenon which is to be investigated”. Likewise, Bryman (2012) indicates that research design provides a basis in which the data is collected and analysed. The design illustrates the nature of the research undertaken and the information that is needed in answering the research questions. Mouton (2006:180) argues that the research questions must be answered by the methods used to collect the data and the techniques used to analyse.

The first stage of collecting data was reviewing the literature, followed by interviews with NPO managers, administrators, the management team, social workers, childcare workers/ caregivers, house parents, volunteers, and directors as well as key informants at Gauteng Provincial DSD.

5.3.1 Literature review

According to Fink (2010:3), “researching the literature consists of identifying, evaluating and synthesising the existing body of research findings, which are

produced by researchers, scholars and practitioners". Likewise, reviewing the literature add value to the ongoing research to fill the available gaps, thereby extending on previous studies (Creswell, 2009:25; Marshall & Rossman, 2016; Creswell & Creswell, 2018). Creswell (2009:25) upholds that the "literature review ... provides a framework for establishing the importance of the study as well as the benchmark for comparing the results with other findings". This provided a theoretical framework as a basis for the research.

The need for an integrated NPO sustainability framework came from various factors that affect the sustainability of NPOs in South Africa, which required a comprehensive understanding of these issues globally, regionally and locally, and the theories used to remedy such challenges. The researcher reviewed policy documents related to NPOs in South Africa. The policy documents evaluated the legal framework on NPOs basing on principles and requirements of the current law that affect NPOs (Department of Social Development, 2012:5). To add, the Department of Social Development (2012:5) confirms that the policy document points out the fundamental rules and procedures to be followed by NPOs reporting and enforcing the laws that govern them. Still, the policy documents like the *NPO Act* (71 of 1997) reflects the connection they have with other stakeholders, the donor community, interests of beneficiaries, and employees (Department of Social Development, 2012:5). Thus, the *NPO Act* (71 of 1977) was endorsed by the law to create a conducive environment in which NPOs operate.

5.3.2 Case study design

A case study design forms the foundation of the research and six case studies namely Golang Educational Outreach, Region 9 Development Centre, Khusanani Youth Development Foundation, Thandanani House of Refuge, Synagogue Children of Hope and Miracle Mission Children's Home were used. The selection of NPOs dealing with different issues provided a comparison of various programmes and services to give a broader view of a possible framework that can fit various aspects. A case study design was used by the researcher to define a plan that needed to be followed when conducting research (Mouton, 2001; Creswell, 2007; Leedy & Ormrod, 2015). According to Yin (2003), a case study method is crucial when examining society. "A case study design is defined as a strategy of inquiry in which

the researcher explores in-depth a program, event, activity, process or one or more individuals" (Creswell, 2009:13). Creswell (2009) notes that the objects of research in a case study differs from the researcher which can be in the form of a group of people, an organisation, a programme, a person or an entity. In this respect, the research objects in this study are comprised of six organisations, that offer services to youths and children. The case studies helped the researcher to answer various questions on sustainability issues that they face.

There are various forms of case study designs, and this study used a multiple case study design to explore the views of management and staff on NPO youth empowerment programmes and the child social-care services provided in children institutions in detail. In addition, this design helps to tease out the challenges that may affect the sustainability of 6 selected NPO's programmes and services in Johannesburg. The multiple case study research design suited this study by allowing the participants to respond to the questions asked according to their life experiences in the matter (Stake, 1995; Gillham, 2000; Sarantakos, 2013).

The researcher chose a multiple case study design to explore and enhance the collection of different data sets. These different data sets investigated the factors or challenges that affect NPO sustainability, in particular, on youth empowerment programmes and child social-care services in selected case studies. The different data sets contributed to a broader understanding of issues on NPO sustainability on NPOs that provide different services. Hence, the researcher managed to assess the results in line with the literature. This is supported by Yin (2003), who upholds that case study research is difficult without theoretical guidance.

The main advantage of a multiple case study design is that the researcher is helped to explore the occurrence of the same matter in different settings and reflect on the effect thereof (Yin, 1994; Zaidah, 2003; Zaidah, 2007). The multiple case study's design main disadvantage is that of consuming time since the researcher collects data from more than one setting (Zaidah, 2007). Furthermore, the findings from a multiple case study contextualised the collected data to the specific settings and cannot be generalised to the wider population (Tellis, 1997; Yin, 2003; Gray, 2009). The multiple case study was reflected from the findings of this study in all the three NPOs.

The youth empowerment programmes in all three NPOs are beneficial to young people because they are living in poverty. This is because at Golang Education Outreach, the youth life skills and education are enhanced through an after-school programme and workshops about career guidance. The Golang Education Outreach programmes managed to inspire the youth to make good life choices about their careers because of various mentors who edify their knowledge. However, they have indicated that they need the Golang bus for easy transportation. The NPO managed to help youth from a disadvantaged informal settlement in Honeydew because some sponsors are paying some youths' fees.

Khusanani Youth Development Foundation empowers the youths with learnership and internship, after school programme, feeding scheme, sports and recreation, food parcel distribution and provision of sanitary pads. They work with the communities with the neediest youth that face a higher level of unemployment reside in disadvantaged families, specifically Lenasia extension 9.

The Region 9 Development Centre managed to empower the youth in the previous year's better than the year 2020 due to the prevalence of Covid-19. They specialise in information advice and referral, which was affected because the departments that specialised in those areas were closed which became difficult to refer the youths to those departments. Likewise, the youth are benefiting from the social programmes that enable them to learn in workshops and express issues they face, to assist them with their daily challenges. They invite guests that educate them on issues like drug abuse, parenting skills to young parents and HIV/AIDS. Again, skills development offers life skills to the youths such as preparation for interviews and helping them to complete application forms for jobs. They offer basic skills training to 10 people per year per trade such as electrical work, plumbing, sewing, and welding. All these skills need practice which was jeopardised by Covid-19. Their entrepreneurship programmes help the youths with the necessary skills to enter their respective industries. Still, the youths are helped to attain funding so that they start their own companies. The attainment of funding was made difficult because funds were re-directed to support Covid-19 programmes. However, despite that, the youths at Region 9 Development Centre gain knowledge from these programmes. The programmes can be improved with more participation of all stakeholders and the

availability of resources needed to support their programmes. These resources include books, libraries, well-informed educators, skilled business personnel.

The three CYCCs namely the Miracle Mission Children's Home, Thandanani House of Refuge and Synagogue Children of Hope managed to provide child social-care services in the form of physical care, educational care, and emotional care. Despite the obstacles they face, the children's needs are provided. The wellbeing of children is enhanced through therapeutic and psychological social services, psycho-social support, social activities, child protection services, ECD programmes, adoption programmes, personal care and hygiene, shelter, food, and clothing. However, some of their services were hindered by Covid-19. The purpose of the following section was to explain the population and sampling that was used by the study.

5.4 Population and sampling

According to Yin (2008:111), "a population refers to a target of individuals or groups with common characteristics that suit the researcher's interest when conducting a study". Similarly, a population comprises the total number of people targeted by the study where a sample is collected (Durrheim & Painter, 2008; Bryman & Bell 2011). The researcher is advised to select a target group that represents the whole population (Yin, 2008:111). The target population that enabled the investigation on NPO sustainability challenges were the directors, managers, administrators, NPO management, staff, caregivers, social workers, house parents of the 6 selected NPOs and key informants from the DSD. The process of selecting the target group is called sampling.

Yin (2008:111) cites that "sampling refers to the key factor of coming up with representative participants in the target population base". The researcher adopted a non-probability sampling method whereby the data was collected continuously until each category was saturated. This type of sampling is explained as purposive sampling as the focus was on participants who were familiar with the issues researched (Glaser, Barney & Anselm, 1967:46; Anney, 2014:278). In purposive sampling, the participants are selected through researchers' judgement (Babbie & Mouton, 2001; Creswell & Plano Clark, 2011). According to Denzin and Lincoln (1994) as well as Bernard (2002), purposive sampling is advantageous because the

participants are chosen by the judgement of the researcher, which has high chances of getting appropriate participants.

Likewise, there are disadvantages of using purposive sampling which includes their subjective nature which can result in unintentional skipping of other important participants or the researcher may be biased unknowingly when selecting participants (Gray, 2009; Zhi, 2014; Etikan, Musa & Alkassim, 2016). Importantly, the findings from a sample selected using purposive sampling are only limited to the population under study (Baker, 1994; Zhi, 2014). Thirty-three (33) participants from a carefully selected population were chosen by the researcher to be stakeholders for the NPOs. A total of 3 participants were chosen from the Gauteng Provincial Department of Social Development and 5 participants from each of the 6 NPOs for interviews. Thus, the number of people in interviews were 33 participants from all 6 NPOs and the Gauteng Provincial Department of Social Development. Table 5.2 below gives a synopsis of the number of people that were interviewed in all 6 organisations.

Table 5. 1: Sampling of interviews

Name of NPO	**Golang Education Outreach**	**Participant**	**Khusanani Youth Development Foundation**	**Participant**
Participants	• 1 Director • 1 Youth coordinator • 2 Educators • 1 Administrator	Participant 1 Participant 2 Participant 3 and 4 Participant 5	• 1 Director • 1 Chairperson • 1 Administrator • 1 Media coordinator • 1 Information and Technology Coordinator	Participant 6 Participant 13 Participant 14 Participant 15 Participant 16
Name of NPO	**Miracle Mission Children's home**	**Participant**	**Thandanani House of Refuge**	**Participant**
Participants	• 1 Director • 1 Social auxiliary worker • 1 Marketing manager • 1 Caregiver • 1 Houseparent	Participant 7 Participant 8 Participant 9 Participant 10 Participant 11	• 1 Director • 1 Fundraiser • 1 Administrator • 1 Caregiver • 1 Houseparent	Participant 25 Participant 26 Participant 27 Participant 28 Participant 30
Name of NPO	**Region 9 Development Centre**	Participant	**Synagogue Children of Hope**	**Participant**
Participants	• 1 Director • 1 Office administrator and bookkeeper • 1 Manager • 1 Fundraiser • 1 Volunteer	Participant 21 Participant 22 Participant 23 Participant 24 Participant 29	• 1 Director • 1 Social worker • 1 Caregivers • 1 Houseparent • 1 Administrator	Participant 12 Participant 17 Participant 18 Participant 19 Participant 20
Government Department	**Gauteng Provincial Department of Social Development**	Participant		
Participants	• 1 Development specialist • 1 Department Research Directorate • 1 Director	Participant 31 Participant 32 Participant 33		

Source: Own illustration

The table above shows the NPOs that participated in this study and the roles of the participants. The purpose of the forthcoming sections was to explain the research instruments, techniques of data collection and the method of data analysis.

5.5 Research instruments

The researcher used semi-structured interviews for data collection to investigate the issues that affect NPO sustainability. The study used 3 different instruments, which are an interview guide for NPOs that are involved in youth empowerment, another interview guide for NPOs that provide child social-care services to children residing in institutional care, and an interview guide for the Gauteng Provincial Department of Social Development. According to Bryman (2012), unstructured and semi-structured interviews are the two main forms to conduct research. The researcher used semi-structured interview guides with flexible questions that helped the participants to have an in-depth explanation of what they have been asked (Ritchie & Lewis, 2005; Greeff, 2011; Hesse-Biber & Leavy, 2011; Bryman, 2012). Gillman (2000), Patton (2002), Gray (2004), David and Sutton (2004) and Gray (2009) argue that the semi-structured interview guides have the advantage of allowing the participants to answer their inquiries as asked and be able to add related information hence, not restrictive. Bryman (2001) argues that using semi-structured interviews have the disadvantage of receiving inadequate data because of the subjectivity nature of the researcher in controlling the data which may falsify the results. The forthcoming section explains the method of data collection or data collection techniques.

5.6 Data collection techniques

Data collection techniques ensure and guarantees the trustworthiness of the research. Creswell (2009:178) cites that “the process of data collection includes setting the boundaries for the study, collecting information through unstructured or semi-structured observations and interviews, documents and visual materials, as well as establishing a protocol for recording information”. This means that in qualitative research, data can be collected using various techniques as stated, but this study adopted the use of interviews.

Olslen (2004) confirms that an interview is a conversation between two or more people whereby the interviewer obtains the required information from the interviewee by asking questions about the topic studied. Greeff (2011:342) defines “qualitative interviews as attempts to understand the world from the participant point of view, to unfold the meaning of people’s experiences and to uncover their lived world prior to scientific explanations”. In this vein, the researcher did 5 one-to-one interviews and

28 telephone interviews using an interview guide. De Vos *et al*. (2011:35) affirm that the responses that are based on the respondent's beliefs and opinions give them the flexibilities in answering questions enabling the researcher to follow up on interesting ideas, hence explaining them in more detail. All interviews were conducted in English as all the participants understood the language. The interviews focused more on the factors they think may influence sustainability in their organisations, particularly the challenges they face that may affect the sustainability of their NPO.

According to Bryman (2012), the advantage of using interviews is that they are flexible in terms of following up on interesting ideas. Interviews have a disadvantage of giving socially desirable answers and participants from different institutions, but participants from the same field may share the same line of thinking, causing duplication of results as experienced in this study. Nevertheless, the researcher gave a guarantee that face-to-face participants were not threatened in any way because they were assured that their responses remained anonymous (Babbie & Mouton, 2001; Sarantakos, 2013). In this respect, appropriate interviewing skills that suited each participant were used in each research setting. Telephone interviews gave the participants the freedom to answer all their question without fear. As indicated earlier, all interviews were recorded digitally through an audio recorder (previously referred to as tape recording) upon consent from the participants and this was done to ensure that data analysis may be made easier through transcribing the recorded data (Babbie & Mouton, 2001; Bryman, 2012).

Audio recording is advantageous in that actual verbatim messages are stored to be analysed. In this respect, through audio recording, the researcher listened at any time to what the participants said repeatedly and analysed their actual messages several times later (Chenail, 2009; Gray, 2009; Bryman, 2012). However, transcribing the data was time-consuming. Interviews were held from the month of March 2020 up to September 2020 on dates and times that were suitable for the participants.

5.7 Method of data analysis

Qualitative data analysis is about interpreting the collected data in meaningful ways to be understood better. According to Creswell (2009:184), "data analysis is an ongoing process involving continual reflection about the data, asking analytic

questions and writing memos throughout the study". Hatch (2002:148) defines "data analysis as a way of giving a clear meaning of the data collected during research so that it can be comprehended". In agreement, Babbie and Mouton (2001) indicate that data analysis gives meaning to the collected data in an orderly and structured manner. This study used content analysis and thematic analysis. According to Braun and Clarke (2006), content analysis is a method of analysing data that allows frequency counts in qualitative data. Braun and Clarke (2006:79) define "thematic analysis as a method for identifying, analysing and reporting patterns (themes) within data and minimally organises and describes data set in detail". The process of data analysis entailed putting together all data pieces of the collected data, identified categories, sorted and coded to get the data extract which was used during analysis (Braun & Clarke, 2006; Terre Blanche, Durrheim & Kelly, 2006). A process of thematic analysis followed, whereby sub-themes were identified from the participants' answers thereby interpreted, analysed and integrated with the literature review and theories (Boyatzis, 1998; Tuckett, 2005; Braun & Clarke, 2006; Nowell, Norris, White & Moules, 2017). Braun and Clarke (2006) outlined the 6 phases of data analysis, which are explained below.

(a) Phase 1: Familiarising yourself with your data

This is whereby the initial data is noted down, and the researcher is supposed to understand the content and familiarise him/herself with all aspects of the raw data (Braun & Clarke, 2006). In this study, the researcher read and listened to the collected data repeatedly from the recorded voice and field notes from 5 face-to-face interviews and 28 telephone interviews. The audio-recorded data was transcribed and put into words and texts, and in this phase, the researcher actively engaged in the data. The researcher then gave meaning to the collected data.

(b) Phase 2: Generating initial codes

This is whereby the researcher generated the codes from the familiarised data and set the data into segments by identifying interesting features, thereby assessing the raw data into meaningful ways (Braun & Clarke, 2006). Although these codes are usually plenty and more precise than themes, they give the contextual meaning of the issues under study. Thus, the process of coding was done manually with respect to the collected data.

(c) Phase 3: Searching for themes

In this phase, the researcher generated themes from the data that was collected, which emerged from the recurring responses from the participants (Braun & Clarke, 2006). In other words, themes were generated from the explanations, words, and experiences of the participant. Generation of themes is where interpretive analysis of the classified codes starts. The related extracts of the data were combined and separated into main themes showing their relationship with the coded and sub-themes.

(d) Phase 4: Reviewing themes

In this phase, the themes were refined by rereading them and dropping other themes without enough data to support them. This is where the researcher retrospect the themes that were identified and decided if the data could be combined, separated, refined, or discarded (Braun & Clarke, 2006). The data in the themes are supposed to cohere together in a meaningful manner, while identifiable and clear distinctions between themes are visible. Besides, reviewing themes was done by checking coded extracts firstly and secondly by checking all the data. These are the two phases of reviewing the themes (Braun & Clarke, 2006). This step can generate what is called a thematic 'map'. To add, the themes that sounded complex were separated, and the researcher was left with themes that seemed to be valid for the study.

(e) Phase 5: Defining and naming themes

The researcher further refined and defined the themes by attaching names and discovered sub-themes within the data. There was an ongoing analysis that took place in this phase that further enhanced the identification of themes (Braun & Clarke, 2006). In this respect, the researcher gave them names that were clear and concise to capture the essence of each theme. After all this, the study came up with categories of themes that were related to the sub-themes identified which were connected to each category and at this point, the unified data emerged from the themes.

(f) Phase 6: Producing the report

The last phase of thematic analysis involved report writing using the identified themes. Likewise, the researcher transformed the analysis of the data and interpreted it by writing using extracts, examples or quotations that related to the themes, research questions and the literature (Braun & Clarke, 2006). In other words, these themes were supported by quotes as evidence from the participants' responses, integrating them with the theory and arguments from the literature review. The report communicated the findings of the research conclusively to show the validity of the analysis to the reader. This was more than describing the themes but rather supported the themes with empirical evidence, reviewed the literature and integrated the theories, thereby addressing the research questions (Braun & Clarke, 2006). Table 5.2 outlines these 6 phases of thematic analysis.

Table 5. 2: Phases of thematic analysis

Phase	Description of the process
1. Familiarising yourself with your data	Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas.
2. Generating initial codes	Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code.
3. Searching for themes	Collating codes into potential themes, gathering all data relevant to each potential theme.
4. Reviewing themes	Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis.
5. Defining and naming themes	Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme.
6. Producing the report	The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis.

Source: Adapted from Braun and Clarke (2006:87)

5.8 Trustworthiness of the study

In qualitative research, trustworthiness is very important though positivists doubt its validity and reliability, possibly because of addressing real-life situations differently (Shenton, 2004). According to Anney (2014:276), “trustworthiness is associated with credibility, transferability dependability and confirmability”. Various scholars pointed out that trustworthiness is very crucial in research (Babbie & Mouton, 2001); Phillimore & Goodson (2004); Williams & Morrow, 2009; Veal, 2011; Bryman, 2012; Anney, 2014; Gunawan, 2015; Ghafouri & Ofoghi, 2016). According to Anney (2014:276), “credibility is the confidence that can be placed in the truth of the research findings”. Credibility is the guarantee that the research findings are true, and it represents acceptable information from the views of the relevant participants (Morrow, 2005:252). Shenton (2004) and Porter (2007) both suggest that the credibility of the research can be enhanced by cross-referencing with other researchers’ similar strategies, thereby reducing the risk of untrue findings. In this research, credibility was ensured by matching the results with the literature in other similar studies.

In this study, credibility was ensured by triangulation that is the “use of multiple and different methods, investigators, sources and theories to obtain corroborating evidence” to ensure the consistency of findings (Anney, 2014:276). Triangulation was ensured by using different research settings (case studies), literature review and empirical study (Bryman, 2012). This helped in producing different views from different participants (Babbie & Mouton, 2001:277). Credibility was ensured by recording all interviews and field notes for face-to-face interviews. The researcher recorded all the interviews digitally.

The other way to ensure trustworthiness in qualitative research is transferability. “Transferability refers to the extent to which the findings can be applied in other contexts or with other respondents” (Babbie & Mouton, 2001:277). Likewise, according to Morrow (2005:252), “transferability is the degree to which qualitative research results can be transferred to other similar situations with other different respondents the same as a generalisation in quantitative research”. Transferability was ensured in this study by providing thick descriptions of the data findings. The data findings allowed the researcher to compare the situation to other possible related situations to which transfer might be considered and be able to make

judgements of the results fitting with other possible situations. Purposive sampling can be adopted to encourage transferability since the data was collected from two different settings that are youth empowerment NPOs and child social care NPOs (Babbie & Mouton, 2001:277). Dependability is a crucial aspect of enhancing trustworthiness.

According to Babbie and Mouton (2001:278), “dependability is crucial in a study because a researcher must always ensure that the study would produce the same results in the same context when repeated.” This shows that results should show some similarity when the same topic is being investigated. Marshall and Rossman (2011) and Bryman (2012) mention that dependability may be hard to prove and problematic to researchers as it is inevitable to stop change which can be difficult to apply current findings in future. However, the same authors advise using the same research design used by previous researchers to obtain similar results. Dependability in this study was ensured by making sure that the interpreted data, the findings and recommendations came from what the participants said during interviews (Morrow, 2005:252; Anney, 2014:278).

The data collection techniques used in this study namely face-to-face interviews, field notes and recordings on both telephone and face-to-face interviews are dependable (Shenton, 2004). The researcher gave an in-depth description of all research methods that were “used to collect and analyse the data to allow for the integrity of research results to be scrutinised” (Shenton, 2004:73). To add, dependability was ensured by the researcher by making sure that the process of the research is traceable, logical and documented (Nowell *et al*., 2017). In this regard, to demonstrate dependability, an audit trail may be used to provide readers with evidence of the research process. A data audit trail that reviews the gathered information can be created by keeping records of the raw data, field notes, transcripts, which helps the researcher to cross-reference the data thereby easing the process of reporting the research.

Finally, confirmability was essential in ensuring trustworthiness in qualitative research. Babbie and Mouton (2001:278) explain confirmability as the degree to which the findings are the product of the focus and not of the biases of the researcher”. Shenton (2004) is of the same view that confirmability is the extent to

which the results of the research and participants' information will be devoid of biases from the researcher. The researcher guarded against biases in the study by triangulation which encompassed the use of different research settings (case studies), literature review and empirical study as stated earlier (Shenton, 2004). "Confirmability is done through a process called 'confirmability audit trail' which ensures that the findings produced, the conclusions and the interpretation of the data will align with the views of participants" (Babbie & Mouton, 2001:278). In the current study, the evidence needed for an audit trail is supported by the raw data, in the form of field notes, digital voice recordings and the actual findings from the study. This implies that the data that was interpreted from findings was by no means imagined by the researcher since there is visible evidence from field notes, documents and recordings of raw data (Anney, 2014:279). This contributes to the confirmability of the results since the evidence from the views of the participants is documented.

5.9 Limitations of the study

Like other studies, this study encountered limitations. The fact that NPOs are not situated in one area required extensive travelling, but due to Covid-19 restrictions, the researcher had to collect the data through telephone interviews. Other organisations did not show interest or did not want to participate in the study, and the researcher overcame this by looking for organisations that were willing to participate. Initially, the study was supposed to interview 54 participants, that is 24 interviews from all 6 NPOs studied and 30 participants in focus groups discussions. However, this was not possible since the numbers of staff members in all the NPOs were few to accommodate the required numbers for focus groups. Hence, only interviews were possible. The researcher then opted to use 33 interviews only because there were no participants for focus group discussions in all the NPOs. In other words, there were no participants who could be involved in focus group discussions since all the participants were involved in the interviews. This could be because of the minimal staff in the NPO management set up. The literature on sustainability of NPOs, NPO youth empowerment programmes is limited, thereby the researcher faced challenges since much of the information was disjointed. Care was taken not to generalise the findings since the sample size was small. Nevertheless, the comparability of the results to other NPOs was of value. Despite these limitations, the researcher minimised them by collecting data until saturation was achieved. The

researcher minimised the shortfalls by screening relevant documents of similar studies in document analysis. Ethical considerations that were followed in this study were scrutinised in the forthcoming section.

5.10 Ethical considerations

Every researcher is required to acquire ethical clearance from the Committee of the enrolled University. In this respect, the researcher was granted permission to conduct the research shown by the ethical clearance number: **NWU-00766-18-A7.** The researcher was authorised to carry out the study at the Gauteng Provincial Department of Social Development and from the 6 NPOs studied. Creswell (2009) confirms that gatekeepers are responsible for controlling activities in the institutions, and they are the ones who grant permission to do so. The study adhered to ethical considerations. They are comprised of various characteristics that need to be followed as explained below.

(a) Voluntary participation

The data was obtained by means of voluntary participation of the participants (Silverman, 2010; Creswell, 2014). In this respect, all the participants were not forced to participate in the interviews.

(b) Informed consent

In adherence to the ethics required in research, the researcher got consent from all the participants interviewed. Heath, Brooks, Cleaver & Ireland (2009:23) define "informed consent as the condition in which participants understand and agree to their participation without any duress, prior to the research getting underway." This means that the participants participate on their own will without any form of coercion with full information, knowing what the research is about. In this vein, upon understanding the participants from face-to-face interviews signed a consent form before answering the questions.

(c) Confidentiality

The researcher kept all the information gathered from the interviews and did not share the participant's information without their consent to make sure that their confidentiality was observed (Babbie & Mouton, 2001). In this respect, the researcher treated all the details and information gathered from the participants with

secrecy. Raw data (written reports and digital recordings) was kept in a safe place to ensure that the data remain confidential and inaccessible.

(d) Anonymity

Creswell (2014) affirms that the identity and information of the participants are not to be disclosed; hence the researcher did not use the actual names of the participants. In this vein, in the presentation and analysis of the data, all the participants remained anonymous.

(e) Avoidance of harm

The researcher ensured that all the participants were not harmed physically or psychologically. In this vein, the nature of this study was not harmful in any way.

The researcher followed all the possible ethical considerations, so no participant was forced to answer when they were not free to do so. In this respect, adherence to all their views in answering the questions was not be jeopardised.

5.11 Conclusion

The qualitative approach formed the basis to acquire the information needed about NPO sustainability to achieve the objectives of the study. Various advantages of the qualitative approach were pointed out, and for those reasons, the researcher chose to use the approach so that in-depth information may be acquired. This chapter explored the methodology, qualitative research design, sampling, collection of data and analysis that was used to conduct the empirical research. Individual interviews directed by semi-structured interview guides led the conversations. This methodology gave an understanding of the challenges that may affect the sustainability of NPOs under study to inform the NPO management through an integrated NPO sustainability framework. In this vein, the views of various participants on the internal and external factors were included in formulating an integrated NPO sustainability framework to provide a clear overview of what needs to be done to achieve sustainability in the 6 NPOs under study. This methodology helped in evaluating the challenges that may affect NPO sustainability. The forthcoming chapter presented, interpreted and analysed the research findings mainly answering the objective of the study to evaluate the findings of sustainability challenges faced by the selected NPOs**.**

CHAPTER 6: PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

6.1 Introduction

Chapters 2, 3 and 4 examined the theoretical background of the study based on the literature review. In Chapter 2, the different definitions, theories and literature related to the sustainability of NPOs were provided. In this respect, attention was devoted to five sustainability theories (social entrepreneurship theory; RDT; institutional theory; governance theory and participatory theory) together with internal and external factors that influence NPO sustainability referring to various contexts and different countries internationally, regionally and locally. Chapter 3 laid down the statutory (legislative, legal, constitutional) and regulatory framework that guides NPOs in South Africa to be sustainable. In this respect, various legislations and policies that guide the NPO sector, youth empowerment and development and child social care were evaluated. Importantly, Chapter 4 gave a detailed analysis on the international, African, and South African perspectives regarding youth empowerment and child social-care by pointing out various case studies that present similar issues as the present study. NPOs provide various programmes to young people to empower them depending on the need presented. Various problems faced by children who live in institutional care (children's homes now called CYCCs, residential care facilities and foster homes) were identified, hence, NPOs provide social care services that can enhance their wellbeing.

This chapter presented the sustainability challenges faced by the selected NPOs. Likewise, the findings on sustainability challenges of selected NPOs in view of the literature and empirical review were interpreted and analysed. As stated earlier in the previous chapters that NPOs are facing several challenges that may affect their sustainability. In this regard, youth empowerment NPOs and child social-care NPOs form the basis of this study. The sustainability challenges presented and discussed in this chapter are from 6 NPOs in Johannesburg, three of them focus on youth empowerment and the other three on child social care. The results are presented in a combined manner on issues that apply to all NPOs and separately on specific issues that relate to youth empowerment and child social care. The results presented and analysed are for the 6 NPOs namely Golang Education Outreach; Region 9

Development Centre; Khusanani Youth Development Foundation; Miracle Mission Children's Home; Thandanani House of Refugee and Synagogue Children of Hope.

6.2 Demographic information for the participants

The demographics were analysed to show the state of people who participated, which is mainly shown by their gender, age, and education level. The demographics are presented in the form of pie charts, bar graphs and tables.

6.2.1 Gender

The following pie chart shows the gender of the participants in percentages.

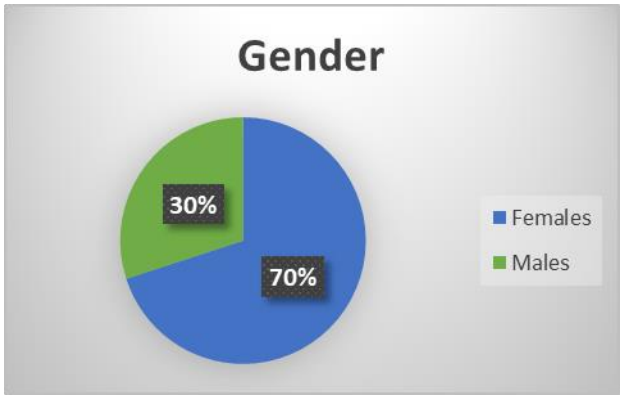

Figure 6. 1: Gender of participants

Source: Own illustration

The gender of participants shows that 70 percent were females, and only 30 percent were male, as indicated in Figure 6.1 above. The large percentage for women shows that they are to a greater extent involved in matters of youth empowerment and child social-care and protection than men. This may be because women are characterised by the nature of caring and uplifting their societies. The percentages indicate that men are still behind on the issues that have to do with children upbringing and youth programmes. In this regard, this study shows that women dominate NPOs as compared to men. The following figure presents the age of participants in all NPOs and the Gauteng Department of Social Development.

6.2.2 Age of participants

The following bar graph shows the age of the participants and the numbers in each age group.

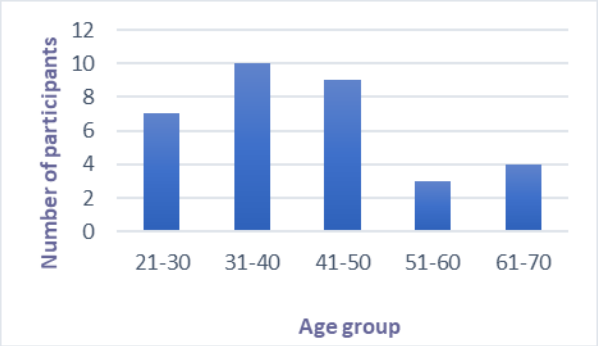

Figure 6. 2: Age of participants

Source: Own illustration

As shown in Figure 6.2 above, the lowest number of participants was from 51-60 years with a frequency of 3; followed by 61-70 years with a frequency of 4; 21-30 years with 7 participants; 41-50 years with 9 participants and the highest number being that of 31-40 years with 10 participants. This shows that the middle age groups have a high number of working people as compared to young adults and old people. This may be because at 21-30 years some will be enrolled in courses and the aged would have retired.

6.2.3 Education level

The following bar graph gives the education level attained by all the participants (33).

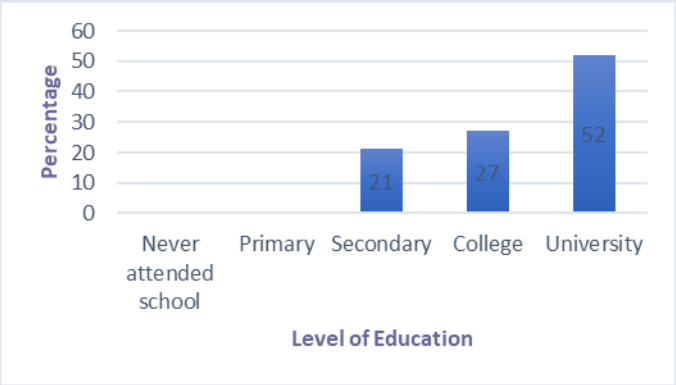

Figure 6. 3: Level of education attained by participants

Source: Own illustration

The education of participants is crucial in shaping their perceptions concerning issues. In Figure 6.3 above, the lowest percentage is those who obtained secondary school with 21 percent, 27 percent for those who went to college and the highest

percentage was for those who went to university with 52 percent. This shows that this study is informed by educated people to a greater extent, with the lowest who have attained secondary education.

6.2.4 Period of NPO operation/years in operation

In trying to understand whether the period of years an NPO has been in operation defines its sustainability, each NPO's years of operation were reported. From the 6 NPOs interviewed, 4 of them indicated that they have been in operation for more than 10 years, specifically 15-21 years; none of them operated for 8-14 years. The other 2 NPOs have been in operation for 1-7 years.

Figure 6. 4: Period of NPO operation

Source: Own illustration

According to the findings from this study, the majority of NPOs were in operation for a long time. However, despite being in operation for long periods, none of them indicated that they are not self-reliant and sustainable as they still depend on funding from donors, especially government funding. This shows a lack of diversified avenues for sourcing finances such as income-generating initiatives, support from the private sector and financial project opportunities. Hung and Ong (2012) confirm that when NPOs are younger and smaller, they tend to have limited resources which might result in being inactive while older organisations with resources are likely to be more sustainable than newer ones. This might be true in some instances, but this study established that even older NPOs who have been in operation for longer periods still have limited resources and still struggle to be sustainable. Hung and

Ong (2012) assume that older NPOs have enough resources to cater for themselves, which is not always the case. The authors acknowledged that even though older organisations fulfil their original missions, they have difficulties surviving with the ever-changing needs and transitions in leadership. In this regard, the researcher suggests that NPOs can improve their survival rate when they gain experience within their many years of operation; when they are efficient and have better relationships with their funders and beneficiaries. Coetzee (2013) asserts that NPOs are operating in comfort zones, that is why they have been in operation for a long time without reaching a point of sustainability.

6.2.5 Years worked by NPOs and DSD participants

The following bar graph shows the number of years that the participants worked in the NPOs and Gauteng DSD.

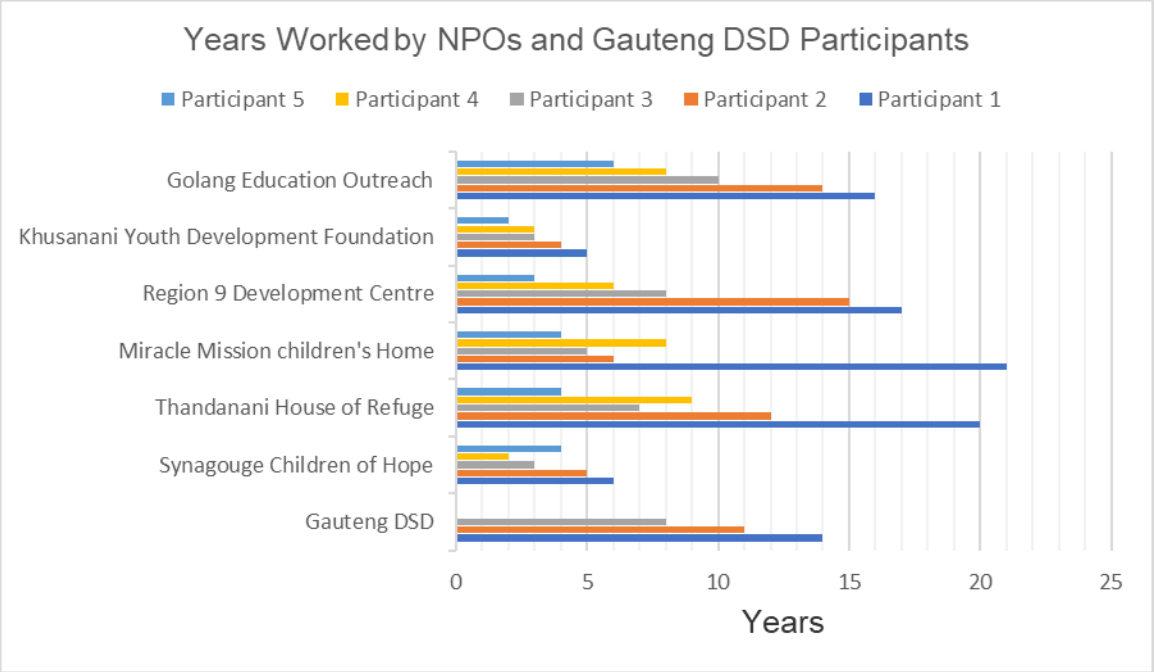

Figure 6. 5: Years worked by each NPO and Gauteng DSD participants

Source: Own illustration

The number of years that the participants worked in their respective NPOs and the Gauteng DSD is presented in Figure 6.5 above. Each bar represents the participant number and years worked in each organisation. At Golang Education Outreach Participant 1 worked for 20 years, followed by participant 2 who worked for 14 years. Participant 3 worked for 10 years, participant 4 worked for 8 years and finally

participant 5 worked for 6 years as shown in the graph. To add, at Khusanani Youth Development Foundation participant 1 worked in the organisation for 5 years, participant 2 worked for 4 years followed by participant 3 who worked for 3 years. Participant 4 worked for 3 years and participant worked 5 for 2 years. Participant 1 at Region 9 Development Centre worked for 17 years, participant 2 for 15 years, participant 3 for 8 years, participant 4 for 6 years and lastly participant 5 for 3 years. In addition, at Miracle Mission Children's Home participant 1 worked for 21 years, participant 2 for 6 years, participant 3 for 5 years, participant 4 for 8 years and participant 5 for 4 years. At Thandanani House of Refuge participant 1 worked for 20 years, participant 2 for 12 years, participant 3 for 7 years, participant 4 for 9 years and participant 5 for 4 years. Likewise, at Synagogue Children of Hope participant 1 worked for 6 years, participant 2 worked for 5 years, participant 3 for 3 years, participant 4 for 2 ears and participant 5 for 4 years. Finally, participant 1 at Gauteng provincial DSD worked for 14 years, participant 2 for 11 years and participant 3 for 8 years. The graph shows that many participants worked in their organisations for a long time from 6 years to 21 years as compared to those who worked for few years from 5 years and below.

6.3 Presentation of themes and sub-themes

The following table shows the themes and sub-themes that came from the collected data. These themes and sub-themes were the result of the analysis by the researcher. The sustainability knowledge explores the knowledge of the participants on the issue of sustainability regarding NPOs. Sources of funding received by NPOs indicates where NPOs under study obtain their funding which is from various stakeholders such as the government, international institutes and governments, corporates/Corporate Social Investments (CSI) initiatives, religious institutions, individual contributions, and self-generated income. To add, understanding NPO management and governance were identified as the main theme which can direct NPOs to be effective so that they achieve their sustainability.

Table 6. 1: Presentation of themes and sub-themes on data collected from the participants

Theme	Sub-theme
Sustainability knowledge	1.1. Defining NPO sustainability 1.2. Lack of implementation of sustainability plans 1.3. Failing to value the importance of sustainability 1.4. NPO sustainability challenge
Sources of funding received by NPOs	2.1. Main funding streams for NPOs 2.2. Other sources of funding 2.3. Competition for funding between NPOs and other enterprises
Understanding NPO management and governance	3.1. Lack of knowledge, skills, and capacity within the NPOs 3.2. Board skillsets and involvement in organisational sustainability 3.3. Retrenchments and turnover of key staff 3.4. Lack of compliance in some NPOs
The collaboration and relationship of NPOs with other stakeholders	4.1. Limited NPO-NPO collaboration (unwillingness to share resources) 4.2. Donor-NPO relationships
DSD Inefficiencies	5.1**.** Malfunctioning application process with the DSD for funding 5.2. Lack of proper institutional procedures 5.3. Lack of NPO and DSD collaboration
Knowledge and understanding of legislation related to NPOs	6.1. Gaps in the NPO legislation 6.2. Lack of knowledge on policy and legislation related to youth empowerment 6.3. Lack of knowledge on policy and legislation related to child social care
NPOs and youth empowerment programmes	7.1. Multiple features of youth empowerment 7.2. Different perspectives on youth empowerment 7.3. Obstacles in rendering youth empowerment programmes
Institutional care and child social-care services	8.1. Multiple features of child social care 8.2. Gaps in service provision

	8.3. Insufficient support for CYCCs caregivers 8.4. Obstacles in rendering child social-care services

Source: Own illustration

The purpose of the forthcoming section was to interpret and analyse the data using themes and sub-themes. The interpretation and analysis were done to show and provide a clear meaning to the collected data.

6.3.1 Sustainability knowledge

This section provides a presentation and exploration on how NPOs view and understand NPO sustainability, their knowledge about sustainability and its meaning to various participants. This is presented in the following sub-themes that include defining NPO sustainability, lack of implementation of sustainability plans and NPO sustainability challenge.

6.3.1.1 Defining NPO sustainability

Of the 33 participants that were interviewed, 18 participants (55 percent) defined NPO sustainability as their ability to continue to run for a long time through funding, 9 participants (27 percent) defined NPO sustainability as the ability of the management to steer and operate independently through venturing into income-generating activities, and 6 participants (18 percent) indicated that they were not even aware of what NPO sustainability was. This shows that NPO sustainability is understood differently depending on the participant's role in the organisation. Those in the managerial roles/upper management levels understood NPO sustainability better though differently than some of the staff in the lower management levels. The participants understood NPO sustainability in different ways, but they are comprised of some aspects that are the same. The participants said:

> **Participant 1**: *"NPO sustainability is not easy, without sponsorship I don't think our NPO will be sustainable."*
>
> **Participant 6:** *"NPO sustainability is when an NPO can be able to finance itself to a greater extent and from other donors to a lesser extent."*
>
> **Participant 7:** *"NPO sustainability is making sure that the organisation continues to operate for a long time fulfilling all their objectives through*

mobilising different resources like knowledgeable people with relevant skills, finances and having income-generating activities."

Participant 12: *"NPO sustainability is when we get sponsors like individuals, churches and the government support us with funds."*

Participant 14: *"I think NPO sustainability is going forward independently without solely depending on funding but rather focusing on how to generate income through various initiatives of social entrepreneurship."*

Participant 21: *"NPO sustainability for me I think is to be able to cater for whatever what is there and to be able to be sustained for years as sponsorship to find somebody who assists who has the same vision as you."*

Participant 25: *"NPO sustainability is to be able to get funding each year so that we continue to operate because if we do not get it, it will affect us a lot because that is where our salaries are coming from."*

Participant 31, DSD: *"Ok, for me NPO sustainability has got to do with the fact that the people that run the NPOs must be able to make sure that such an NPO continue to operate and run its services according to its purpose in response to its constitution on an ongoing basis. I think for me, it is about the fact that the management must ensure that the NPO continues to operate in as far as its purpose is concerned."*

Participant 32, DSD: *"NPO sustainability is like a sort of a strategy that NPOs are to have and instil within their organisations so that they can be able to sustain themselves when they no longer receive funding from any donors or the government."*

The findings indicated that NPO sustainability is the ability to get sponsorship from the government, churches, individuals and income-generating activities in order to continue to operate. As shown in the responses above, sustainability is viewed through the lens of finances mostly about sponsorship to be sustainable in the NPO sector. Pratt (2016) confirms that NPOs sustainability is too narrowed to financial issues only yet sustainability of NPOs requires integrated frameworks that incorporate non-financial issues that influence the sustainability of NPOs. To add,

NPO sustainability is the ability to sustain the organisation for years with sponsorship from stakeholders who value the same vision as your organisation.

NPO sustainability is whereby the management makes sure that the NPO continues to operate and run its services according to its purpose and responding to its constitution on an ongoing basis. Similarly, Sontag-Padilla, Staplefoote and Marganti (2012:2) “sustainability is the ability of management to sustain an organisation in the long run”. Importantly, there is no clear indication of how the management keeps the organisation to continue to survive in the long run from the definitions provided in the literature. Likewise, Ryan, Mack, Tooley and Irvine (2010:3) and Muriithi (2014:2) define NPO sustainability as “being able to survive so that it can continue to serve its constituency”.

NPO sustainability is a strategy that is used by NPOs to sustain themselves when they no longer receive funding from donors and the government. Besides, NPO sustainability is going forward independently without depending on funding solely but being able to generate income through various initiatives of social entrepreneurship. Likewise, the findings indicate that NPO sustainability is whereby the organisation can finance itself to a greater extent and be able to be financed by donors to a lesser extent. In addition, NPO sustainability is whereby the organisation continue to operate for a long time fulfilling all their objectives through hiring skilled people, ability to obtain finances and having income-generating activities. Schattenman and Waymire (2017) argue that sustainability varies because some define it from a financial lens, organisational lens, environmental lens, institutional development lens and quality of service lens.

There is a need to integrate the issue of independence through income-generating initiatives that require them to be in social entrepreneurship, especially in times of crises like the Covid-19 pandemic that have affected the funders. Tan and Yoo (2015) and Greico (2015) recommend social entrepreneurship as an effective practice and a roadmap to NPOs sustainability. The results show that NPOs are still embracing dependency more than independence. The issue of independence is supported by a few people in the NPO sector. In contrast, management of social entrepreneurial NPOs is empowered to provide services that give them income which is contrary to the traditional NPOs where the NPO management just wait for

funding in order to provide services and programmes to their beneficiaries. However, Tabaku and Mersini (2014) and Bezuidenhout (2017) sustain that since the state has insufficient funds to support their programmes and services, NPOs are forced to be corporate-oriented which is against the spirit of what NPOs stand for. In this respect, there is a need to integrate the issue of obtaining funding and income-generating activities so that in times of crises or any setting, the NPO will continue to operate. This study has established that NPO sustainability is the ability of the management to sustain the organisation in the long run through funding, income-generating initiatives (social entrepreneurship) and adherence to its constitution to run its services and programmes according to its purpose, for continuously serving its beneficiaries.

6.3.1.2 Lack of implementation of sustainability plans

The findings show different views on sustainability plans and their implementation. 76 percent (25 of the participants) indicated that there have sustainability plans, but implementation is lacking whereas 24 percent (8 of the participants) indicated that they knew nothing about the affairs of the management and their plans. The participants had to say:

> **Participant 5:** "We have the sustainability plans, but the problem is their implementation is always difficult."
>
> **Participant 6:** *"I have never thought of it that way because our main focus is on our mission and sustainability is usually at the back of my mind as a director.''*
>
> **Participant 7:** *"Sustainability plans are a requirement for obtaining funding, so we have them, but it is not easy to implement them since they requires more capacity in terms of resources and people with knowledge about sustainability and that is a challenge."*
>
> **Participant 9:** *"Sustainability itself is not incorporated into our management systems though we have such plans our constitution focus mainly on the objectives and mission."*

Participant 19: *"We do not use this jargon of sustainability plans at all in our NPO. I don't know anything about sustainability plans I have no idea on what that entails."*

Participant 23: "*We have sustainability plans without them we cannot get funding the sponsors want to know where we are taking the organisation to."*

Participant 27: *"Sustainability plans we have them, but we lack the capacity to implement them well."*

Participant 32: "*You know NPOs usually have the sustainability plans because for those who will want to apply for funding it is a requirement to have them, so they do have sustainability plans, but they just use them to obtain funding, not for their use."*

The findings exposed that NPOs have sustainability plans, but they are not incorporated into their management systems as they focus mainly on their objectives and missions. The sustainability plans are there, but they lack the capacity to implement them. Finkbeiner *et al*. (2010) confirm that most organisations face difficulties in the actual implementation of the sustainability concept. To add, the sustainability plans are there because they are required when applying for funding. Likewise, sustainability plans are there only to obtain funding from sponsors not for them to be used to take the organisation to the next level. On the contrary, the focus is on the mission of the organisation, not sustainability. The use of the term sustainability is lacking therefore some participants did not know of sustainability plans. In this respect, Geurts (2016) argues that NPOs lack policies and approaches that clearly explain sustainable ways of operation within their internal organisation. For that reason, sustainability values and principles are not visible.

Noteworthy, NPOs have sustainability plans because they are a requirement when applying for funding, but implementation and operationalisation are still lacking. Rather, they only focus on their programmes and services they provide as stated in their constitutions. This shows that the incorporation of sustainability plans into management systems of NPOs pose a gap in the study at hand because the majority of the NPOs indicated that such plans are there but not fully integrated and implemented, but only the missions and visions of the organisations are well

implemented. This shows that NPOs are not yet integrating the sustainability plans into their management systems and processes as argued by Daub, Scherrer and Verkuil (2014).

Even though NPOs have clear objectives and missions, they still face a challenge in that sustainability itself is not incorporated and implemented into their management systems. They may have the plans on paper, but the actual work is not materialising. This poses difficulties when addressing the issues of sustainability because that is something that is not their mandate and focus but rather adds value to their programmes and services. Okorley *et al*. (2012) argue that the NPOs in Africa have a key weakness of having inappropriate organisational structures. As a result, this weakness impacts negatively on their day to day business. Their organisational systems concerning human resource are underdeveloped**.**

6.3.1.3 Failing to value the importance of sustainability

Sustainability is very important for the continuation of programmes and services that NPOs provide, but its importance is not valued. This may be because of its complexity in meaning and skills that are needed for sustainability. Pojasek (2012) points out that sustainability is a difficult concept for many people to grasp due to its various interpretations from different perspectives. The participants' way of understanding sustainability was shown by their perceptions regarding the importance of sustainability and why it is not valued. The participants had to say:

> **Participant 11:** *"Sustainability is very important because as NPOs, we are still depending mostly on donations so the culture to value sustainability is still missing because when donors stop supporting our NPO we will not survive. If NPOs shifts its focus on grants and be involved in social entrepreneurship, they may be able to sustain themselves, but the problem is NPOs are not very much aware of the social enterprise model."*

> **Participant 14:** *"Definitely it is extremely important if we have proper management systems like staff training, skilled people in various things like monitoring and evaluation systems, marketing systems, risk management and finance we will have a direction towards sustainability, effective board*

meetings but such initiatives are not mostly valued because there is always a gap in terms of human resource."

Participant 19: *"Sustainability is very important, but there is lack of understanding on what is entailed so because of that, it is not valued because how can you value something that you are not too well-informed about."*

The findings exposed that sustainability is important but the culture of depending on donations is causing NPOs not to value it. The reason is that NPOs believe that without sponsors, they cannot survive. Hence, the suggestion to adopt social entrepreneurship to be able to sustain themselves although they do not have much knowledge about it. Sustainability is extremely important, but they lack proper management systems like staff training, skills on monitoring and evaluation, marketing, risk and finance systems posing a gap in human resources thereby not valuing it. To add, the results disclosed that sustainability is very important, but they lack understanding of what it entails hence they end up not valuing it since it is not possible to value something they are not well-informed on.

Sustainability is important but not valued because the NPOs are used to the system of getting donations, lack proper management systems that embrace the proper skills towards it and lack understanding of what sustainability entails. Daub, Scherrer and Verkuil (2014) argue that the management of the NPOs needs to participate and integrate organisational sustainability into their management systems and processes. Tucker (2018) supports the view that at an organisational level, there is little knowledge regarding organisational sustainability and how to manage NPOs by all stakeholders because of a lack of full and in-depth understanding of what is entailed. In this regard, failing to value the importance of sustainability stems from their lack of knowledge on what sustainability entails and lack of relevant skills towards sustainability, resulting in not incorporating it into their management systems.

6.3.1.4 NPO sustainability challenge

The study findings indicated that all the 6 NPOs interviewed have not yet reached the stage of sustainability. However, they specified that they are yearning to reach that level in their operations. According to Sontag-Padilla *et al*. (2012:2),

“sustainability is the ability of management to sustain an organisation in the long run.” In this regard, the sustainability gap in NPOs remains a big challenge because to be able to address it, they must at least include it into their day to day basis. The participants had to say:

> **Participant 17:** *“Usually we don’t have people with the knowledge about how to implement and integrate the notion of sustainability in our NPO.”*
>
> **Participants 29:** *“The nature in which NPOs are characterised will never achieve sustainability without funding.”*
>
> **Participant 10:** *“I don’t see that happening in the NPO sector to achieve sustainability because we mainly depend on donations and without that we will not be able to sustain ourselves because there is so much that needs to be done in the organisation.”*
>
> **Participant 28:** *“Looking at the fact that NPOs have limited resources, they find it difficult to provide for the needs of the society they are serving.”*
>
> **Participant 6:** *“It is impossible for NPOs to be self-sustaining because they operate in a poor resource set up which does not allow them to continue operating without sponsorship. Unless we try to find other ways on how we can sustain ourselves.”*
>
> **Participant 3:** *“Uum, we are still very far from achieving sustainability because we do depend on others to keep on going, we won’t manage without them.”*
>
> The other participant brought out a very interesting and important view by saying:
>
> **Participant 7***: “Even though we have been in operation for so long our organisation is still regarded as a small NPO because the number of years does not mean sustainability I can choose to call it surviving.”*

The findings indicate that NPO sustainability is a challenge because there is a lack of knowledge about it among the people. NPOs are characterised in a way that they never achieve sustainability without funding because they depend on donations

mainly. To add, NPOs have limited resources which hinders them from providing their services. Besides, for NPOs to be self-sustaining is impossible because they operate in a poor resource set up, which links them back to sponsorship unless they introduce strategies towards sustainability. This is in line with the RDT that explains the fact that most NPOs cannot solely sustain themselves; they need other people, stakeholders, and other organisations (Pfeffer & Salancik, 1978). This is so because resources are to be externally acquired since NPOs are not able to generate all the resources internally that are needed to maintain themselves (Wang & Yao, 2015). NPOs depend on others to keep going since they are not able to manage without them.

Consequentially, sustainability was defined from the financial lens (financial stability) and management capacity to steer the organisation for prolonged periods. In this respect, this study established that NPO sustainability is the ability of the management to sustain the organisation in the long run through funding, income-generating initiatives (social entrepreneurship) and adherence to its constitution to run its services and programmes according to its purpose so that it can continue to serve its beneficiaries. In addition, NPOs need to have sustainability plans and be able to implement them, but the results indicated that NPOs have them because they are required when applying for funding, but their implementation and operationalisation are still lacking. Undoubtedly, the sustainability challenges can be viewed from various angles since they are comprised of different thoughts towards them as shown by the findings. This means that sustainability challenges are always multi-faceted and not to be overlooked by over-emphasising one aspect. The discussion so far indicates that the knowledge and implementation of sustainability plans in NPOs need to be on their agenda to achieve sustainability.

6.4 Theme 2: Sources of funding received by NPOs

The participants disclosed that they get funding from various stakeholders which includes the corporates/CSI initiatives, international institutions and governments, self-generated income, government, individual contributions and religious institutions.

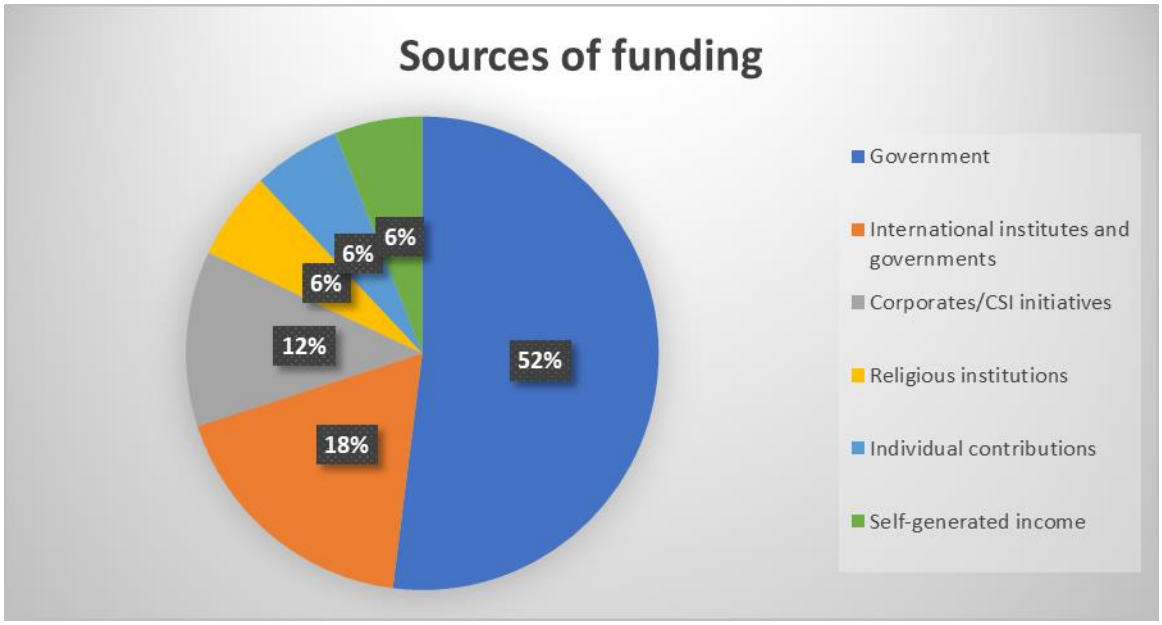

Figure 6. 6: Sources of funding

Source: Own illustration

The main source of funding in NPOs globally is through donor funding (Mutinda & Ngahu, 2016). These donors can be in various forms, as stated above. The pie chart above shows that the government is the major funder for the NPOs with 52 percent followed by 18 percent of the international institutes and governments. CSI initiatives constitute 12 percent and religious institutions, individual contributions and self-generated income all constitute 6 percent as shown. This shows that the government is the primary funder of NPO programmes and services compared to other sources. The main funding streams for NPOs and other sources of funding were analysed below as sub-themes in the following section.

6.4.1 Main funding streams for NPOs

Most of the participants indicated that they depend much on the government as compared to the international institutions with a limited portion coming from other sources. The participants stated that:

> **Participant 5:** *"Our main source of funding is SASA, the Department of Social Development."*
>
> **Participant 27:** "*The government is our main funder and I don't know what our organisation will do if we fail to get funding because applying for it is not a guarantee that we will get it."*

Participant 11: *"The Department is our saviour; they always support our programmes."*

Participant 18: *"Am not really clued about the funding but I know that the DSD provide funding and we also get from donors; I cannot really be specific about which ones we get random people."*

Participant 22: *"We receive our main funds from the government."*

Participant 16: *"We receive funding from different donors, but our main funder is private donors."*

The main funding stream in this study is government funding. The results of this study agree with Kang'ethe and Manomano (2014:1497), who point out that the state funds make up about 80% in supporting NPOs. Kabdiyeva (2015) argues that state social contracts are regarded as the most significant source of funding for NPOs. The minority receive their funding from private donors. Likewise, Brown (2019:77) argues that "the government is the major funder of NPOs which is shown by government funding constituting 80 percent, followed by 15 percent from local businesses (CSI) and 5 percent from private donations". On the contrary, Choto (2019) holds that the main funder for NPOs is international donors. This study established that the government (DSD) is the major funder. This shows that the government still support NPOs to a larger extent than other sources. In this respect, over-reliance on one main source of funding can be problematic to the sustainability of NPOs when there are shocks in the economy.

6.4.2 Other sources of funding

Apart from the state NPOs got their funds from local donations: churches, membership subscriptions, fundraising, foreign donations, sales.

Participant 13: *"We get our funding from private donations."*

Participant 12*: "Some of our funding is from international donors."*

Participant 2: *"We obtain our funding from churches, individual sponsors but mainly from the Department of Social Development."*

Participant 11: *"When we receive clothes and stationery from donors, we sell some of the stuff to generate income."*

Participant 24: "*We have other sources of funding like private donors and individual sponsors."*

Participant 26: "*We have fundraising schemes that help us to raise some money like the Grade 8 entrepreneurial project of High School children."*

The results show that there are other various sources where NPOs get their funding from, for instance, private donations, international donors, churches, individual donors, and self-generated income. However, Hodge and Picolo (2005) argue that the organisations that are funded privately tend to be less vulnerable in terms of funds as compared to those that are funded by the state and those funded commercially. On the other hand, USAID (2010) argues that only a few NPOs that can pursue other economic activities can generate substantial income. This shows that obtaining their income is still a challenge. This shows that even though NPOs get their main funding from the DSD, they still have other various sources.

6.4.3 Competition for funding between NPOs and other funding streams

Competition for funding has been an ongoing vendetta that has been happening in the NPO sector. There has been competition for resources between NPOs and other businesses and NPOs in the same area of operation. The participants had to say:

Participant 25*: "Although we have been in operation for some time we are still competing for the same resources with other big and small NPOs in the area."*

Participant 6: *"Surprisingly, the government have various initiatives that they offer to help communities that need resources, so sometimes we get very limited support because they are also venturing in the same programmes and services we might be providing."*

Participant 20*: "It is very difficult to generate income on our own because we live from hand to mouth, and fundraising is very limited because of competition from other local NPOs who need the same resources."*

Participant 32, DSD: *"There is competition as well nhe you find that uum0 maybe 2 or 3 or 4 NPOs are operating in almost same area nhe and then we*

have got Shoprite, Pick and Pay or a mall all of them they maybe want to go and fundraise at those shops like they tap into same destination or market to get them to support their programmes which is impossible for instance if those 4 NPOs approach Shoprite maybe for some funds or foods Shoprite am very sure will not continue to provide all the 4 NPOs requests there is competition, 1 of the NPOs can succeed but the other 3 may not, there is competition."

The findings presented that competition for funding with other NPOs and enterprises still happens to both big and small NPOs because they still need the same resources, especially when they are operating in the same sector. To add, the government serve and provide the same services resulting in duplication of services causing NPOs to have limited support. In this vein, Wiggil (2014) argues that donors are now shifting their focus from supporting NPOs to rather supporting government institutions. This is causing competition for the same resources which are needed by NPOs with other NPOs in this respect, and as a result, the government institutions have a greater capacity to mobilise for the resources compared to NPOs (Habib & Taylor, 1999). Besides, generating income is becoming more difficult because of limited capacity and fundraising initiatives are limited due to competition from other local NPOs for the same resources. Likewise, competition is increased by operating in the same sector which means all NPOs need support from local sponsors of which only one NPO may benefit, and the others may not, due to competition for the same resources.

Competition is a reality for both big and small NPOs in the same sector, but the small NPOs suffer because they need the same resources that are needed by big NPOs. Small NPOs struggle since they compete for the same resources, yet they duplicate the same services (duplication of services). Competition generally hampers the sustainability of NPOs in that big and government organisations tend to have the advantage of getting funds than small organisations. This causes donors to support them because they have a greater capacity to mobilise resources. The organisations may be other NPOs in the same sector, which are longing for the same resources. This poses a challenge to the sustainability of these NPOs since they will not be able to compete with other bigger NPOs, thereby limiting their programmes and services.

6.5 Theme 3: Understanding of NPO management and governance

The participants were asked about the management set up and the availability of board members in enhancing the sustainability of the NPO. The participants indicated that management and governance of the organisation are very important because without them, there is no organisation. Mangaba (2016) argues that for the direction taken by NPOs to be more effective, they need to have a proper management system to safeguard and take care of the human resource management, the strategic issues of the organisation, the management of organisational resources, the public image of the organisation, the management of partnerships and so forth. The following sub-themes exposed that there is a lack of knowledge, skills, and capacity within the NPOs, limited board skillsets and involvement in organisations sustainability and retrenchments and retention of key staff.

6.5.1 Lack of knowledge, skills and capacity within the NPOs

NPOs sustainability may be at stake when the management and staff lack the know-how, skillset, and the capacity to strategise for the organisation in the long run. In this regard, participants said:

> **Participant 2:** *"I think the management has got the skills, but the problem is we are always understaffed because we do not afford to attract staff that has the right skill set and because of this it becomes difficult for the manager/director, for example, to carry out all the administrative work together with the day-today running of the organisation."*

> **Participant 9:** *"The management have the skills, but the staff do not have, and there are a lot of protocols to be followed like for instance when a child is sick only the management is allowed to decide what needs to be done."*

> **Participant 23:** *"Usually, we don't have people with the knowledge about how to integrate and implement the notion of sustainability in our NPO."*

> **Participant 6:** *" We have so many programmes and services to cater for but we usually do not have the capacity to carry out all the procedures needed*

to support the objectives of the organisation, for instance, there are various strategies that we are not implementing as an NPO that may affect our sustainability like not having the extensive knowledge about monitoring and evaluation on the impact we are making and this has been done on the surface because we do not have anyone at the moment with the knowledge about monitoring and evaluation systems. We might know about something in general but not knowing how to go about it so that it can help the NPO to be sustainable for instance, social capital we know about it but implementing it in our NPO is a challenge because some NPOs but not all, in the area are not willing to share their resources and collaborate with us."

Participant 27: *"On that, recently we have heard about social entrepreneurship, but we are not a business we are a social organisation that helps people, and we do not have the knowledge in how to integrate it in the day to day operations though we sometimes do fundraising campaigns."*

Participant 12: *"There is always the lack or limited proper skillset when it comes to fundraising, marketing and sustainability of our programmes and services which poses a huge gap in the sustainability of NPOs."*

The findings indicated that the management has got the skills, but when they are understaffed, it becomes difficult for the manager or director to carry out all the administrative work. Othman *et al*. (2012) indicate that the key human resource factor that enhances NPO sustainability is leadership. To add, though the management has the skills, staff do not have, and there are protocols in decision-making on important matters which becomes a problem when the management is not available. Importantly, the results indicated that they lack people with knowledge about what needs to be done to integrate and implement the notion of sustainability in NPOs. Besides, there is a lack of capacity and skills to implement strategies like monitoring and evaluation systems because they lack such skills. However, they know about social capital though other NPOs are unwilling to share their resources and collaborate with them.

Successful implementation of NPO programmes and distribution of services becomes difficult because of the lack of skills and insufficient management capacity (Hendrickse, 2008). Social entrepreneurship is seen from a business point of view because social organisations do not know how to integrate the theory, but rather they do fundraising initiatives. Limited and lack of proper skillset on fundraising, marketing and sustainability of NPO programmes and services pose a huge gap in the sustainability of NPOs. Mangaba (2016) argues that the management's responsibility is to safeguard and take care of the human resource management, the strategic issues of the organisation, the management of organisational resources, the public image of the organisation, the management of partnerships and so forth.

The study indicated that there is a strong linkage between the knowledge, skills, and capacity of NPO management and their ability to implement management strategies so that they operate effectively. The results unveiled different perceptions of how the participants view the issues of skills, knowledge, and capacity of NPOs in enhancing the sustainability of their NPOs. The majority of the management and the staff do not have proper skills, have very limited know-how on how to use and apply their skills to enhance their capacity in managing their NPO especially on fundraising and sustainability of their programmes and services. On the other hand, the management has got the skills but, they fail to attract the staff with the right skillset. Hence, they are always understaffed leading to difficulties in carrying out administrative work together with the day to day running of the organisation. Kabdiyeva (2015) agrees partly with the results of this study in that the leaders of NPOs mostly are dynamic and enthusiastic people but lack appropriate skills and expertise to manage organisations. Correspondingly, the participants disclosed that the proper skill sets are lacking but on different levels that are management (high) level and staff (low) level. Consequentially, the skill sets at all levels are important for the sustainability of an NPO.

6.5.2 Board skillsets and involvement in organisations sustainability

In trying to understand the implementation and existence of management systems and strategies used by NPOs to enhance their objectives and sustainability of their NPOs, the participants who were interviewed revealed that the board of directors existed in all the organisations. The participants had to say:

Participant 5: *"We have strategic plans that tell us how we are to carry out our day to day operations, and sustainability plans we have them because they are required when we apply for funding, but there is no proper implementation because usually, we don't have the right skills that may direct or NPO towards that and the board members are there but not very functional on issues concerning sustainability."*

Participant 7*:* *"At our NPO, we have the board members, yes, but they focus on making sure that the NPO is accountable to their stakeholders, not sustainability."*

Participant 14: *"We do have board members with skills but steering our NPO towards sustainability is still very limited."*

Participant 27: *"Our board members are very useful they make sure that we have funds and encourage us to be transparent to our sponsors, but on the issue of sustainability it is still not there maybe because they do not have the capacity to do so.''*

Participant 20*:* *"Our board have various skills on other issues like financial management but do not have the specific skills on issues like organisational sustainability because I believe it is an integrated matter, yet I think we are still very limited towards that."*

Participant 22: *"The board is not directly involved in strategy formulation but just oversees what the strategic and programme management has agreed because at board level our voices are very limited to push for something that is not there hence we end up overlooking the matter."*

The findings indicated that board members are there, but their focus is on accountability, not sustainability. The results disclosed that they lack the skills to implement NPOs' sustainability plans because they lack the right skills of board members that directs the NPO towards sustainability. The study demonstrated that the board members have the skills, but the skills that are needed to steer the

organisation towards sustainability are very limited. Maboya (2017) argues that NPOs in South Africa have faulty governance structures because they are not geared towards the sustainability of NPO programmes. Likewise, board members can be very useful on issues of transparency to their sponsors. The findings indicate that they lack capacity on issues of sustainability. Besides, the findings exposed that the board have other skills like financial management, but on issues of organisational sustainability, they are still limited. The board oversees the strategic and programme management, but they are not directly involved in strategy formulation; hence their voices are limited to run with something that is not there. Chikadzi (2013:13) argues that there is no prescribed procedure that they follow when appointing aboard in South Africa, yet they are expected to play several duties. This shows that there is a gap in prescribing a clear procedure in terms of sustainability in this respect.

The participants indicated that although the board of directors are involved in governing the NPOs, their involvement in advancing the organisation towards sustainability is lacking. Upon being asked, most of the participants stated that they have functional boards, but they indicated that the governance structure is not geared towards the sustainability of NPO programmes and services. The participants made clear that the governance system is geared towards the transparency and accountability of NPOs because when they apply for funding the donors require them to be such. The issue of integrating the notion of sustainability is missing in the skills provided by the board of directors. According to Deloitte (2013), there are separate roles that are played by the management and the board of directors to achieve accountability among stakeholders. Importantly, one can note that there is a gap in that all their roles work towards accountability (financial sustainability) and organisational sustainability is lacking. This means that accountability mechanisms are related to financial sustainability more than organisational sustainability, yet the board lack the right skills towards organisational sustainability. This is in line with the argument of Coetzee (2017) stating that “financial sustainability is a subset of organisational sustainability”. This means that financial sustainability is important but not the only aspect to achieve sustainability. This shows that NPOs still need to integrate organisational sustainability in their organisational structures because good governance promotes effective, efficient, and sustainable organisations contributing to fulfilling their objectives (Deloitte, 2013). In this respect, although NPOs have

board members their contribution towards organisational sustainability is dormant, which pose a sustainability challenge to the NPOs under study.

6.5.3 Retrenchments and turnover of key staff

Generally, the NPO sector employs its staff on a contractual basis, which is very unreliable for their prospects and makes it difficult to keep key staff. This causes the NPO sector to experience high staff turnover as employees search for job security. Importantly, there is a need to note that to some NPOs key staff turnover is due to the search for better salaries and others are retrenched because of crises faced by the NPOs. This means that there is a need for training of new staff each time others leave bearing in mind the limited resources they have. In support of this, some participants said:

> **Participant 1:** "*What we do is we employ people on a contractual basis so if we find out at the end of the year that we can't afford to keep everybody on… next year then we have to retrench people….we haven't done it for many years now but we have done it, so we had to retrench about 4 people and then cut down on staff salaries."*
>
> **Participant 24:** *"My contract is always for a short-term, so I am always looking for a new job all my life which means that there is no job security in the NPO sector."*
>
> **Participant 16:** *"The other thing we choose to leave the NPO sector because they offer us low salaries as compared to the corporate world and government sector…on that note the government sector is reliable because it employs so permanently I do not hesitate to go if it happens that I get it in such an environment with job security."*
>
> **Participant 12:** *"The NPO sector operates in an uncertainty environment with various factors that limit their sustainability like short-term contracts, it is difficult to keep key personnel, there is job-insecurity if I must say."*

The findings indicated that they employ people on contracts and short-term, so when there is a crisis, they retrench, meaning that there is no job security in the NPO

sector. The nature of NPO work has limited room for career development, and good employees tend to be frustrated to develop their career since within a short period they will lose the job they already enjoy doing (Makhoka, 2002). In the same vein, French (2015) argues that NPOs tend to avoid taking full-time fixed staff who will expect long-term employment, pensions, and retrenchments packages, so the organisations only employ staff on a contract and project basis. This shows that the NPO sector opts to employ their staff on contracts to avoid further use of resources which they wish to be invested in their programmes and services.

Since the NPO salaries are very low, the staff often leave the NPO sector to the corporate and government sector for permanent contracts and job security. Bezuidenhout (2017) argues that the employees in the NPO sector leave because of the need for better salaries. Correspondingly, USAID (2015) and Ratlabayana *et al*. (2016) support that NPOs cannot keep skilled staff members for a long time because they offer them low pay and short-term contracts which are determined by the duration of a project. In addition, Buyani (2015) argues that NPOs in South Africa offer poor salaries resulting in losing experienced staff to the government sector. In this respect, losing the key personnel may affect the sustainability of NPOs in that they will not be able to train new staff because of scarce resources. The uncertain environment portrayed by NPOs limits their sustainability because employing people on short-term contracts is difficult to keep their key personnel. The participants agree that the key staff leave NPOs because of the inability of the sector to secure job security due to low salaries and employment on a contractual basis.

6.5.4 Lack of compliance in some NPOs

The participants in the DSD gave a generalised perception of NPOs by stating that some NPOs are still facing difficulties in complying with the legislation. This pose to be a sustainability challenge because NPOs can obtain funding only if they comply with the requirements of their sponsors. Even if the NPOs comply with the legislation, they are not guaranteed they will get the funding from the resource providers. The participants had to say:

> **Participant 32, DSD:** *"All I can say is that not all NPOs are complying to the requirements in the legislation."*

Participant 33, DSD: *"Many NPOs find it difficult to comply to their requirements that are needed for them to obtain funding because some of them cannot afford to pay for the relevant skills needed towards compliance."*

The findings indicated that not all NPOs comply with the requirements in the legislation and any NPOs are not complying because they cannot afford to pay for the right skills needed towards compliance. Department of Social Development (2017) points out that some NPOs fail to comply with the rules and regulations of their donors, for instance, fail to submit their annual budgets and financial reports. 86 768 out of 153 667 registered NPOs did not comply with these required obligations in 2016 (Department of Social Development, 2017). This affects the accountability and transparency of NPOs which reduces the donors' interests in funding their NPOs.

The compliance of NPOs to the legislation leads to their transparency and accountability. When NPOs comply with legislation they are more likely to attract funds from donors and other resource providers.

6.6 Theme 4: The collaboration and relationship of NPOs with other stakeholders

The study participants shared their views regarding their collaboration and relationship with other NPOs and their donors. This section discusses two sub-themes that are limited to NPO-NPO collaboration (reluctance to share resources) and donor-NPO relationship.

6.6.1 Limited NPO-NPO collaboration

The NPO - NPO collaboration may be beneficial to both NPOs but problematic if the other NPO with better resources is reluctant to share their resources with their counterparts. This may be because the NPOs with better resources (big NPOs) do not trust small NPOs with limited resources. The participants said that:

Participant 17: *"Some big NPOs that have better resources like skills and the know-how in the market are usually not willing to share their resources."*

Participant 14: *"I think the reason why big NPOs do not associate with small NPOs is that they are not visible."*

Participant 24: *"The other problem is that because we are not always visible, we struggle to get support from other NPOs and the corporate world if we are not known."*

Participant 9: *"Small NPOs need other big NPOs in the same field to put them on the map."*

Participant 25: *"I think and believe that big NPOs have better exposure and their capacity is on a greater level than small NPOs."*

On the contrary, one participant had to say:

Participant 1: *"We sometimes work together with other NPOs with the resources that we do not have, for instance, since we are an NPO that promote education to the youths there is an NPO that provides our youth to use their computer lab to research their homework but sometimes it will be full hence not all our youth can manage to acquire a spot there but what can we say beggars are not choosers so yes on that we are benefiting , and it is just that we have nothing to offer them because they are at a better stage than us in terms of resources."*

The findings indicated that big NPOs have better resources, have skills and knowledge about the market but reluctant to share their resources with other NPOs. The results of this study share similar sentiments with Guo and Acer (2005:354) that larger organisations are more attractive than smaller organisations due to their size so for that reason they draw more resources to share with others in comparison to the limited resource base of smaller organisations who have less to share and not attractive to partner with. To add, big NPOs are not associated with small NPOs because they are not well known possibly because of lack of marketing their programmes and services. This study found that though larger NPOs have resources, they do not share their resources with smaller NPOs because they are

not always well known. Besides, small NPOs lack support and assistance from big NPOs to have exposure and the capacity to execute their work.

Guo and Acer (2005) argue that the reason why larger organisations with resources do not share their resources with smaller organisations is that they are not attractive to partner with. Likewise, smaller organisations usually are very limited to develop interconnected relationships with other organisations as compared to medium and larger organisations. This shows that small NPOs are very limited but if the other local NPOs that are better in terms of resources are willing to share their resources, this can benefit other NPOs without adequate resources to further their objectives and meet the needs of their beneficiaries. Since there are inadequate NPOs and stakeholder's collaboration, NPOs collaboration with their stakeholders can enhance the sustainability of their programmes and services. However, the results found that the NPO that promotes education of the youths benefited from the big local NPO who allowed them to use their computer lab for research purposes. In the same vein, Lefroy and Tsarenko (2014) argue that NPOs should cooperate and partner with the corporates to help them achieve their objectives by increasing their visibility and interests of other stakeholders.

6.6.2 Donor-NPO relationship

The relationship between donors and NPOs is a dependent relationship which requires the later to follow all the requirements of the former to enhance their collaboration. This shows that NPOs lack independence because the funding they receive is driven by the donors' rules and regulations. The participants had to say:

> **Participant 21**: *"As you know that NPOs struggle to make ends meet, we follow all the procedures from our donors, but the problem is there is a lot of paperwork and protocols that need to be followed to secure the deal (sigh) like it is a tiring process altogether. We may have different donors with different rules and targets, which makes us confused about what to follow."*

Participant 16: *"I wish we could be able to cater for our problems without seeking help from donors because it takes like a lot of months before being approved from proposal writing to granting there is a lot of work involved."*

On the contrary, some participants said:

Participant 7: *"I can say our relationship with our donors is mutual because we both want what is best for our communities they need us to be able to take care of children in our institution and we need them to sponsor us."*

Participant 1: *"Our relationship with donors is based on sharing resources like they give us funds and we provide the programmes and services, but the problem is that donor-NPO relationship is always one sided in that it obstructs our targets and we need to follow their targets that may differ with ours like for instance, their targets may be short-term like only 3 years yet we want long-term targets that are permanent."*

The findings found that NPOs struggle in their operations which requires the donors to help them, but the challenge is procedures, guidelines and protocols that need to be followed accompanied by a lot of paperwork which is a tiring process. Extensive paperwork hinders the sustainability of NPOs in that instead of focusing on the youth programmes and child social care services, they waste time and resources running around in search of donors. Importantly, there is a need to note that the programmes and services that NPOs provide are the ones that shape the NPO to a greater extent. To add, overdependency on other stakeholders for resources may hinder the sustainability of NPOs in that when they withdraw, the fulfilment of their objectives will be limited (Batti, 2014).

Different donors require the NPO to follow different rules and targets, which leads to a lot of work for NPOs in terms of reporting and compliance to each respective donor. To add, for a proposal to be approved by donors, extensive work and time from preparation to granting phase is required. The donors need to ease the rules to accommodate other donors and NPOs' objectives to change the lives of young people and children in CYCCs. Batti (2014) points out that NPOs are hindered by the

diversity of donor sources which constraints them from accepting other donors within the same period of funding. These restrictions hamper the sustainability of NPOs because they are obstructed from having a diverse mix of resources which is against financial sustainability (Wiggil, 2014; Brown, 2019). This may affect the sustainability of NPOs because it is difficult to work with conflicting ideas leading to delays in fulfilling the objectives of the NPO. The findings indicated that the relationship between the donors and NPOs is mutual in that they work towards the same goal of enhancing the lives of children in institutions.

RDT argues that for NPOs to benefit from their donors, state, or private sector they need to cooperate with the resource providers (Pearl, 2013). The RDT value NPO relationships with their resource providers because they identify how they obtain their resources. In this respect, NPO leaders are to value partnerships because they are very crucial for the strategic management of any organisation and can be used as a resource to achieve sustainability (Pfeffer & Salancik, 1978; Lefroy & Tsarenko, 2014). Likewise, as NPOs obtain their other resources from other external sources, they are to engage in strategic relationships with their corporate partners to maximise their gain from the resources.

The relationship between NPOs and their donors is based on sharing resources, but their targets differ in that donors' targets are short-term like 3 years, yet NPO targets are long-term and permanent. Makokha (2002:22) asserts that most NPOs are donor-dependent for most of their programmes, services and activities which expose them to vulnerable hick-ups and swings in donor interests which may not conform to their objectives. This shows that the nature of the control that donors impose on the NPOs does not allow them to be flexible in their programmes because there may be a conflict from different donors which restrict them on who to follow. The reason why they need various donors is to help them to support all their programmes and services, but the problem comes when they demand different targets which affect their day to day operations as stated above.

In conclusion, NPO-NPO collaboration is needed for small NPOs to add to their resources which are inadequate and for them to be well known in the market. NPOs need a proper relationship with their donors which requires them to realign their

targets to benefit all stakeholders involved. NPOs struggle in their operations because there are a lot of procedures and protocols that need to be followed accompanied by extensive paperwork which is a tiring process that hinders the sustainability of NPOs in that instead of focusing on the youth programmes and child social care services they spent a lot of time running around doing a lot of administrative work and searching for other donors.

6.7 Theme 5: DSD Inefficiencies

The participants found that there are inefficiencies that happen at the DSD when they execute their work. These inefficiencies hamper the progress of NPOs' programmes and services because they must follow protocols to be observed. In addition, the application processes for funding tend to be tiresome, and there is a lack of proper institutional procedures too. The study participants shared their views regarding the relationship between the DSD and NPOs and there came up with different perceptions from both sides. Participants from the NPOs stated various concerns that show that they are not happy with the current relationship, but on the other hand the DSD participants portrayed NPOs as very responsive and collaborative in forums and consultations organised by the Department of Social Development. The following sub-themes explains their inefficiencies and the form of relationship they have.

6.7.1 Malfunctioning application process with the DSD for funding

The participants gave their views on the challenges they are facing regarding their applications at the DSD as well as adhering to the requirements of their legal structures.

> **Participant 26:** *"The biggest challenge is lodging the documents with the NPO Directorate, these documents are supposed to be uploaded online to the NPO website, but it does not work."*

> **Participant 25:** *"I tried to email the documents to the NPO office, but they were rejected because the size of the attachment was too big. I then posted them by ordinary postal services, but then I do not have any proof that they*

were received. The NPO Directorate won't accept a registered letter because no one at the NPO office is prepared to sign for receipt of a registered letter."

The findings unveiled that lodging documents with the NPO Directorate are a challenge since uploading online documents tend to be complicated. In addition, the documents are sometimes rejected because of a big size, and registered letters are not accepted since they require signatures, yet no one is prepared to sign them. This shows that the current systems that the NPO Directorate is using are inefficient and dysfunctional because performing their duties is very difficult which may affect NPOs quite severely in terms of accessing funding. The Directorate introduced the usage of the digital system, but the online facilities are slow. Despite their efforts, extensive work still needs to be done, because the online system often does not work posing challenges for NPOs to upload necessary documents to comply with the *NPO Act* (71 of 1997) (Pather, 2016). In this respect, NPOs lack information that is crucial for them to implement the policy legislation which affects their programmes and services. This is because when they post the documents, they are not sure if they have reached the relevant people since they do not receive any feedback.

6.7.2 Lack of proper institutional procedures

The internal systems that govern the Provincial DSD tend to be problematic to the NPO's goals to empower the youth and to provide child social care services. This is because of red tape and bureaucracy at the provincial DSD when executing their duties. The NPO management must keep up with the DSD's requirements because if they fail to do that, they will not get the grant. The participants had to say:

Participant 1: *"The challenge firstly is keeping up with the Department's requirements because I have to now re-register with the Department if I do not then we do not get the grant so there is a lot of admin involved in that and that is a challenge. There is a lot of administration at the Department of Social Development, a lot of politics involved, so keeping up with the Department is very difficult."*

Participant 26: *"Each time they go to the Department, they go with someone who understands Zulu if not they will be tossed to and from."*

The findings indicated that there were difficulties in keeping up with the Department's requirements since there is excessive administration and politics. Batti (2014) argues that the rules and regulations that govern the access and applications for government funds and resources make it difficult for organisations to access resources. This shows that there are a number of hassles at the DSD and as a result, they affect the progress of the youth empowerment programmes and child social care services. Therefore, the beneficiary's lives will be at stake. This can be supported by the words of the other participant who said that:

> **Participant 5:** *"The demand of sustainability has deflected the organisation from its true mission because instead of concentrating more on educating the children I had to spent a lot of time filling forms and attend meetings at the Department and try and raise funds from people so without funds we would not be sustainable. But instead of spending the money in trying to raise funds I would prefer to be spending the money educating the children."*

The findings disclosed that the demand for sustainability deflected the organisation from its true mission of education by spending unnecessary time filling forms and attending meetings at the DSD as well as raising funds from individuals. The provision of public services tends to be a challenge to local NPOs studied in that they find challenges in keeping up with the requirements from the Department but at the same time affecting the programmes and services that NPOs should be providing.

6.7.3 Lack of NPO and DSD collaboration

The relationship between the NPOs and DSD is very important for them to collaborate to enhance youth empowerment programmes and the provision of child social care services. The participants said:

> **Participant 26:** *"Our relationship is based on finances only they provide us with money, and we provide childcare services, so it's like exchanging gifts."*

> **Participant 12:** *"We are very responsive when the Department want us to participate in certain meetings they call us last minute with lesser time to*

prepare for what will be discussed, but we usually participate because they support us financially."

Participant 9: *"The problem is that the Department because they fund us they think that they can tell NPOs what to do and how to do things hence I sense control because they sort of dictate things, but the truth is we need each other, we need to partner together in a right way and deliver our services. It is true that they consult us, but it ends there it does not materialise anywhere, it's just on paper."*

Participant 5: *"The problem is we do not trust each other it would have been nice to collaborate at all levels without some sort of red tape because there are a lot of referrals at the end of the day you will get help after a long time."*

Participant 31, DSD: *"I would not call it interference but intervention, we intervene to assist them to make sure their objectives are fulfilled."*

Participant 32, DSD: *"NPOs are the most participative and responsive group of people that I have ever met…they participate in forums, consultations when there is a call out for their input in shaping the law, like the NPO Act all stakeholders were consulted including NPOs."*

Participant 33, DSD: *"I am very grateful to NPOs because as the Department we have a lot in our platter so when I see them, they are like a helping hand I see them as our partners because we meet halfway when it comes to support children services and youth programmes and other various activities they might be involved in. However, at provincial level we have guidelines that we use that we draw from the NPO Act."*

The findings unveiled that the relationship between NPOs and the DSD is that the NPOs provide childcare services and the DSD provide the funding, which causes them to be dependent on them. Pearl (2013) argues that the state, private sector and the donors are the external actors who control the resources so for NPOs to benefit,

they should interact with the resource providers. When organisations acquire resources from their environment, a dependency relationship is created where the resource suppliers may control the organisation (Pfeffer & Salancik, 1978). To add, the findings found that the DSD control the NPOs because they fund them and convene consultations that are hardly implemented. In this respect, Koseff (2018) argues that the NPO sector in Johannesburg perceives the state as exploitative to them rather than being coordinated by it. This affects the sustainability of NPOs because they need to be able to work together and collaborate with the DSD, not as a ritual but to form partnerships without exploiting each other. In this regard, the NPOs still perceive the DSD as controlling, which will work against their efforts to partner and collaborate, thereby affecting their sustainability because of not interacting with their resource providers well. Kabdiyeva (2015) argues that the opinions of NPO management are usually implemented at the initial stage of decision-making, but at the final stages, their opinions are neglected.

The findings exposed that from the NPOs point of view, there is no collaboration, and there is no trust between the NPOs and DSD. In addition, there are a lot of referrals due to a lot of bureaucracy leading to delays in getting help. Skopkoya and Pape (2015) confirm that the relationship between the state and NPOs is complex and multi-faceted in that NPOs may participate in national level policy dialogues but participation at the local level tend to be a challenge due to capacity gaps between them and bureaucracy problems at DSD. However, the DSD intervene in NPOs' programmes and services to help them to fulfil their objectives. To add, the DSD found that NPOs participate in forums, meetings, consultations for policymaking like the *NPO Act* (71 of 1997) convened by the DSD since they consult all stakeholders. Furneaux and Ryan (2014) and Nalecz *et al*. (2016) affirm that there are positive changes between NPO-DSD relations though there are still some deficiencies. This is shown by how the DSD view NPOs. They acknowledge that NPOs collaborate with them and this helps them to relate well with each other. Kabdiyeva (2015) shares a different perspective from the findings of this study that NPOs are viewed as weak partners which cause the state to underestimate their potential, which affects the development and sustainability of NPOs. The DSD in this essence is not viewing NPOs as weak partners but as a helping hand. However, the NPOs view the DSD in a different way as controlling, yet a relationship is a two-way process that

can be achieved when both parties are willing to put their differences aside and work together as one.

In conclusion, the DSD inefficiencies caused by the malfunctioning funding application process, lack of proper institutional procedures and the lack of NPO and DSD collaboration. This is because of difficulties in lodging documents for funding online. The difficulties in keeping up with the Department's requirements is a challenge since there is a lot of administration and politics involved in their system of work. The findings of this study exposed that the collaboration between the NPOs and DSD is still very limited because the NPOs view the DSD as controlling rather than a helping hand.

6.8 Theme 6: Knowledge and understanding of legislation related to NPOs

The knowledge and understanding of legislation related to NPOs are very crucial for the sustainability of NPOs because some rules and regulations need to be followed to be allowed to operate. This relates to the institutional theory that postulates that for organisations to be accepted and supported, there are rules, requirements, and regulations they need to follow (Pearl, 2013). In this respect, the participants were asked about various legislation like the *NPO Act* (71 of 1997), the *National Youth Development Agency Act* (54 of 2008) and the *Children's Amendment Act* (41of 2007) to understand whether they are familiar with what they are required to do by the law. Bloodgood and Morrow (2000) argue that the decisions of the management are influenced by the rules and environment in which they operate and causes organisational change. According to the institutional theory, organisations are to be supported only if they adhere to the rules, requirements and regulations in the organisational fields. In that way, they are considered to be legitimate (Freitas & Guimaraes, 2007; Beckert, 2010; Claeye & Jackson, 2012; Johnston, 2013; Palthe, 2014). The participants disclosed that there are gaps in the NPO legislation, tiring application processes for funding and a lack of proper institutional procedures. The following sub-themes unpacks what is understood and known by the research participants in all NPOs under study.

6.8.1 Gaps in the NPO legislation

There are gaps that the participants portrayed regarding their knowledge and understanding of the *NPO Act* (71 of 1997). The Act show some gaps in lack of full implementation at all levels due to the need to follow long processes and comprehensive guidelines that need full compliance. The other gap is that the *NPO Act* (71 of 1997) does not give clear guidelines on how NPOs can achieve sustainability. Other participants indicated that they were not aware of what the *NPO Act* (71 of 1997) was. The participants had to say:

> **Participant 5:** *"The NPO Act have some gaps that include the inability to make clear views on what constitutes clear guidelines on how to achieve sustainability and what constitutes a conducive or an enabling environment, we do not know what they mean exactly when they say that because that could mean different things to different people."*

> **Participant 9:** *"The regulatory environment is normally inconsistent and fractured which causes a reduction in the efficacy and impact of the NPO Act."*

> **Participant 6:** *"They consult us to participate in formulating policies like the NPO Act, but it does not incorporate the issue of sustainability I have never heard that word it may be said in passing, but it is not there in the actual NPO Act."*

> **Participant 12:** *"The problem is the NPO Act is supposed to guide all NPOs yet they have different legal structures that have their respective requirements to be adhered to hence posing difficulties in following all of that at once, and this will affect the sustainability of NPOs in that failure to comply may lead to us losing some benefits involved like funding but it is so overwhelming if you may ask."*

Participant 31, DSD: *"The NPO Directorate requires the resources to address capacity constraints to address the backlogs with regard to applications."*

Participant 33, DSD: *"There is no NPO legislation that is specifically for NPOs at a provincial and local level other than the overall NPO Act, at provincial level, we use guidelines which we get from the national level."*

Participant 32: "I can say the NPO Act has a gap. The reason I say this is because there is a need for the Department to align and amend the NPO Act to allow NPOs to function as a business and non-business then they can be social enterprises whereby they can… the other side will be business they will be selling some products to generate income and then use that income to sustain themselves to pay salaries to pay for services."

On the contrary, other participants said that not only the *NPO Act* (71 of 1997) is relevant to NPOs but:

Participant 31, DSD: *"There is lack of implementation of the Public Finance Management Act in the NPO sectors because they think it does not apply to them yet they need to make sure that they remain transparent and accountable to the way they spend their revenues be whether in assets or liabilities which means that they are required to have proper financial systems which requires a proper skillset which some NPOs are finding difficult to obtain. These include accounting officers, risk management to have effective and efficient systems."*

The findings ascertained that there are gaps in the *NPO Act* (71 of 1997) because there are no clear guidelines on how to achieve sustainability in the NPO sector, the issue of sustainability is not incorporated. Each sector has a crucial role to play as far as the *NPO Act* (71 of 1997) is concerned, but the incorporation of sustainability is not defined and stated in the Act, yet NPOs are required to have sustainability plans to obtain funding. As the main guide of all NPOs, the Act is supposed to lead and educate NPOs on how they should be sustainable the same way educate them

to be compliant with the *NPO Act* (71 of 1997). The Act has to be implemented by both the DSD and NPOs and for that to happen resources to address the capacity constraints so that the backlogs of applications may not continue to pile up are required.

The *NPO Act* (71 of 1997) has a gap in that the Department need to align and amend the Act to allow NPOs to function as a business and non-business so that they operate as social enterprises whereby they sell products to generate income. They need to sell products to sustain themselves in paying salaries and services needed. Wilburn and Wilburn (2014), and Shier and Handy (2015) argue that the introduction of social entrepreneurship into any NPO allows them to pursue both social transformation and income generation simultaneously. However, Stecker (2014), and Wilburn and Wilburn (2014) affirm that to pursue both social transformation and income generation requires getting away with the traditional funding model of an NPO to make priorities of innovating the organisational structure to achieve the desired long-term financial stability and mission-driven success. This change needs to be incorporated in the *NPO Act* (71 of 1997).

The results disclosed what constitutes a conducive and enabling environment. In this respect, the literature is clear on what constitutes a conducive and enabling environment in that:

> "creating an environment in which NPOs can flourish; establishing an administrative and regulatory framework within which NPOs can conduct their affairs; encouraging NPOs to maintain adequate standards of governance, transparency, and accountability and to improve those standards; creating an environment within which the public may have access to information concerning registered NPOs; and promoting a spirit of cooperation and shared responsibility within government, donors and amongst other interested persons in their dealings with NPOs" (Section 2 of the *NPO Act* 71 of 1997).

In this regard, the conducive environment and an enabling environment is achieved in various ways, which only leave a gap in the issue of sustainability in the *NPO Act* (71 of 1997).

The findings determined that the inconsistency and fractured regulatory environment in which NPOs are operating results in the reduction of the effectiveness and impact of what the *NPO Act* (71 of 1997) stands for. To add, the NPO Act (71 of 1997) guides all NPOs, but they have different legal structures that require different regulatory requirements to be adhered to, which becomes difficult to adhere to all of them. In this respect, Pather (2016) argues that different legal structures (VAs, NPCs and NPTs) mean that an NPO must comply with different laws that require different kinds of information which requires a lot of paperwork. In addition, the findings indicate that at the provincial and local level there are no legislations that are specifically designed by the provinces to guide NPOs. Rather, they use guidelines from the main *NPO Act* (71 of 1997) given by the national level. The NPO Directorate have capacity constraints shown by backlogs in applications. On the contrary, the findings indicated that there is a lack of implementation of the *PFMA* (29 of 1999) as amended in the NPO sector because NPOs believe it does not apply to them, but they are required to be accountable and transparent in spending their revenues. This requires proper skillsets related to financial systems, yet they do not afford them, and they are comprised of accounting officers, risk management for effective and efficient systems. The shows that the implementation of the *PFMA* (29 of 1999) as amended in the NPO sector is still very limited, yet they need that to bring efficiency and effective financial systems. This means that not only the *NPO Act* (71 of 1997) is relevant to NPOs, but the *PFMA* (29 of 1999) as amended need to be adhered to for proper financial systems.

The study found that the contents of the *NPO Act* (71 of 1997) are not well known because they are comprehensive. This will affect their sustainability because to be executed properly, the legislation requires knowledge and without that, there is no way they can incorporate it into their youth empowerment programmes and child social care services.

6.8.2 Lack of knowledge on policy and legislation related to youth empowerment

The participants in the lower management indicated that they did not understand what the *National Youth Development Agency Act* (54 of 2008) entails and those in top management showed very limited knowledge about it. Their lack of knowledge

on important legislation related to their line of work may affect their sustainability in that they cannot be able to incorporate what they are not aware of. The participants said:

> **Participant 23:** *"I know nothing about the youth legislation, I just know about my role in this organisation which is to coordinate youth programmes like creating a platform for them to learn by engaging them into discussions by motivational speakers and looking for sponsors to pay the fees of those who do not afford."*

> **Participant 16:** *"I am not familiar with what the youth legislation entails I just do my work based on my job description hence I think I still have to go and find out what it is about."*

> **Participant 3:** *"I do not have any idea about youth legislations."*

> **Participant 6:** *"I just have little knowledge about the National Youth Development Agency Act all I can say is that they have good interests and initiatives on youth development through stressing the issues of employment, skills development upon the youth."*

The findings revealed that youth legislation is not well known, and the participants were unfamiliar with what it entails, with no knowledge about *the National Youth Development Agency Act* of (54 of 2008). On the contrary, the findings indicate that there is little knowledge about the *National Youth Development Agency Act* of (54 of 2008) because the NPOs support youth development through addressing issues of employment and skills development of the youths. The findings indicated that the *National Youth Development Agency Act* of (54 of 2008) is not well known mostly in low management, but the top management has little knowledge about it. However, as for the other staff, they have no exposure to what the Act entails apart from carrying out their duties. This has an implication because the NPO management and all the staff empower the youth, which requires them to have strategies that may lead them to be effective in their youth empowerment programmes. The management

may brief their staff, but they have limited knowledge which leaves gaps in their work that may compromise their capacities.

Youth legislation and policy contributes to NPO sustainability in the domain of youth empowerment by encouraging the youth to be active in social activities, community development activities, programmes, and dialogues (NYP, 2015). The staff and all the management need to be aware of the *National Youth Development Agency Act* of (54 of 2008) so that they lead the youths with knowledge so that their programmes may be sustainable. If the people who do the work are not knowledgeable enough, it becomes difficult and impossible to equip the youths.

6.8.3 Lack of knowledge on Policy and legislations related to child social care

The management of child social-care NPOs have a better understanding of the *Children's Act* (38 of 2005) as amended, but caregivers, social auxiliary workers and house parents show very limited knowledge and understanding of the *Children's Amendment Act.* The participants said:

> **Participant 11:** *"All I know in this organisation is to take care of children needs and make sure that they are safe and have psycho-social support so on the issue of child legislations I do not know."*

> **Participant 19:** *"I take care of children by making sure that they eat, bath and sleep well, about children legislation I do not know I do not want to lie, I just know that we should take very good care of children that is all."*

> **Participant 30:** *"I think about child legislation you should ask the management because I do not know anything about that I only take care of children wellbeing in this home."*

The findings found that the staff, particularly the lower management, know about taking care of children and making sure that they are safe and have psycho-social support, but have no know-how about the *Children's Amendment Act* (41 of 2007). The study findings indicate that the knowledge they have is on providing basic needs of children such as food, bath and sleep. The top management was familiar with the

contents of the *Children's Amendment Act* (41 of 2007). However, their views were not incorporated in this study because they do not fit as sustainability challenges.

The above mentioned unveiled that in the lower levels of management, they are not aware of child legislation which may affect the sustainability of their services in that they may not be able to contribute to the legal and legislative frameworks that have to do with childcare and protection. Lack of knowledge about the child legislation means that they are excluded from important matters that may give them more knowledge about their roles in dealing with children. Section 1 of the *Children's Act* (38 of 2005) as amended, explains what is comprised of a caregiver who is a guardian who takes care of children in CYCCs, foster parents, head of a shelter. In this regard, with the kind of role that caregivers play in taking care of children they need to be involved and be familiar with the *Children's Amendment Act* (41 of 2007) so that they do their work properly. For instance, knowledge of the rights of vulnerable children enables them to know what the law expects them to do like the strategies for child protection, provisioning and norms and standards clauses (Proudlock & Jamieson, 2008). This helps them to provide the needed services, thereby enhancing their provision. However, the higher management indicated that they were aware of the *Children's Act* (41 of 2007) because they specified that the children's rights for safety, shelter, food, protection, adoption were to be observed in CYCCs. Their responses could not fit as sustainability challenges; hence they are not included.

In conclusion, the knowledge and understanding of legislation related to NPOs help all the service providers to support their beneficiaries in a way that is required by the law. The findings identified gaps regarding their knowledge and understanding of the *NPO Act* (71 of 1997). The Act show some gaps in lack of full implementation at all levels due to the need to follow long processes and comprehensive guidelines that need full compliance. The other gap is that the *NPO Act* (71 of 1997) does not give clear guidelines on how NPOs can achieve sustainability. These gaps require the government and other stakeholders to come together to align and amend the *NPO Act* (71 of 1997) to incorporate and allow NPOs to operate as social enterprises that are having entrepreneurial and non-entrepreneurial segments and make sure the issue of sustainability can be fully visible in the Act. The contents of the *NPO Act* (71

of 1997) are not well known because they are comprehensive. To add, the limited knowledge about the *National Youth Development Agency Act* (54 of 2008) has an implication because both the NPO management and all the staff empower the youth which requires them to have strategies that may help them to be effective in their youth empowerment programmes. Likewise, the lack of knowledge on the *Children's Amendment Act* (41 of 2007) on the staff indicates that the right of vulnerable children may be jeopardised since they are required by the law to have protection strategies in line with the needs of the children. This becomes difficult when they are not familiar with what is required from them apart from providing food, bath and sleep. The researcher narrowed down to the three-legislation analysed above because they are the main Acts related to the study.

6.9 Theme 7: NPOs and youth empowerment programmes

The NPOs are helping in empowering the youths that are living in low-income families and secluded areas through education and skills development. NPOs that empower the youth in this study are involved in various programmes mainly related to education and fostering skills for young people. There is a huge gap in fostering youth empowerment programmes because they require various resources to develop the youths. However, they are still dependant on other resource providers for that to happen. The youths are benefiting from the programmes provided by NPOs because most of them come from low-income families and informal settlements with poor standards of living. The results on various features and obstacles that affect the sustainability of NPO programmes in each NPO (Golang Education Outreach; Khusanani Youth Development Foundation and Region 9 Development Centre) were presented and analysed as sub-themes in the following sections.

6.9.1 Multiple features of youth empowerment

The three-youth empowerment NPOs show the special features of what entails youth empowerment by the type of programmes they provide.

NPO 1: Golang Education Outreach focuses on a high school youth programme called 'Impumelelo Phambili' which means 'Achieving Forward'. The youth at Golang Education Outreach is provided with a conducive environment for high school

students to learn (education), to grow spiritually, inspire them to make good life choices to influence their world, inspire them to be responsible, to have a sense of ownership and encourage them to plough back to their communities. They work with youths from a disadvantaged informal settlement in Honeydew.

NPO 2: Khusanani Youth Development Foundation is determined to empower young people through education. The youth at Khusanani Youth Development Foundation holds after school classes to assist learners with their homework (after school programme, counselling, learnership and internship, sports, and recreation, feeding scheme, food parcel distribution and sanitary pads distribution). They work with the communities with the neediest youth that face a higher level of unemployment who come from disadvantaged families, specifically Lenasia extension 9.

NPO 3: Region 9 Development Centre offers skills training to the poor unemployed youth of Region 9 in La Rochelle (Rossettenville), and their programmes operate under four pillars of community development, namely:

- Information advice and referral provide the youths with the information that is required for them to register for work purposes, for them to know where they apply for funding for their businesses and refer them to possible Department they desire to work for.
- Social programmes facilitate workshops and talk about poor youths and the abuse they face to assist them with their daily challenges. They invite guests that educate them on issues like drug abuse, parenting skills to young parents and HIV/AIDS.
- Skills development offers life skills to the youths such as preparation for interviews and helping them to fill application forms for jobs. They offer basic skills training to 10 people per year per trade like electrical work, plumbing, sewing, and welding.
- Entrepreneurship helps the youths with basic skills to enter industries they were trained in, and it is connected to the third pillar. The youths are helped to attain funding so that they start their own companies.

Figure 6.7 shows the youth empowerment programmes at Golang Education Outreach, Khusanani Youth Development Foundation and Region 9 Development Centre.

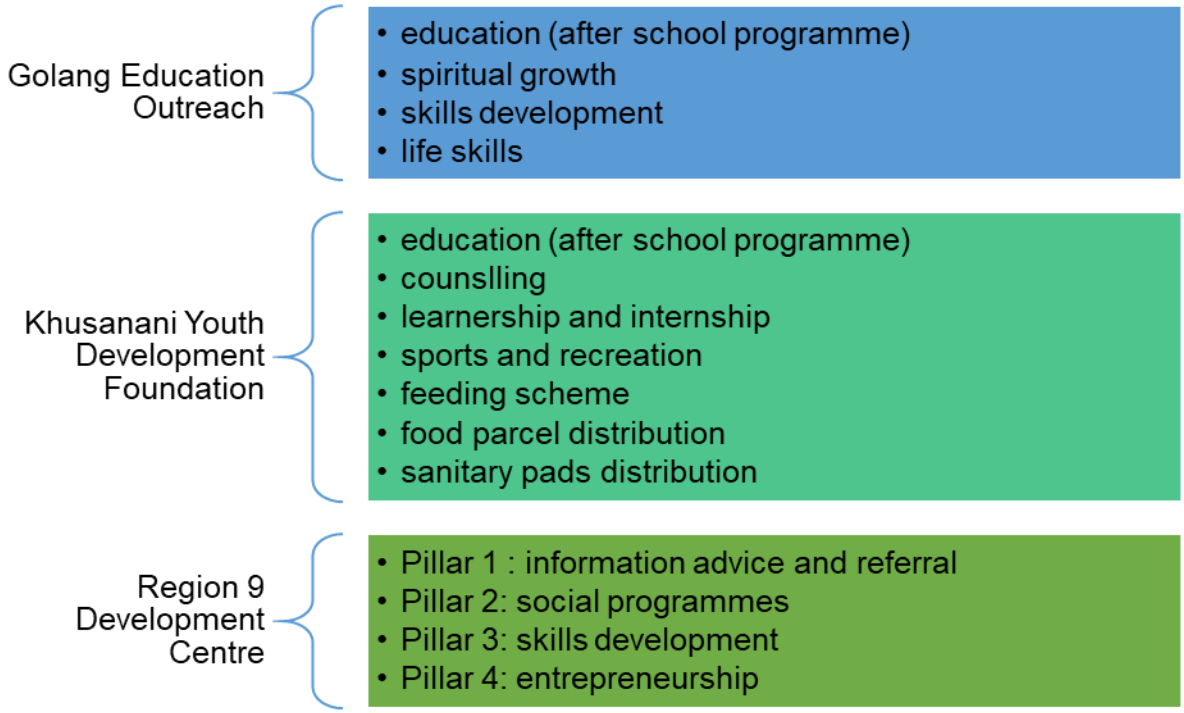

Figure 6. 7: NPO youth empowerment programmes

Source: Own illustration

The results unveiled that the diversity of the NPO programmes require more resources like finances and skilled human resources with knowledge of the programmes provided. Multiple features in youth empowerment programmes are complex to understand because they include various aspects that pose difficulties in addressing such issues. This requires dedicated educators, skills development-oriented people, exceptional business-minded people, socially-oriented people, and life coaches which require them to implement their programmes daily with the required knowledge and skillsets.

6.9.2 Different perspectives on youth empowerment

The participants disclosed that there is no specific way to view youth empowerment as it comprises several aspects. Hence, they understand youth empowerment in different ways depending on their focus of programmes, such as education, skills development, employment and entrepreneurship. Their understanding of youth

empowerment in this regard is determined by what they do to empower young people since it is not a one size fit all scenario. The participants had to say:

> **Participant 6:** *"I think I need to say what I understand by youth empowerment first, for me youth empowerment is making sure that the youth are participating fully in our programmes for instance here we have an after school programme that educate high school youths to do their homework with the help of educators but some youths do not participate fully."*

> **Participant 5:** *"We empower our youth by fostering skills development whereby we call influential people to come and talk to our youth on various aspects like choosing career paths, venturing into business, sponsorships and learnership programmes."*

> **Participant 23:** *"Our youth are today's leaders not tomorrow only so we empower them today so that their future will be bright so, this is what we do here, we provide relevant information to the youths so that they can be able to identify their employers and we even help them to fill forms and teach them interview tips. In other words, we refer them to relevant bodies where they can get help in detail."*

> **Participant 14:** "*Youth empowerment I can say is very broad and it usually depends on the type of approach the organisation is following. To some it is about giving the youths by providing them to meet their basic needs like we offer them counselling, sanitary pads, feeding schemes, food parcels but some take the approach of enhancing self-dependence by fostering entrepreneurship culture in youths so that they open their own businesses."*

> **Participant 29:** *"When young people are involved and participate in decision-making regarding their programmes that is when they are empowered."*

The findings found that youth empowerment is when the youth participate fully in programmes, in this case, their afterschool programmes. In addition, youth empowerment is fostering skills development in the youths through people who are

knowledgeable in various programmes such as businesses, learnership programmes and career guidance. The youths are today's leaders, not tomorrows only in the sense that they need to be nurtured today since leadership begins at an early stage. In this respect, the youths are empowered through information for their future employers. Youth empowerment is broad ranging from counselling, entrepreneurship, feeding schemes, food parcels and sanitary pads depending on the organisation. Besides, youth empowerment is participating in making decisions in their programmes. The diversity of what entails youth empowerment may be beneficial and problematic in that the youths are empowered in various ways but requires an integrated approach that is all-inclusive, which can be very complex. Pittman (1999) argues that youth empowerment programmes can be presented in various forms ranging from activities, and ideas aiming to engage the youths to be productive by nurturing their strengths to be useful in their societies. The results share the same sentiments of Ille and Boadu (2018) because youth empowerment, as shown by the participants, is not one size fit all.

The results found that the youths are recipients in everything that happens in the organisation. This is contrary to the three-lens approach, which denotes that youth participation advocates that they act as partners and leaders and not just beneficiaries on every platform of development (DFID, 2010). The youth empowerment programmes in this study can be equated to youth as beneficiaries, mostly with limited partnership and leadership. Padhan and Mishra (2015) argue that using a dominant approach means that young people are used without addressing their own specific needs because their programmes have pre-determined goals and make use of top-down measures in planning. In this case, young people cannot decide as they are only recipients, thereby reinforcing inequalities and maintaining hierarchies. This is shown by NPOs studied in which they use limited resources, yet they must further the education and skills development. Mbae *et al*. (2016) indicate that to empower people and strengthen their voices, there is a need to help them to gain access to the sources of power in any society.

The results of the study indicated that some youths do not participate consistently in their programmes, and this may lead to them not being empowered hence affecting what the objectives of the organisation stand for. The UN (2010) maintains that

young people are empowered through participating in their programmes. This means that without participation in the programmes, the organisation's sustainability is affected. Matsela (2015) argues that youth development happens when young people participate, which enhances their capacity. Likewise empowering young people promotes them to participate and be involved in socio-economic activities and public affairs in various instances (Ndidi, 2009). In this regard, when young people participate in all their programmes, they gain opportunities that enhance their competencies. The obstacles hindering the sustainability of youth empowerment programmes was analysed in the following section.

6.9.3 Obstacles in rendering youth empowerment programmes

The three NPOs are facing various obstacles in rendering their programmes. Golang Education Outreach is in an informal settlement of Honeydew, and because of that, they experience obstacles that may work against the sustainability of their NPO. Khusanani Youth Development Foundation in Lenasia ext 9, which is in an informal settlement and Region 9 Development Centre in Rossettenville, which is a poor community. The obstacles that each NPO face was analysed separately. However, all NPOs have pointed out that the Covid-19 pandemic has affected their operations and management capacity to provide their programmes and services. Tshikululu Social Investments (2020:5) shows that 67 percent of the NPOs surveyed in South Africa in 2020 indicated that the effects of the pandemic have been somewhat or threatening significantly to their resilience and 33 percent indicated a high level of resilience. This shows that Covid-19 is affecting negatively mostly on NPOs in South Africa, but they are sailing through by cutting the coverage of their programmes and services.

The obstacles that Golang Education Outreach face that may affect the sustainability of their programmes are comprised of various issues. They include a lack of volunteers, especially leaders who act as positive role models in their youth mentorship and group discussions programmes. The Golang Education Outreach is lacking people with job skills to teach their students. They have very limited tutors who help their high school students with homework in various subjects like mathematics, science, and accounting, to name a few. Besides, they need motivational speakers who inspire the youth from their own experiences. In addition,

they need someone to sponsor the cost of food because when the students come to their NPO, they give them food to eat. The NPO needs the well-wishers to sponsor other high school students to cover school fees, uniforms, and transportation through adopting a student programme. They require a bus or taxi that will transport the students when they do youth camps and other activities, they are involved in. In this respect, though the resources are limited, the educators and teachers have very limited knowledge of the subjects they are helping the youth in high school on. Educators do not have the full knowledge about the syllabus and other subjects like mathematics, science, and accounting and this is affecting the main goal and purpose or objective of the NPO which is to empower the youth through education. This is supported by the words of some participants who said:

> **Participant 4:** *"if maybe we can find lots of educators who are trained so that we can help each other because some of them here they just went to school and pass matric they are not trained to do that, maybe if maybe we can have someone who can maybe teach us the syllabus of this maths so that when we teach them, we know what they are doing like at school."*

> **Participant 3:** *"It is important to empower our educators more because the more empowered our educators are, the better they teach the children, so yaah I think its teacher training is important and educating our teachers as well as the children."*

The results found that the lack of resources like knowledgeable educators is negatively affecting the NPO in that at the end of the day the youth will end up not fully empowered because probably they will continue to have misunderstandings in those subjects. This is a concern since these young people live in informal settlement so they cannot afford private tutors or educators because they are poor. The number of young people who need to be empowered is continuously increasing in Zandspruit informal settlement, yet there are limited resources available. In this respect, one of the participants said:

> **Participant 1:** *"We do depend on others to keep on going we will not manage without them."*

This shows that NPOs need various resources from other stakeholders to be able to continue supporting their beneficiaries. The need for resources is supported by the RDT that argues “the key to organisational survival is the ability to acquire and maintain resources” (Pfeffer & Salancik, 1978:2; Themudo, 2004; Fadare, 2013:232; Pearl, 2013:67). In this regard, Pearl (2013) argues that for the NPO to benefit from other stakeholders, they should interact with the state, private sector, and donors since they are the external actors who control the resources.

Covid-19 has furthered the problems that the NPO is experiencing in that the students were not allowed to participate in their programmes for a very long time which led them to be very behind in their studies.

> **Participant 3***: “Schools have been closed for too long due to Covid-19 and the impact it has on our NPO is that our educators have nothing to work with since now not everyone could afford online school because they are very poor and they live in a poor informal settlement, so their education was interrupted which I think some might even repeat yet they do not afford fees.”*
>
> ***Participant 2:*** *“Covid-19 is the killer of progress because we work with the present youths yet it is not possible because their mobility is no longer free, this affects what we stand as an NPO because it looks like this is a wasted year.”*

Covid-19 may affect the sustainability of NPO programmes, but they have shown much resilience in curbing against it by reducing the programmes. The NPOs in empowering the youths through education opted for zoom classes and online lessons which required them to have PCs, tablets and phones so that they could continue with their classes, but data charges were costly.

The other obstacle is lack of own property or difficulties in owning property**.** The Golang Education Outreach does not have ownership in terms of the property they are using to educate their beneficiaries. The reason for not owning their property is because they cannot afford to purchase it. This may affect the sustainability of their NPO since they are obligated to pay rent at Emthonjeni community centre with the little funds they have thereby resulting in lessening their impact on educational expenses. Renting of property is affecting their NPO in that they cannot make

decisions on their own about the developments of the property to cater to the increasing needs of young people.

> ***Participant 1:*** *"A good example is Golang rents on the Emthonjeni property we don't own this property we rent here, but there are certain things that we are not allowed to do without their permission like if we want to put another container, we have to get their permission." So, we try and keep a good relationship with them to benefit ourselves but for them it is a benefit in a way because without our children they would not get some donations, so we try and help one another."*

The inability to own a property affects the sustainability of their education programmes in that they must work in limited and overcrowded space, thereby decreasing the chances of enhancing the learning process of the beneficiaries. However, even though they do not own a property, the Emthonjeni community centre is benefiting from the renovations and upgrades that happen there.

Informal settlement and poverty play a bigger role in hindering youth empowerment programmes. The conditions that are there in the informal settlement are usually not conducive for the upbringing of independent young people. This is because they experience high levels of poverty. As a result, they are not able to keep up with a normal life, thereby ending up involved in criminal activities. The criminal acts demotivate donors, for instance, they stole computers used for training young people to be digitally empowered. To add, there is a lack of water and electricity. The load shedding is affecting the learning process because computers need power and disrupts the kitchen staff who prepare and provide food to the learners. Besides, there are always protests for service delivery which normally disrupt the learning process since they are forced to cancel their meetings. However, some donors donated water tanks and solar panels to cater for the shortage of water and electricity respectively. The participants said:

> ***Participant 2:*** *"The challenge that we have is that the youth at Golang are living together with other youth who are not part of the Impumelelo Phambili programme so there are high chances for them to be tempted to partake in such criminal activities especially those who find school to be difficult for them but we are really trying to help to give their lives a meaningful end."*

Participant 1: *"They, they break in and steal our stuff, vandalism, they come and just break stuff…trash everything."*

Participant 5: *"The protests that go on here in Zandspruit if there are protests, we send the children home you know so they don't come in the morning."*

The findings indicated that the other youths in the community indulge in criminal activities which results in them stealing from and vandalising the property of the organisation. In addition, the protests which usually disrupts the learning purposes affect the programmes of the NPO. The reason why they are involved in criminal activities is that they reside in an informal settlement with poor conditions and facilities (Jobo, 2014). In this respect, the Golang Education Outreach is affected because each time they are forced to ask donors to donate computers and the other stuff stolen and the donors will end up discouraged to give. This affects the progress of educating young people because they will not be able to research on computers and to use facilities, they need to further their education. The protests about service delivery that happens in Zandspruit disrupts the learning process in that the youth will be left behind and as a result affect the main goal of Golang that is empowering young people through education. Thus, the conditions of the informal settlement affect the sustainability of youth programmes that are provided by the Golang Education Outreach.

The obstacles that Khusanani Youth Development Foundation face may affect the sustainability of their programmes are comprised of various issues. The NPO identified obstacles such as the increase in numbers of beneficiaries; lack of communication between NPO management and their beneficiaries. To add, the NPO face obstacles such as poor organisation management; political influence; need donations to open a community library; and misunderstanding of the sector and Covid-19 pandemic. The participants had to say:

Participant 6: *"The obstacles that we are facing as an NPO is that there is an increase of beneficiaries' numbers which makes the NPO to overspent yet we have limited resources."*

Participant 13*:* *"There is lack of communication between the NPO management and the beneficiaries."*

Participant 15: *"There is poor organisation management"*

Participant 16: *"Political influence and misunderstanding with the NPO sector."*

Participant 14: *"Not forgetting the negative impact of Covid-19 towards the implementation of our programmes because we hold after school classes to assist learners with their homework."*

The findings indicated that the number of beneficiaries is increasing, yet the NPO has very limited resources. Too, there is a lack of communication between the NPO management and the beneficiaries as well as poor organisation management. Besides, there is political influence and misunderstanding with the NPO sector. Covid-19 pandemic has delayed the implementation of after school classes. These obstacles may hinder the sustainability of the NPO programmes in that the youths that are supposed to be empowered may end up being not empowered. Poor organisation management may hinder the implementation of empowerment programmes. Jassor (2016) argues that this could be because most youth groups (youth empowerment NPOs) in South Africa lack well-developed management systems in place to guide their decision-making.

The obstacles that Region 9 Development Centre face that may affect the sustainability of their programmes are several. They include:

- lack of life coaches that facilitate workshops on issues like drug abuse, parenting skills and HIV/AIDS;
- lack of facilities that enhance the referrals of young people to relevant departments like application forms, human capital;
- limited resources that enhance skill development because there are a lot of young people who need them, yet they only allow 10 people per year per skill (electrical work, plumbing, sewing and welding);
- difficulties to obtain funding to those who are empowered through entrepreneurship who would want to start their own companies and Covid-19 have delayed the implementation of these programmes.

Deitrick *et al*. (2020) argue that the NPO management capacity to do their works is reduced because they are expected to address the barriers that prevent them from offering their programmes and services. The participants had to say:

Participant 23: *"We are always short of volunteers that will mantle our youths in their workshops that talk about HIV/AIDS, drug abuse and parenting skills to young parents."*

Participant 21: *"We have very limited facilities that cater for referrals of young people to relevant departments of work like we don't have enough space to attend young people because this place is very small yet they come in huge numbers, and we are short of application forms because we help them to apply for jobs, but resources are few."*

Participant 29: *"There is always limited resources for skills development because the young people come in huge numbers yet we only offer 10 youths per skill and its very painful that we are not able to help them all because they are very poor and suffering."*

Participant 22: *"We have an entrepreneurship programme here for the youth but after they complete it they find it difficult to obtain funding to start their companies, we just direct them to the departments that deals with such things like the NYDA, Small Business Agencies but there is a lot of red tapes there."*

Participant 24: *"Covid-19 have delayed the implementation of our youth programmes because they are supposed to participate in person, but the principles of social distancing have badly impacted because they cannot be here."*

The findings found that volunteers to support youth workshops about drug abuse, HIV/AIDS and parenting skills to young parents are lacking. The facilities that cater to referrals of young people to relevant departments of work are very limited in that application forms are always short because they are many youths who need those opportunities. Besides, the resources to support skills development among the youths are limited in that they offer only ten youths per skill, yet they are so many who need those skills. The entrepreneurship programme requires the youths to

search for funding to start their businesses, but it is difficult because of red tape at small business agencies and the NYDA. To add, Covid-19 delayed the implementation of youth programmes, causing them not to participate as expected.

These obstacles may affect the sustainability of the NPO in that there is a need for human resources who volunteer to support their programmes because the youths need to gain knowledge on life-threatening situations like HIV/AIDS, drug abuse and parenting at a young age. To add, limited resources will hamper the implementation of skills development because several youths need those skills. UNESCO (2014) cites that loveLife NPO faces similar limitations in supporting their programmes and services that include school and community programmes because of limited resources and different settings. Besides, limited facilities for referring young people to the relevant department of work may affect the sustainability of their programmes that vouch for youth employment. Correspondingly, Dieltiens (2015) argues that Action Volunteers Africa NPO help young people to search for jobs since they do not know where to look for openings or how to apply because of costs incurred in searching for jobs and lack of information. This shows that the youths are incapable of identifying departments that may help them to secure livelihoods because they lack relevant information that may help them to be empowered. Those who were empowered through entrepreneurship could not obtain funding to start their companies, and this may hinder their capacity and impact of Region 9 Development Centre in empowering the youths.

UNESCO (2014:46) argues for the importance of being in partnerships because they foster youth leadership, build their capacities, and provide resources that are needed to support their programmes. However, loveLife as an NPO faces limitations in supporting its programmes and services because of limited resources, different settings and cultural perspectives. Mahingi and Madu (2017) argue that the youth who were provided with entrepreneurship education have limited access to credit, funds, items, intermediaries, and lack of know-how to get credit. Despite these obstacles, the youths at Region 9 Development Centre are benefiting from entrepreneurship education, social programmes, skills development and information advice and referral services.

The three NPOs that empowers the youth offers various programmes that are different depending on their objectives, but two are into education offering other similar and distinct programmes altogether. Ille and Boadu (2018) argue that there is no ‘one size fit all’ approach that constitutes youth empowerment, but rather varies with the group of people and type of services that are offered by that particular organisation. In addition, the results of this study confirmed the argument of Ille and Boadu (2018) that youth programmes focus more on the outcomes and improvements in the livelihood of young people but ignore their capability in leading the programmes. The terms of scope and objectives are always vague and contested, and this affects the sustainability of their programmes (Boadu, 2018). Region 9 Development Centre shows that they work towards building the capability of young people to lead their lives but still the youth are led by the NPO in every step. Below is a summarised illustration of the obstacles that are affecting the sustainability of youth empowerment programmes in three NPOs, namely Golang Education Outreach, Khusanani Youth Development Foundation and Region 9 Development Centre.

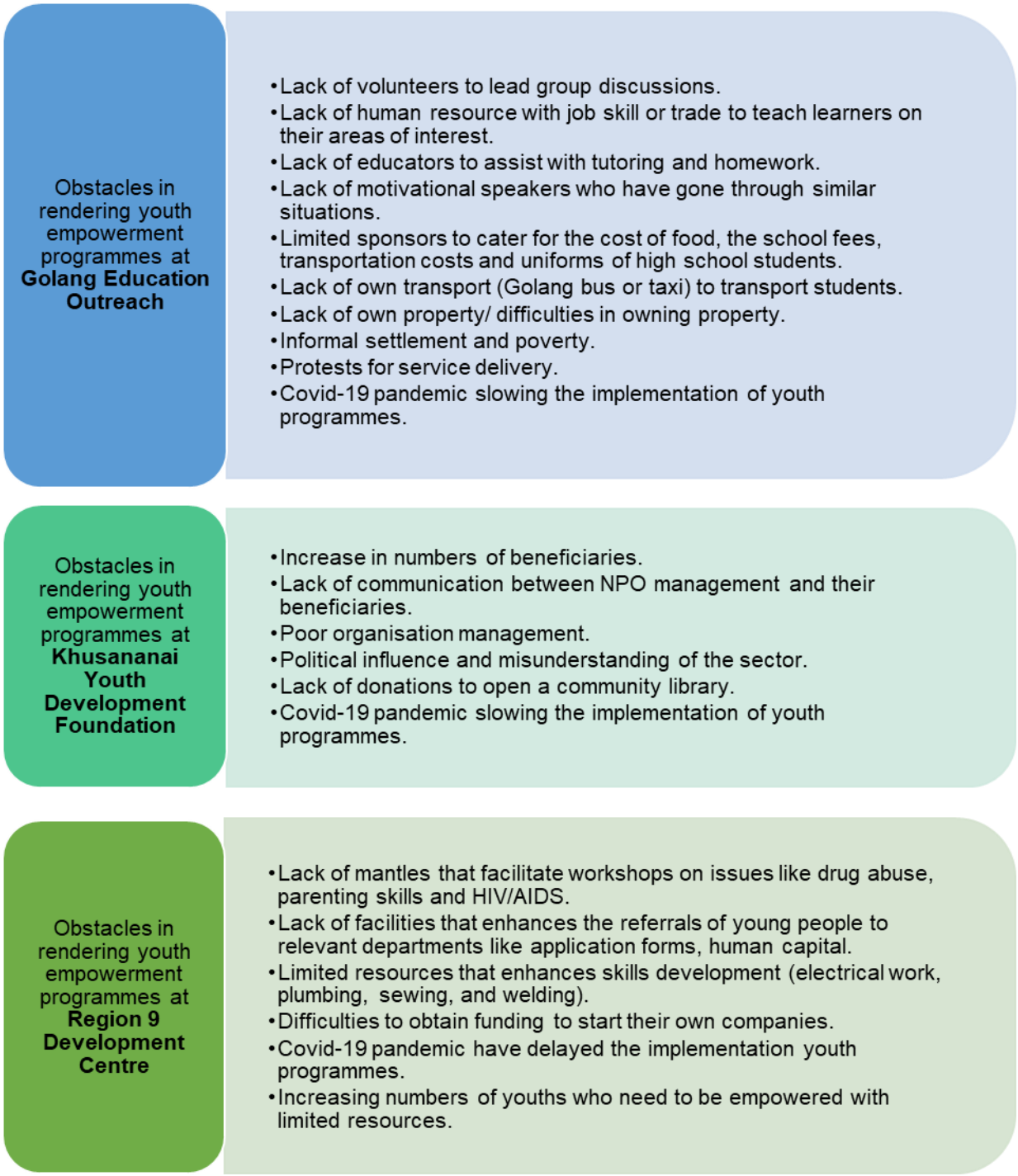

Figure 6. 8: Obstacles affecting NPO youth empowerment programmes

Source: Own illustration

Conclusively, youth empowerment NPOs face various challenges that may affect the sustainability of their programmes. The results show that the diversity of the NPO programmes requires more resources like finances and skilled human resources with knowledge of the programmes provided. Multiple features in youth empowerment

programmes worsen the understanding of what youth empowerment entails as it includes a lot of things that pose difficulties in addressing such issues. Youth empowerment is understood in various ways such as the participation of the youths in their programmes and decision-making, fostering skills development in entrepreneurship, career guidance, learnership programmes among the youths, providing the required information about workplaces, counselling, feeding schemes, food parcels and sanitary pads depending on the organisation. The huge gap in fostering youth empowerment programmes require various resources to fulfil their objectives.

6.10 Theme 8: Institutional care and child social care services

The institutionalisation of children has been a necessity in providing child social-care services, and upon the interviews, the participants explained that some of their needs are catered for. Yet there are still gaps and obstacles that they are facing that may hinder the sustainability of the services they provide. The three NPOs that provide child social care services that were interviewed in this study are Miracle Mission Children's Home, Thandanani House of Refuge and Synagogue Children of Hope. The children are provided with various services from physical care, educational care, health care and emotional care. The participants indicated that the children's needs are well catered for despite the various obstacles they are facing. The purpose of the forthcoming sections was to analyse and evaluate the results presented in sub-themes and how it is affecting the sustainability of NPO services in CYCCs.

6.10.1 Multiple features of child social care services

The three-child social care NPOs show the special features of what child social care entails. The three CYCCs NPOs, namely Miracle Mission Children's Home, Thandanani House of Refuge and Synagogue Children of Hope are all CYCCs providing child social care services. They provide physical care, educational care, emotional care, and health care. The participants indicated that children in institutional care are benefiting from the various services provided because their basic needs are well catered for as shown by Figure 6.9 below. These children are orphans, were abandoned, abused, so the three CYCCs NPOs are providing them with social care services such as therapeutic, psychological, and psycho-social

services and child protection services. Malatji and Dube (2017) argue that children in institutional care centres are offered developmental, therapeutic, and recreational programmes to enhance their wellbeing so that they become functional again when they go back to their communities. Correspondingly, Chinyenze (2017) asserts that institutional care is one of the strategies of child protection and care whereby children live in residences designed to provide them with shelter and care under the care of caregivers and professionals. The participants had to say:

> **Participant 9:** *"Our children are provided with various services that include food, shelter, baby care, youth care."*
>
> **Participant 10:** *"We look after the babies, we play with them, we change them nappies, do the bottles for milk, we feed them, pre-school, we do everything."*
>
> **Participant 17:** *"We provide social care services like food, shelter, play therapy, psycho-social support, educational needs."*
>
> **Participant 30:** *"Some of our children are abused, abandoned and orphans so they are so vulnerable, so we provide them with therapy, psychological and psycho-social support, social activities so that they may heal so we have caregivers and social workers who help us with their healing processes."*

The findings indicated that children are provided with various services such as food, shelter, baby care and youth care. Similarly, the children are taken care of by changing their nappies, preparing bottle milk for them, playing with them and sending them to pre-school. Besides, the children are provided with social care services like shelter, food, play therapy, psycho-social support and educational needs. The children are vulnerable since they are orphans, abused and abandoned hence they are provided with therapy, psychological and psycho-social support. The support children get, engage them in social activities to heal them through the help of caregivers and social workers. The participants unveiled that children need various forms of support for their wellbeing. Stover *et al*. (2007) agree with the same notion

that children need various forms of support ranging from all things essential for survival, such as food and health care, interventions that provide for a better quality of life such as education, economic self-sufficiency and psycho-social support. It was found that the three CYCCs provide various child social-care services in all their respective NPOs, but it is important to note that they offer similar services. The duplication of services in CYCCs may affect the sustainability of the NPOs in that they compete for the same resources which might be problematic in service delivery; thereby children's needs may be jeopardised. The child social-care services provided by each NPO are illustrated below.

NPO 1: Miracle Mission Children's Home provides physical care (food, clothing, shelter, personal care and hygiene, adoption programme); educational care (ECD programmes, fees, tutoring homework, school transport, library facilities (books), extramural activities). To add, the NPO provides emotional care (therapeutic and psychological social services, child protection services, social workers, social auxiliary workers, caregivers) and health care (medical care).

NPO 2: Thandanani House of Refuge has 22 children. They provide physical care (food, clothing, loving home environment, personal care and hygiene, adoption programme, foster care programmes); educational care (ECD programmes, fees, tutoring homework, school transport, library facilities (books), extramural activities). They are providing emotional care (therapeutic and psychological social services, child protection services, social workers, social auxiliary workers, caregivers) and health care (medical care).

NPO 3: Synagogue Children of Hope have 10 children, and it is a home-based care facility. They provide physical care services including food and nutrition, clothing, accommodation, personal care and hygiene, adoption programme and foster care programmes; educational care services including ECD programmes, fees, tutoring homework, school transport, library facilities (books) and extramural activities. They are providing emotional care services which include psychological care, social activities, child protection services, social workers, social auxiliary workers, caregivers, and health care (medical care). The child social care services provided in CYCCs shown in Figure 6.9 below illustrate the overlap in services in these NPOs.

This reveals that they are providing multiple features which are duplicated. In this respect, these multiple features require diverse resources that fit each segment which is very expensive for the NPOs.

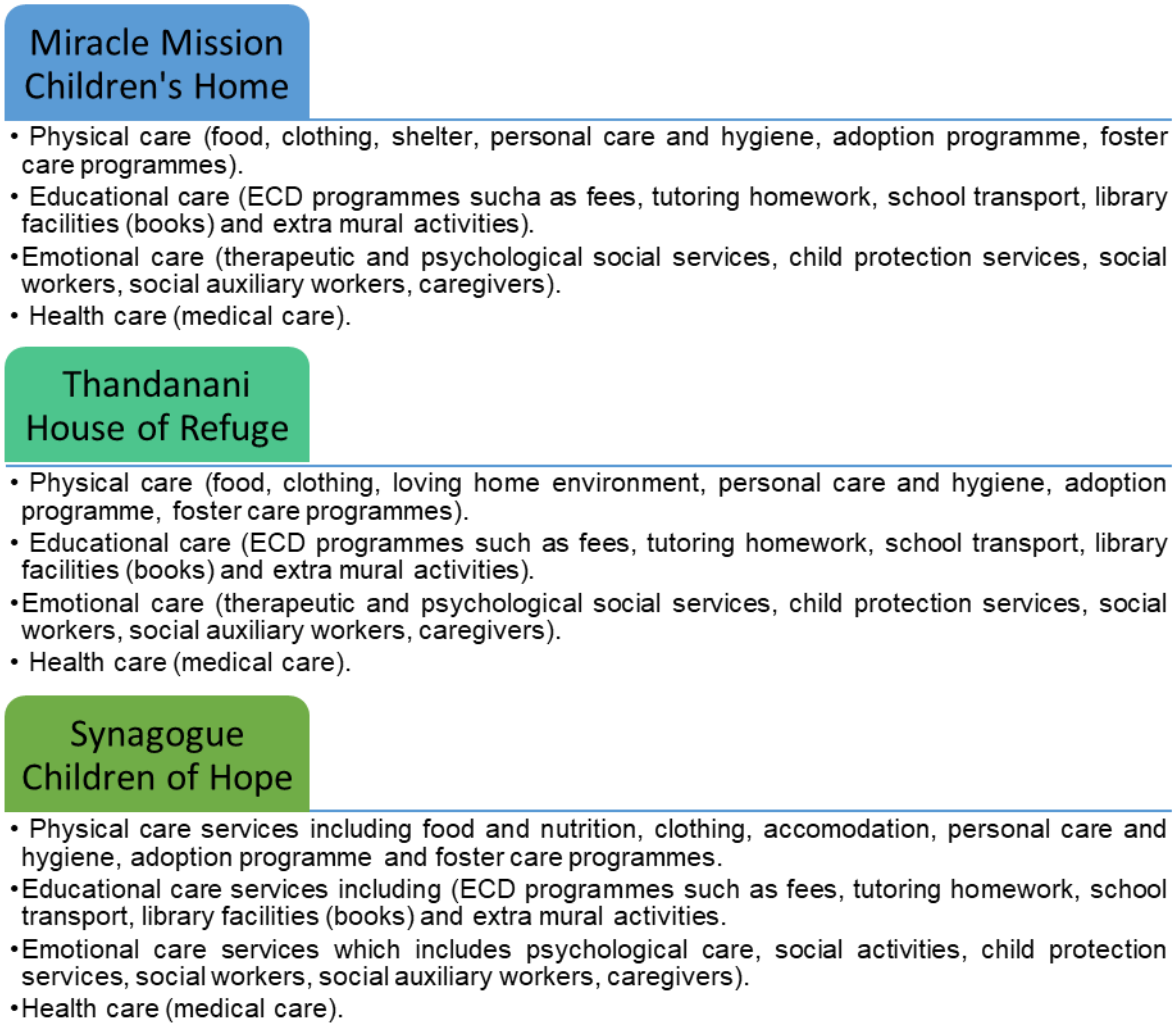

Figure 6. 9: NPO Child social-care services

Source: Own illustration

The forthcoming section elaborated on the multiple features of child social care services and the gaps in service provision.

6.10.2 Gaps in service provision

The gap that is shown by the CYCCs under study is that there is much focus on the provision of services only but not giving much attention to service providers. The participants said:

> **Participant 18:** *"There is a problem in service provision because there is a lot of effort in making sure that the services are provided but the people who provide the services are not well equipped."*

Participant 25: *"There is a gap in service provision because there is a need for proper planning to be able to provide such services effectively."*

Participant 11: *"As house parents, I think we have to be educated and be involved in training and decision-making so that our voices are heard because we do the actual work on the ground, so we know what children need because we spent a lot of time together."*

The findings found that there is a problem in service provision. Much focus is given to the services but not equipping service providers. To add, proper planning to provide the services effectively is lacking. Besides, house parents are not involved in making decisions in the organisation, yet they know the problems children face because they spent a lot of time together. In this respect, the participants disclosed that for service provision to be sustainable, there is a need to equip service providers and proper planning. Lalor and Share (2013) argue that although social care is comprised of the provision of services, it is not just such services that require various skills and proper understanding. The component of proper planning and formulation in various ways to provide such services is still very limited in the context of CYCCs. Insufficient support for CYCCs caregivers was analysed as a sub-theme in the following sub-section.

6.10.3 Insufficient support for CYCCs caregivers

The participants indicated that there is limited support for the caregivers in terms of know-how of what is happening in major issues of the day to day running of the organisation. To add, the participants indicated that there is a lack of consultation from those in top management with the people who do the actual work. One of the participants said:

Participant 10: *"All the decisions about what happens in the organisations are made by the top management, yet we work with children every day but not included in the affairs that run the NPO."*

Participant19: *"I wish I knew what they talk about in the meetings that happen there at the management."*

Participant 28: *"The management are responsible at making all the decisions with regard to all the children in this organisation as caregivers we are not involved in such matters."*

The findings indicated that decisions on organisation matters are only done by the top management, yet the caregivers are the ones who directly works with the children. The caregivers do not attend the meetings and do not know what the management discuss. The management gets to decide about children matters, but the caregivers are not involved. This shows that there is very limited support for caregivers in terms of decision-making in matters that affect children. There are procedures and rules they are supposed to follow before they take necessary action which may put the lives of children in danger if they fail to reach the management early. This is the same as governance theory which borrows its frameworks from classical management theory which is top-down approach meaning that the management controls all the decisions (Bradshaw, 2007). The control of the management has implication on the provision of child social-care services in that the people who do the actual work are excluded from important matters that will help them to offer their services well. The top-down approach does not equip the people in the lower management but rather tell them what to do, which might affect the services they provide because of less knowledge.

6.10.4 Obstacles in rendering child social-care services

The three CYCCs are facing various obstacles in rendering their services. The obstacles that Miracle Mission Children's Home face that may affect the sustainability of their services are comprised of various issues. They include a lack of volunteers, especially now because of the Covid-19 pandemic. There is bureaucracy in the provision of services between the management and the caregivers that may affect the children who need urgent help. Numerous regulations that are necessary for the protection of beneficiaries need to be acknowledged. The participants had to say:

Participant 11: *"They donate money, nappies, formula, salt, toiletries everything, because of COVID they are donating a little because the other people are not working."*

Participant 7: *"A lot of regulation which we acknowledge is very necessary for the protection of beneficiaries at the same times those regulations do make us hamper some to provide the services we need to provide at the same time there is a gap between the government and the service provider."*

Participant 8: *"The biggest obstacle was finding them a home yet they already found homes like families that have been identified, but they couldn't go because they were abroad the families are abroad oversees so they couldn't travel overseas because of Covid-19 pandemic that was the biggest challenge, there are children who are already identified, but they cannot go for adoption, but the family already had homes but the families."*

The findings found that Covid-19 have reduced the donations of money, nappies, formula, salt and toiletries. Tinkler *et al*. (2020) posit that the disruptions of Covid-19 have worsened the sustainability challenges of NPOs that were already there because the pandemic has affected various funding sources of NPOs. These funds are from individual donations, government, and foundation grants and from fees they charge for the service. The various sources of funding were affected because most people were not working. To add, the children who were adopted abroad could not go due to the Covid-19 pandemic. Barnard and Maruru (2020) state that the global health and economic pandemic is affecting NPOs operations and sustainability because it reduced the numbers of staff members, stakeholders' interactions and limited the movement of staff. In addition, the pandemic caused involuntary working from home, initiating new ways of doing work, the costs and demand for services increased and some loss their expected funding from various sources. Regulations that protect the children are various, which is good, but the problem is the gap between the government and service provider. This gap is shown by limited collaboration between the Gauteng DSD and service providers. Obstacles that are faced at Thandanani House of Refuge that may affect the sustainability of their child social-care services are assessed in the following paragraphs. The participants said:

Participant 26: *"We did not manage to do our fundraising events due to deadly coronavirus pandemic which affected our financial state this year, but*

we always have a funding challenge even before the virus, but it worsened the situation."

Participant 25: "*Fundraising is not easy because it requires skills and collaboration with other stakeholders''*.

Participant 27: "*Each year we need to apply for funding from various donors which may not be guaranteed for the growing number of abandoned and homeless children who require increased resources in terms of staff, facilities, and finances are required''*.

Participant 30: "*Like other NPOs, Covid-19 have not spared in affecting our operations, staff capacity and lack of volunteers."*

The findings found that fundraising events were disrupted by the Covid-19 pandemic, which just worsened the situation, but besides that finances have been a challenge since. Brown (2019) argues that a fundraising strategy can be used to maintain financial sustainability during economic downturns. Likewise, the operations and the capacity of the staff was not spared because volunteers reduced in number as well. Tshikululu Social Investments (2020) asserts that Covid-19 have affected NPO operations, their programmes, services and management due to reduced staff and decline in income caused by various measures of lockdown and social distancing. However, the NPO was resilient despite the challenges the NPO embraced innovation and the new ways of conducting work like working from home and for the caregivers they had to stay there for some time making shifts with other caregivers so that they continue to serve their beneficiaries.

Fundraising is a challenge because NPOs are required to collaborate with other stakeholders and have the proper skills to achieve that. According to Brown (2019), partnerships are a very vital tool to enhance fundraising efforts within an NPO. Muriithi, 2014 argues that partnerships help NPOs to create and diversify their brand image, to fundraise and differentiate themselves from their competitors. Besides, the application for funding from donors each year may not be guaranteed, but there is a growing number of abandoned and homeless children which requires more staff, facilities, and financial resources. Obstacles that may affect the sustainability of child

social-care services at Synagogue Children of Hope NPO were analysed in the following paragraphs. The participants said:

> **Participant 18:** *"We need nappies, baby formula as well as food and toys for our children."*
> **Participant 17:** *"We are always short of social workers, caregivers yet our children need their psycho-social support."*
> **Participant 19:** *"The Covid-19 pandemic has affected the adoption and foster care services since children were not supposed to travel and generally the process is very slow which need to be rectified.''*
> **Participant 20:** *"The NPO is facing an obstacle in that we lack the collaboration between our NPO and other sectors like health and welfare sectors."*

The findings disclosed that there are limited numbers of social workers and caregivers who provide psycho-social support to children who were abused, neglected, and abandoned. To add, they need baby formula, food, nappies, and toys for children. The adoption and foster care processes are usually very slow, and now they are worsened due to the Covid-19 pandemic. In addition, the limited involvement of partners and volunteers in supporting child social-care services hinders their objectives of taking care of and protecting children. The participants indicated that the obstacles faced by Synagogue Children of Hope are affecting the quality provision of child social-care services. There is a lack of collaboration between CYCCs and other relevant sectors, like the health and welfare sectors. Sherwin *et al*. (2013) assert that the formal care system is fragmented because there are poor coordination and little cooperation of the Ministry of Health and Social Welfare with non-state actors comprised of NGOs, CBOs, FBOs, international development agencies and donor groups.

In conclusion, the adoption and foster care services are operating on a long and tiring process because that requires a lot of documentation that may delay and extend the years of children in institutional care. Since the obstacles that are faced in institutional care or CYCCs are multi-dimensional, they share similar difficulties because their services are mostly alike. The obstacles vary because some originate

from the external and some from the internal environment like for instance the effects of Covid-19 in the provision of child social-care services, lack of collaboration between CYCCs and other relevant sectors like the health and welfare sectors, limited social workers and caregivers.

Figure 6.10 below shows the obstacles that NPOs in child social care are facing. Importantly, NPOs under study are facing various obstacles that may hinder the sustainability of their services which requires a specific set of skills related to each obstacle. These skills need to be gained from their knowledge on the legislations that relate to children by all stakeholder, including social workers, caregivers and house parents. The obstacles require different solutions in the various contexts of the economy; for instance, in the external environment, there is a need for the alignment of the DSD and NPOs legislation and inclusion of caregivers in decision-making.

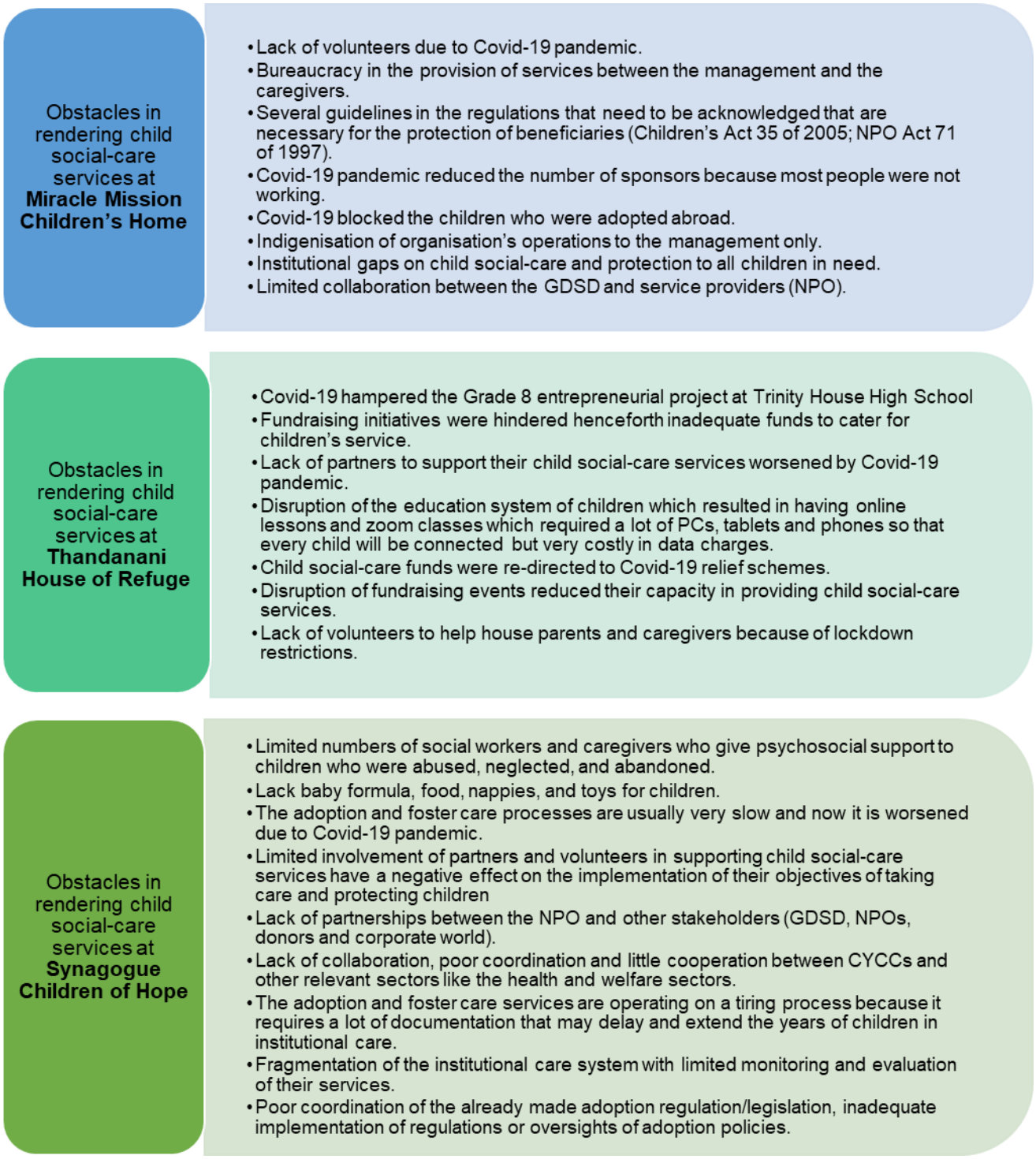

Figure 6. 10: Obstacles affecting child social-care NPOs services

Source: Own illustration

6.11 Conclusion

In conclusion, sustainability challenges that are affecting NPOs under study are in various forms. They range from the management, lower-level management, or staff (internal issues) and external issues that are comprised of shocks in the economy

and the Covid-19 pandemic. The 33 participants who participated in this study gave their perceptions on the sustainability challenges that they are facing in implementing youth empowerment programmes and child social-care services. Thirty (30) participants were from various participants in the NPOs studied and 3 participants from the DSD in Gauteng Province, whereby they gave their insights about sustainability challenges that NPOs are facing. These sustainability challenges that were identified from this study are shown by various themes and sub-themes that relate to factors that affect NPO sustainability.

The study found that sustainability is understood in different ways some from the financial lens, some from the capacity of the management to steer the organisation for a long time and others are not familiar with what sustainability is. In this respect, this study established that NPO sustainability is the ability of the management to sustain the organisation in the long run through funding, income-generating initiatives (social entrepreneurship) and adherence to its constitutions to run its services and programmes according to its purpose in order to continue to serve its beneficiaries. NPOs have sustainability plans, but their implementation is lacking; hence they have them as a culture since they are required when they apply for funding.

The study established that duplication of services results in competition between both big and small NPOs in the same sector, but the small NPOs suffer. They lack capacity because they are not well known in the market, and they mobilise their resources better than small NPOs. To add, the study reported that the management and the board lack the relevant skills that can enhance NPO sustainability. This is because their involvement in sustainability matters is lacking and because they are employed on contracts means that there is no job security and they often lose their personnel to the government which offers permanent jobs with better salaries.

The study exposed that NPOs struggle in their operations because of a lot of procedures, rules that need to be followed, for instance, a lot of paperwork which is a tiring process that hinders the sustainability of NPOs in that instead of focusing on the youth programmes and child social care services they spent a lot of time running around in search of other donors. NPO-NPO collaboration is needed for small NPOs

to add to their resources that are inadequate and for them to be well known in the market. Likewise, NPOs need a proper relationship with their donors which requires them to realign their target to benefit all stakeholders involved.

The study established that the DSD inefficiencies are caused by the malfunctioning application process with the DSD for funding, lack of proper institutional procedures and the lack of NPO and DSD collaboration. The difficulties in lodging documents online for funding together with difficulties in keeping up with the Department's requirements since there is a lot of administration and politics. In this respect, the collaboration between the NPOs and DSD is still very limited because the NPOs view the DSD as controlling rather than government intervention.

The study settled that there are some gaps in following the *NPO Act* (71 of 1997) in that NPOs lack full implementation at all levels due to the need to follow long processes and comprehensive guidelines that need full compliance. To add, there is a gap in that the *NPO Act* (71 of 1997) does not give clear guidelines on how NPOs can achieve sustainability. The study established that the gap in the *NPO Act* (71 of 1997) need an alignment and amendment by incorporating an entrepreneurial and non-entrepreneurial segment so that NPOs operate as social enterprises to achieve their sustainability on their own. Likewise, the study established that the contents of the *NPO Act* (71 of 1997) are comprehensive; hence they are not well known.

The study found that the knowledge about the *National Youth Development Agency Act* (54 of 2008) is very limited and has an implication because both the NPO management and all the staff empower the youth which requires them to have strategies that may lead them to be effective in their youth empowerment programmes. Likewise, the lack of knowledge on the *Children's Amendment Act* (41 of 2007) on the staff indicates that the right of vulnerable children may be jeopardised since they are required by the law to have protection strategies in line with the needs of the children. This becomes difficult when they are not familiar with what is required from them apart from food, bath and sleep. The researcher narrowed down to the 3 legislation analysed above because they are the main Acts guiding this study.

The study unveiled that the diversity of the NPO programmes requires more resources like finances and skilled human resources with knowledge of the programmes provided. Multiple features in youth empowerment programmes make it difficult to understand what youth empowerment entails as it includes a lot of things that poses difficulties in addressing such issues. In this respect, youth empowerment is understood in various ways such as the participation of the youths in their programmes and making decisions, fostering skills development in entrepreneurship, career guidance, learnership programmes among the youths, providing the required information about workplaces, counselling, feeding schemes, food parcels and sanitary pads depending on the organisation.

Finally, the study exposed that the adoption and foster care services are operating on a long and tiring process that requires a lot of documentation that may delay and extend the years of children in institutional care. Besides, the NPOs in institutional care are offering similar services which pose competition for the same resources. The study established that caregivers, house parent and social auxiliary workers need to gain skills on legislations that relate to children by not excluding them in decision-making in NPO matters. The study unveiled that the obstacles faced in CYCCs vary in that some originate from the external and some from the internal environment. For instance, the effects of Covid-19 in the provision of child social-care services, lack of collaboration between CYCCs and other relevant sectors like the health and welfare sectors, limited social workers and caregivers. However, although Covid-19 affected NPO programmes and services like any other sectors in the economy worldwide, NPOs managed to be resilient despite the challenges by embracing innovation and the new ways of conducting work like working from home and for the caregivers they had to stay there for some time making shifts with other caregivers so that they continue to serve their beneficiaries. The following chapter gives a proposed integrated and multi-dimensional NPO sustainability framework that incorporates the notion of youth empowerment and child social care.

CHAPTER 7: PROPOSED NPO SUSTAINABILITY FRAMEWORK

7.1 Introduction

The main purpose of this study was to identify the factors that can be used to propose an integrated framework that can contribute to sustainability in selected Johannesburg NPOs for them to achieve youth empowerment and adequate provision of child social-care services based on a theoretical framework and empirical results. In this respect, this study sought to identify various strategies that can be used by the various stakeholders and NPO management and to curb the multiple sustainability challenges in this sector. Importantly, there is a need to take note that the sustainability challenge is not to be viewed only from the financial lens but will rather incorporate other issues that may hinder NPO sustainability and cause challenges in implementing youth empowerment activities and providing child social-care services. The purpose of delving into multiple sustainability challenges that NPOs face is to develop and provide an all-inclusive remedy that may help the NPO management to continue to deliver their missions, visions, and objective for the benefit of their beneficiaries or stakeholders.

7.2 NPO sustainability framework to achieve youth empowerment and adequate provision of child social-care services

In incorporating NPOs sustainability challenges in the literature review and findings from this study, the researcher proposes an integrated framework towards achieving NPO sustainability for youth empowerment and provision of child social care. The framework is based on case studies of NPOs that empower the youths and NPOs that provide child social-care services in CYCCs (institutions), which may be applied to other NPOs facing similar sustainability challenges. This framework addresses the main objective of this study which is to identify factors that can be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social care-services in Johannesburg. This proposed framework is summarised in Figure 7.1 below, and the elements thereof explained in the rest of this chapter.

Figure 7.1 below shows the linkage of the 5 stages of the integrated sustainability framework of NPOs. The arrows of the NPO sustainability formulation, process, implementation, results and continuous review and refining shows the relationship

between stage 1 to stage 5, respectively. The NPO sustainability formulation, firstly, is comprised of elements that include the understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission. Secondly, the NPO sustainability framework is about assessing the internal environment, specifically human resources capacity, governance structures, strategic and operational management (management systems), leadership quality and commitment and financial resources. Thirdly, the NPO sustainability framework is about assessing the external environment, which is comprised of legislation, policy and regulations, economic conditions and shocks, competition from other NPOs/enterprises, technology and donor interests.

The first stage is followed by the sustainability process, which is the second stage. This is whereby the NPO yearn to achieve organisational, financial and programme/service sustainability. The third stage is about NPO sustainability strategy implementation whereby the NPO management, board, and staff identify gaps in the organisation and devise the sustainability strategies that they ought to use to resolve those gaps, thereby enhancing sustainability.

The third stage is comprised of various NPO multi-dimensional sustainability strategies, which are:

- Implementation and operationalisation of the sustainability plan;
- valuing and gaining knowledge about sustainability;
- strategic plans formulation and implementation;
- proper institutional procedures;
- retention of key staff;
- education and training of all role players involved in implementing the *NPO Act* of (71 of 1997), youth legislations and child legislation;
- DSD and NPO collaboration;
- NPO-NPO collaboration;
- Donor-NPO relationship; social capital and networking;
- monitoring and evaluation systems;
- amend the NPO Act (71 of 1997); marketing and communication;
- diversified funding streams and fundraising plans (resource mobilisation) and sectoral legitimacy.

The fourth stage is about the results that NPOs get after implementing the strategies in stage 3. This stage shows how all the stakeholders benefit from the multi-dimensional NPO sustainability strategies including:

- increased stakeholder's knowledge about NPO sustainability NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers, beneficiaries);
- increased knowledge and adherence to NPO legislation, youth legislation and child-care and protection legislation;
- increased resources base in depressed economies when facing shocks like Covid-19 pandemic;
- nurturing a culture of the diverse mix of funding;
- nurturing and yielding of competent skills within the NPO management and the board;
- nurturing and maintaining required skills; improved governance systems with effective and functional boards;
- sound monitoring and evaluation systems in all youth empowerment programmes and child social-care services;
- increased partnerships and networking between the DSD, donors, other stakeholders and NPOs;
- enlightened and well-informed youth educators and stakeholders;
- enlightened and well-informed child social-care caregivers, houseparents;
- educated youth with life skills, skills development, and entrepreneurship knowledge and increased sustenance to all children in need of social care, protection, psycho-social support.

Lastly, the final stage of the integrated NPO sustainability framework is continuous review and refining whereby the NPOs gain information to give feedback on various areas they lack so that they improve on them.

The arrow that connects the understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission and assessing the internal environment and the external environment shows that firstly, it is significant to understand the organisation then assess the features of its internal and external

environments. The arrows between assessing the internal and external environments show the connection and the importance of the internal and external environments in enhancing NPO sustainability. The internal and external environment is interlinked to financial, organisational and programme/service sustainability. This means that to obtain financial, organisational and programme/service sustainability, assessing the internal and external environment is very crucial. Assessing the internal and external environments lead to financial, organisational and programme/service sustainability in NPOs. Correspondingly, the interactive arrows show that to achieve financial, organisational and programme/service sustainability in NPOs there is a need to understand the organisation's objectives, goals and clear values; NPO constitution; vision and mission and (vice versa). Understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission lead to financial, organisational and programme/service sustainability in NPOs. After that, the interactive arrows between assessing the internal and external environments lead to the NPO's multi-dimensional sustainability strategies and (vice versa). The NPO multi-dimensional sustainability strategies arise from assessing the various features of the internal and external environments (human resources capacity, governance structures, strategic and operational management (management systems), leadership quality and commitment and financial resources, legislations, policy and regulations, economic conditions and shocks, competition from other NPOs/enterprises, technology and donor interests). Besides, the interactive arrows that connect the NPO multi-dimensional sustainability strategies and the financial, organisational, programme/service sustainability show their relationship in that the sustainability strategies lead to financial, organisational, programme/service sustainability and (vice versa). The financial, organisational, programme/service sustainability is obtained from applying the NPO multi-dimensional sustainability strategies. Lastly, the NPO multi-dimensional sustainability strategies lead to the desired results.

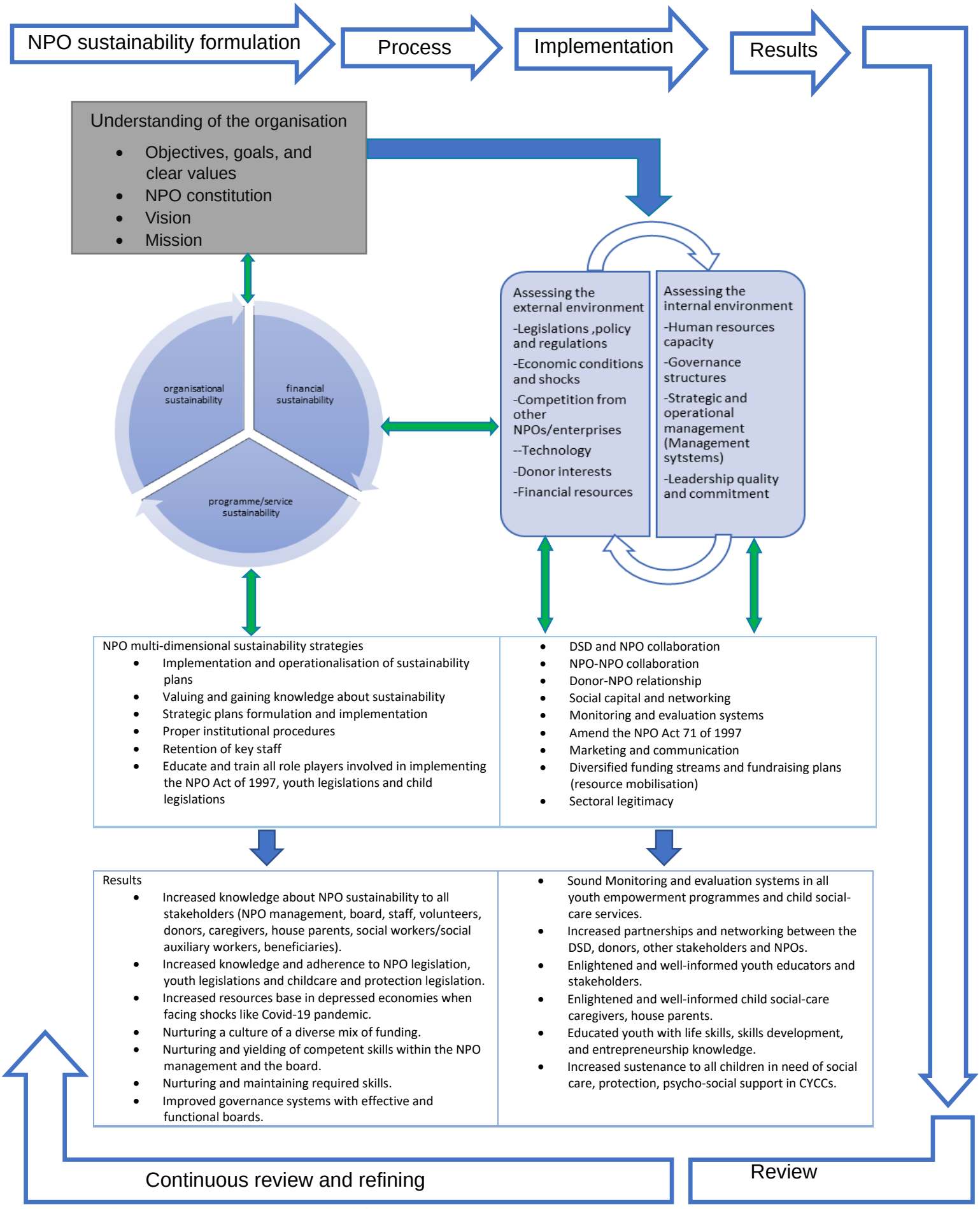

Figure 7. 1: NPO Sustainability Framework

Source: Own Illustration

The interactive arrows which are green show the mutual connection from one stage to another. This means the elements in each influence each other. The blue arrows show that the previous elements influence the elements that follow in each stage. The white arrows show that the internal and external environments are a cycle meaning that they have an ongoing relationship.

The five theories that shaped this study were integrated into every stage of the framework. The social entrepreneurship theory was integrated on the aspect of NPOs ability to acquire and generate income. The social entrepreneurship theory links with the element of financial resources in the integrated framework, although NPOs obtain their funding from various sources. The social entrepreneurship theory emphasises on NPOs' ability to generate income through commercial activities to become more corporate-oriented by adjusting their management approach to focus more on making a profit for their social good (Andersson & Self, 2015). However, Tabaku and Mersini (2014:66) and Bezuidenhout (2017) argue that this is against the spirit of what NPOs stand for.

The RDT integrates the aspect of depending on the external resources and environment for survival. It links with the element of donor interests. This is so because the RDT proposes that for organisations to survive, they are linked to their environment, other organisations and external factors such as the state, private sector and donors. These external actors control the resources, for NPOs to benefit they should interact with the resource providers (Pearl, 2013). To add, links with the element of economic conditions and shock, and how NPOs manage in such environments is important.

The institutional theory integrates the aspect of adhering to the rules and regulations in which the NPO is operating in. The institutional theory links with the element of legislations, policy, and regulations. The institutional theory proposes that there are rules, requirements, and regulations that organisations are to follow for them to obtain legitimacy and be supported (Freitas & Guimaraes, 2007; Beckert, 2010; Claeye & Jackson, 2012; Johnston, 2013; Palthe, 2014). The way organisations obtain and maintain resources from an institutional perspective is what is called legitimacy. Legitimacy seeks to achieve both organisational activities and stakeholder's values and beliefs to fulfil the mission of the organisation. Raynard,

Johnson and Greenwood (2015:1) state that managerial choices within organisations are shaped and constrained by a social web of norms, rules, and expectations from social prescriptions. Hence, they are not autonomous.

Governance theory integrates the aspect of identifying separate roles that are played by the management and board of directors to achieve accountability among stakeholders (Camay & Gordon, 2004). The governance theory links with the element of governance structures in the integrated framework.

The participatory theory integrates with the aspect of involving various stakeholders which includes organisations, groups, and individuals must be involved in decision-making processes in matters that affect them (Reed, 2008). The participatory theory links with the competition from other NPOs/enterprises, technology, and donor interests. In this respect, theories are critical because they shape and provide the foundation of the study.

This following section is about “NPO sustainability formulation”, “Process”, “Implementation”,” Results”, “Review”, and “Continuous review and refining”. This shows the stages in the framework that NPOs are supposed to follow in their organisation to achieve sustainability. The framework shows how each stage influences the next stage that follows it until the last stage is achieved.

7.2.1 NPO sustainability formulation stage

The first stage of the integrated framework is the NPO sustainability formulation whereby the NPO management, board and staff understand where the organisation should be in the future. The NPO sustainability formulation involves the understanding of the organisation’s objectives, goals, clear values, NPO constitution, vision, and mission. In this respect, all stakeholders in the NPO should be able to participate in making decisions because they are the ones who carry out the actual work. The participants in this study indicated that NPOs’ incorporation of the notion of sustainability into their management systems and constitutions is very limited, which has hindered their ability to achieve sustainability. The reason being that NPOs always shift or offload their burden to acquire sustainability to other institutions like donors, the state, and CSI while excluding themselves from the puzzle, yet they are the main proponents for their sustainability. The NPO sustainability framework was evaluated and explained in the following sections.

7.2.1.1 Understanding of the organisations' objectives, goals, clear values, NPO constitution, vision, and mission

All NPOs stakeholders should be able to understand the objectives, goals, clear values, NPO constitution, vision, and mission of the organisation. Rosenthal *et al*. (2012) argue that NPOs need to operate within their purpose, ethics, values and responsibilities to guide and inform the way organisations manage and conduct their affairs. The understanding of the organisation's objectives, goals, clear values, NPO constitution, vision, and mission helps all the stakeholders to implement and practice their roles effectively with knowledge of what needs to be done and where the organisation is going. However, this study established that the NPOs have sustainability plans in their constitutions, but the implementation is lacking. Deloitte (2013) holds that organisational missions and objectives can be achieved when organisations comply with their legal and regulatory requirements; hence there is a need to put systems and structures that help them to implement their sustainability plans.

Understanding of the organisation contributes to sustainability in that the management and staff function accordingly with knowledge on what they are supposed to do without drifting away into unrelated causes and activities. In addition, all resources, campaigns and activities of NPOs must be dedicated to benefiting the public and not personal goals. The NPO management and the board must use their limited resources responsibly and effectively in an appropriate manner by focusing on their mission and objectives. This will enable them to resolve conflicts within the organisation without favouritism and discrimination. The NPO management and the staff are encouraged to commit and participate in making decisions to all the affairs of the organisation. The arrow that connects the understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission and assessing the internal environment and the external environment shows that firstly it is significant to understand the organisation then assess the features of its internal and external environments.

7.2.1.2 Assessing the internal environment

The NPO stakeholders then need to assess their internal environment after understanding the organisations' objectives, goals, clear values, NPO constitution,

vision, and mission. The internal environment consists of governance structures; human resources capacity; strategic and operational management (management systems); leadership quality and commitment, and financial resources.

- **Governance structures**

The findings indicated that the management and the board lack the required skills that are geared towards NPO sustainability. According to the governance theory, there is need to create structures that shows the roles of the management, board and staff within the organisation that they can be able to steer the organisation forward (Stoker, 1998). Orkorley *et al.* (2012) argue that having weak and inappropriate organisational structures negatively affects their day to day business. This study found that although the board of directors are involved in governing the NPOs, their involvement in advancing the organisation towards sustainability is lacking. Camay and Gordon (2002) ague that even though the board might have high and relevant technical skills, they may not have the capacity to serve the institutions they govern. This may be because of lack of interest and commitment of board members to prioritise on the affairs of the organisation by shifting their focus to other priorities that are outside the organisation. Batti (2014) argues that mostly, NPOs do not have governance instruments such as constitutions, policies, and guidelines and this tend to scare off potential donors. In this regard, there is need to make sure that there are proper governing systems that aim to achieve NPOs sustainability. Karanja (2014) confirms that governance issues become more complex as organisations grow because the leaders are unable to grasp new competencies needed for growing organisations. This affects their credibility as they will be unable to deliver roles such as advocacy, monitoring and evaluation, thereby affecting their sustainability.

- **Human resource capacity**

This study found that management and staff do not have proper skills, and they have very limited know-how on how to use and apply their skills to enhance their capacity in managing their NPO, especially on fundraising and sustainability of their programmes and services. Kabdiyeva (2015:167) argues that leaders of NPOs are usually dynamic and enthusiastic people, but they lack appropriate skills and expertise to manage organisations. Othman *et al*. (2012) argue that the key human resource factor that enhances NPO sustainability is leadership. Orkorley *et al.* (2012)

affirm that one of the pillars for a sustainable organisation is when the staff and management are motivated to do their work and qualified for their duties. Batti (2014), Matsimbi and Mtapuri (2014) hold that capacity limitation in terms of human resource and insufficient staff makes it difficult to pursue appropriate funding or resources. This affects their ability to obtain funding from various sources.

- **Strategic and operational management (management systems)**

The study found that the skills gap in NPOs affects their abilities to obtain sustainability because they lack the required know-how to advise on related strategies towards sustainability. There is a need to employ committed, passionate, willing, competent, and skilled people. The lack of skills results in affecting the strategic and operational management (management systems of the organisation. This study argues that there is need to adopt sustainability strategies that help NPOs to maximise their capabilities, internal resources and ability to cover gaps that need to be filled. This will inform the NPO management and other stakeholders on how to utilise their internal resources towards achieving sustainability.

- **Leadership quality and commitment**

The leadership quality and commitment are crucial in enhancing NPO sustainability because they involve investing in resources such as training other leaders to gain experience and educate them. When the leadership is committed, they can make decisions that relate to the changes in their organisations and the environment they are operating in. Gleaves (2017) argues that having sustainability plans in NPOs without effective leadership that can commit to implementing them is problematic. Committed leadership is vital because it allocates the resources that help to fulfil the mission and objectives of the organisation.

The purpose of the forthcoming section is to provide an indepth evaluation of how the external environment influence NPO sustainability.

7.2.1.3 Assessing the external environment

For NPO sustainability to be achieved, there is a need to understand the external environment in which organisations operate. The external environment is comprised of the legislations, policies, and regulations; economic conditions and shocks; competition from other NPOs/enterprises; donor interests, technology facilities and financial resources. The NPOs need to take note of and adapt to the ever-changing

external environment so that they achieve sustainability. RDT proposes that organisations are linked to their environment as well as with other organisations for survival (Pfeffer & Salancik, 1978). In this respect, the state, private sector, and donors are the external actors who control the resources. Hence, for NPOs to benefit they should interact with the resource providers (Pearl, 2013). Wang and Yao (2015) argue that resource providers may supply organisations with various aspects like knowledge, materials, information, finances, and human resources. Since NPOs get support from the external environment, they need to manage their relationships so that they survive and retain their autonomy (Gomes, 2006). Likewise, Pfeffer and Salancik (1978) and Davies and Cobb (2010) confirm that organisations need to cope with dependencies and follow the rules in their environment to prosper and survive in their activities. Importantly, RDT insinuates that to function effectively, organisations need to work together with those who supply such resources (Pfeffer & Salancik, 1978).

McMurtry, Netting and Kettner (1991) argue that the stringent environment results in NPOs facing myriad challenges in the provision of relevant services to the beneficiaries and these include the decline of state support, a continual increase of the number of people in need of their services and stiff competition from other organisations providing similar services. There is a need not to divert away from the mission of the organisation. Foster and Meinhard (2005) found that larger organisations reproduced a diversified funding base, collaborated with other organisations, reported greater competitive pressure, and employed a business orientation. On the contrary, smaller organisations showed a negative outlook of the external environment because of significant fewer revenue streams as compared to larger organisations. This means that small NPOs need to collaborate with other organisations that offer the same programmes and services to broaden their capacity base. The f elements in the external environment that need to be assessed by NPOs to be sustainable were analysed in the following paragraphs.

- **Legislation, policy, and regulations**

The legislation, policies, and regulations guide NPOs in their different domains regarding the laws they must adhere to. In this respect, NPOs must adhere to laws and rules in their field to function sustainably. According to the institutional theory, NPOs must ensure sectoral legitimacy to engage donors for resources for

sustainability (DiMaggio & Powell, 1983). DiMaggio and Powell (1983) affirm that the environment represents several relevant actors for organisations such as suppliers, customers, competitors, or regulatory organisations. Importantly, the rules in the environment tend to influence the decisions of management regarding their strategies because they accommodate the perceptions of other members in the field, which result in organisational change (Bloodgood & Morrow, 2000).

- **Economic conditions and shocks**

NPOs need to assess the economic conditions and shocks in the economy in which they operate so that their programmes and services are not affected as indicated in the findings that some resources to enhance the NPOs objectives were now re-directed to cater for Covid-19 pandemic shocks. Brown (2019) argues that NPOs need to adopt strategies that suit the downturns in the economy.

- **Competition from other NPOs/enterprises**

The NPOs need to assess that they are not competing with other NPOs for the same resources, so they can partner to create economies of scale for the betterment of their services and programmes. Likewise, the interest of donors needs to be aligned so that they support the same goals to reduce conflicts on who to follow, as indicated in the findings.

- **Technology facilities**

There is a need to assess the technology facilities that are used by the DSD that affects the effectiveness of NPO's applications for funding. This requires integrating proper systems that allow documents to be uploaded on online applications to reduce the backlogs at the DSD.

- **Donor interests**

Likewise, the interest of donors needs to be aligned so that they support the same goals to reduce conflicts on who to fund, as indicated in the findings and the literature.

- **Financial resources (government funding, private sector funding, self-generated income)**

Government funding and private sector funding are very important sources of funding for NPOs. In this respect, NPO's financial resources are supposed to be from

various sources to achieve sustainability. Brown (2019) confirms that leaders in NPOs lack strategies that can maintain and build their organisations' financial sustainability to provide their social services continually. The study found that the main funding stream for NPOs is the government with 52 percent followed by 18 percent of the international institutes and governments. CSI initiatives constitute 12 percent and religious institutions, individual contributions and self-generated income all constitute 6 percent. Kang'ethe and Manomano (2014:1497) point out that the state funds make up about 80 percent in supporting NPOs. Likewise, Brown (2019:77) argues that "the government is the major funder of NPOs which is shown by government funding constituting 80 percent, followed by 15 percent from local businesses (CSI) and 5 percent from private donations". The results show that the NPOs need to invest more in self-generated income and other sources of funding. This shows that entrepreneurial NPOs must be on the outlook for opportunities to access finance beyond their donors. However, Hodge and Picolo (2005) argue that the organisations that are funded privately tend to be less vulnerable in terms of funds as compared to those that are funded by the state and those funded commercially. This shows that even though NPOs get their main funding from the DSD, they still need to have other various sources which are crucial to sustain themselves.

- **NPO linkages**

NPOs need to assess their linkages with other NPOs so that they gain mutual support and benefits. These linkages may influence the visibility of those NPOs which are not well known to be known. They can link with the state and corporates to widen their resource base.

- **Financial project opportunities**

The NPOs need to assess the financial project opportunities when they raise their funds because various ways they use to obtain funds require them to follow their terms which becomes contested for NPOs. They need to assess their financial project opportunities so that the NPOs become aware of their requirements and assess if they align with their objectives.

The NPO management may understand the external environment better if they know what is happening outside their organisation because they do not operate in a vacuum, therefore they must come up with solutions that suit the problems presented. This helps them to assess their external environment by adjusting their strategies to match the shocks that may be available so that they operate efficiently. The linkage between the internal and external environment is that of a cycle, meaning that they have an ongoing relationship.

7.2.2 Sustainability process stage

The second stage of the framework that NPOs should adopt to obtain sustainability is the NPO sustainability process, whereby they yearn to achieve organisational, financial and programme/service sustainability. The second stage of the framework comes after understanding the organisations' objectives, goals, clear values, NPO constitution, vision, and mission, and assessing the internal and external environments. This means that in order to obtain financial, organisational and programme/service sustainability, assessing the internal and external environment is very crucial to promote financial, organisational and programme/service sustainability in NPOs. Organisational sustainability is at the centre of the second stage, but it needs finances and human resource to be able to fulfil the youth empowerment programmes and child social-care services in this respect. The interactive arrows show that to achieve financial, organisational and programme/service sustainability in NPOs, there is need to understand the organisation's objectives, goals and clear values; NPO constitution; vision and mission and vice versa. The understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission lead to financial, organisational and programme/service sustainability in NPOs.

- **Financial sustainability**

Financial sustainability is crucial in the provision of youth empowerment programmes and child social-care services in this respect. The social entrepreneurship theory advocates that NPOs should introduce innovative ideas and solutions, proactive and risk-takers aiming to enhance social mission and sustainability of NPOs (Weerawardena & Mort, 2006; Andersson & Self, 2015:2719; Beech, 2018). Tabaku and Mersini (2014:66) and Bezuidenhout (2017) confirm that the insufficient funds of

the state to support their NPO initiatives forces NPOs to be more corporate-oriented and adjust their management approach to focus more and more on profit-making, which is against the spirit of what NPOs stand for. However, Boschee (2006) views social entrepreneurial NPOs as profound since they sustain themselves as compared to more traditional NPOs that rely solely on donations. Social entrepreneurial NPOs are beneficial in that they can achieve a competitive advantage that helps them to thrive when competing with other NPOs for markets, thus enhancing their sustainability (Weerawardena & Mort, 2006; Weerawardena *et al.,* 2010).

Most of the participants of the study still view NPO sustainability largely from the financial lens while others view it from managements' capacity to steer the organisation in the long run. Ahmed (2013) argues that achieving financial sustainability is not the ultimate way to survive as NPOs since there is a need to consider other alternatives to reach the final goal that is organisational sustainability. The argument of this study is not against acquiring financial sustainability but against the argument that associate NPO sustainability to finances only. Coetzee (2017) argues that financial sustainability is a part of organisational sustainability. This means that organisational sustainability is important because it stresses that the NPOs should have committed and skilled human resources, sound organisational systems and structures. It also ensures that NPOs use and implement their sustainability plans at all levels.

- **Organisational sustainability**

Organisational sustainability is at the heart of NPOs because it is made up of people with the capacity to direct the organisation to achieve their objectives. Ahmed (2013) argues that NPOs need to take the issue of capacity seriously and tackle the issue of sustainability in an integrated way, through using non-funding strategies. In this respect, NPOs are to focus on their values and ethics to motivate human activities so that they judge and balance competition and cooperation. This means that NPOs need to reduce competition they have with other NPOs and cooperate for the common good. To add, the role of NPOs in the world of uncertainties is to focus on the value of their programmes and services to their beneficiaries and tackle the risks encountered in fulfilling those values. This requires them to advocate, monitor, and evaluate their programmes and services and align their programmes and services

with the state policies and the market. Besides, NPOs need to mediate and negotiate their rights amongst other sectors such as the state, market, and civil society to ensure that the risks are redistributed to all stakeholders. This requires the cooperation, mergers, and linkages between all stakeholders. Thus, when organisational sustainability is achieved then NPOs will be able to mobilise for financial resources from various sources resulting in financial sustainability, then they will be able to implement all their programmes and provide services resulting in programme/service sustainability.

- **Programme/service sustainability**

Programme/service sustainability needs to be achieved because without it, the objectives of the organisation may not materialise. This involves achieving both financial and organisational sustainability. In this respect, NPOs need to sustain their various sources by keeping them updated on the progress and achievements in their programmes and services. This means that NPOs should have the databases of all their donors and be able to give them feedback on their programmes, services and activities. NPOs need to make sure that they continue to provide services to their beneficiaries and continue to serve those who depend on them. Hailey (2014) defines sustainability as the ability to endure and continue implementation of programmes. This requires the operational management to continue managing human resources, their expertise, equipment, information and all the resources needed to provide their programmes and services. Choto (2019) argues that the function of operations is vital in any organisation despite its industry, size, or profit status. In this respect, operations managers are advised to provide their services based on the needs of their beneficiaries and be able to market their services. Importantly, there is a need to note that sustainability is affected more by the operations management, hence, the need to embrace organisational sustainability to enhance programme/service sustainability.

7.2.3 Sustainability strategy implementation stage

The third stage of the NPO sustainability framework is the implementation stage and is informed by the sustainability process that is influenced by assessing the internal and external environment in which NPOs operate to obtain organisational, financial and programme/service sustainability. This stage of the NPO sustainability strategy

implementation is whereby the NPO management, board, and staff design sustainability strategies that they ought to use to achieve sustainability. In this stage, they identify the gaps in the organisations and devise the solutions to resolve those gaps. The participants in this study disclosed that the support for strategies towards sustainability is lagging because they lack the required skills and know-how on how they can be sustainable. The participants of the study suggested what they think can be used as strategies on the sustainability challenges they are facing. The designed strategies should include multi-dimensional factors that relate to the sustainability challenges they are facing in their NPOs. Mukanga (2011:23) argues that NPOs adopt sustainability strategies to ensure that they survive for a long time.

The interactive arrows show that to have the NPO multi-dimensional sustainability strategies, there is a need to assess the various features of the internal and external environments. Besides, the interactive arrows that connect the NPO multi-dimensional sustainability strategies and the financial, organisational, programme or service sustainability show their relationship in that these sustainability strategies leads to financial, organisational, programme or service sustainability and vice versa. The financial, organisational, programme or service sustainability is obtained from applying the NPO multi-dimensional sustainability strategies. The designed strategies range from financial, organisational and external challenges that affect the sustainability of NPOs, and they include:

- Implementation and operationalisation of sustainability plans
- Valuing and gaining knowledge about sustainability
- Strategic plans formulation and implementation
- Proper institutional procedures
- Retention of key staff
- Educating and training all role players involved in implementing the *NPO Act* (71 of 1997), youth legislations and child legislation
- DSD and NPO collaboration
- NPO-NPO collaboration
- Donor-NPO relationship
- Social capital and networking
- Monitoring and evaluation systems

- Amending the *NPO Act* (71 of 1997)
- Marketing and communication
- Diversified funding streams and fundraising plans (resource mobilisation)
- Sectoral legitimacy

7.2.3.1 Implementation and operationalisation of sustainability plans

The NPOs should be able to implement their sustainability plans in their constitutions, missions, visions, objectives, goals, and clear values. The sustainability plans will state what NPOs need to do to remain sustainable in the time of shocks like the global recession, Covid-19 and even in a stable environment. The findings of this study indicated that the NPOs under study have sustainability plans. Still, proper implementation is lacking, and they rather focus on the programmes and services they provide as stated in their constitutions. This shows that the incorporation of sustainability plans into management systems of NPOs poses a gap in the study at hand because all 6 NPOs indicated that such plans are there but not integrated fully because they lack the right skill sets to take the initiative. This shows that NPOs are still struggling to implement and integrate the sustainability plans into their management systems and processes as argued by Daub, Scherrer and Verkuil (2014). Geurts (2016) argues that NPOs still lack policies and approaches that clearly elaborate on sustainable ways of operation within their internal organisation and for that reason, sustainability values and principles are not visible. Correspondingly, Finkbeiner *et al*. (2010) assert that most organisations face difficulties in the implementation of the sustainability concept. They face implementation difficulties because they lack the know-how of what sustainability entails since the concept is extremely contested. In this regard, there is a need to gain the know-how on what sustainability entails to be able to implement it in their sustainability plans.

7.2.3.2 Valuing and gaining knowledge about sustainability

All stakeholders should gain knowledge about sustainability so that they can be able to value and implement its plans in the NPOs. This means that there is a need to educate all stakeholders about NPO sustainability, including NPO management, board members, caregivers, house parents, volunteers, social workers, and social auxiliary workers. The participants exposed that sustainability is important but not

valued because they lack proper skills to work towards that, and they are just used to the tradition of getting donations. Likewise, the findings indicated that all 6 NPOs interviewed have not yet reached the stage of sustainability but specified that they are yearning to reach that level in their operations. However, they are resilient, given the various obstacles hindering them from providing their programmes and services fully in maximum capacity. In addition, though they have sustainability plans, their implementation is lacking. This study established that continuing to operate for a long time is not what sustainability is all about. However, the study established that NPO sustainability is the ability of the management to sustain the organisation in the long run through various sources of funding, income-generating initiatives (social entrepreneurship) and adherence to its constitution in running its services and programmes accordingly for continued service to its beneficiaries. The NPOs are still lagging in terms of having various sources of funds and lacking the proper skillset, committed and competent management and board. Still, they lack knowledge on how to make use of their sustainability plans which is affecting their capacity in providing youth programmes and child social-care services. Tucker (2018) supports the view that at organisational level, there is little knowledge regarding organisational sustainability and how to manage NPOs by all stakeholders because of lack of full and depth understanding of what it entails. This shows that there is a need to familiarise themselves with what sustainability entails at all levels so that they can be able to value and incorporate it into their management systems.

7.2.3.3 Strategic plans formulation and implementation

NPOs should be able to formulate and implement their strategic plans well to achieve sustainability because they make decisions on each step that the organisation is supposed to take. Mukanga (2011) argues that sustainability strategies used by NPOs include having strategic plans that enable them to structure a long-term direction innovatively so that they plan ahead of others and have better NPO and donor reporting standards at all stages. The strategic plans should clearly state the roles of each person and their job descriptions and make sure each one is performing well. The job descriptions may vary which can be operations and financial management. The operations management plans detect and direct on the resources that the NPO requires to provide their programmes or services. The financial management deals with the issues of finances to make sure there are enough funds

for their programmes and services and come up with fundraising diversification strategies. The formulation and implementation of strategic plans become successful by having the right people with the relevant skills and commitment towards the sustainability of the NPO.

7.2.3.4 Proper institutional procedures

There is a need to evaluate the institutional procedures that NPOs need to follow when applying for funding. The lack of proper institutional procedures is caused by the ineffectiveness of the internal structures of the Directorate which are still limited in their capacity to curb the backlog of applications, hence they introduce the usage of the digital system. Still, NPOs struggle to upload their documents because the online facilities are slow (Pather, 2016). The participants indicated that there is a lot of red tape and bureaucracy, which slows the progress of their youth empowerment programmes and child social-care services because they are uncertain whether they will get the grant or not. Besides, a lot of administration involved at the DSD works against some of the activities that NPOs implement in that the funds that were supposed to be used to support youth and children education are used for fundraising purposes. Batti (2014) argues that the rules and regulations that govern the access and applications for government funds and resources make it difficult for organisations to access resources. In this respect, the DSD need to act towards rectifying its systems so that the NPOs access funding within the required period. When NPOs adhere to the requirements of their partners and stakeholders, they continue supporting them, thereby enhancing their sustainability.

7.2.3.5 Retention of key staff

In executing the strategies of sustainability, there is a need to ensure that the organisation can keep key staff. The participants indicated that the NPO sector employs its staff on a contractual basis, which is very unreliable for their prospects, making it difficult to keep key staff thereby experiencing high staff turnover in search of job security. Bezuidenhout (2017) argues that the employees in the NPO sector leave because of the need to have better salaries. Likewise, USAID (2015) and Ratlabayana *et al*. (2016) support that NPOs cannot keep skilled staff members for a long time because they offer them low pay and short-term contracts which are determined by the duration of a project and funding. Buyani (2015) argues that

NPOs in South Africa offer poor salaries resulting in losing experienced staff to the government sector. In this respect, one can argue that losing the key personnel may affect the sustainability of NPOs in that they will not be able to train new staff because of scarce resources. Tshikululu Social Investments (2020) confirms that Covid-19 have affected NPO operations, their programmes, services and management due to reduced staff and decline in income caused by various measures of lockdown and social distancing. This had reduced NPO capacity in providing their programmes and services.

7.2.3.6 Educate and train all stakeholders involved in implementing the NPO Act (71 of 1997), youth legislations and child legislations

The DSD, NPO management, staff, youth coordinators, social workers, social auxiliary workers, caregivers, house parents and volunteers should be able to attend the workshops that train them together and be trained by the same trainers so that everyone is clear of their roles and responsibilities. The few participants with the knowledge about the *NPO Act* (71 of 1997) indicated that there are gaps in the legislation because the issue of sustainability is not clearly defined, and the majority were not aware of what the *NPO Act* (71 of 1997) was. The institutional theory argues that organisations are to be only supported and considered legitimate if they adhere to the rules, requirements and regulations in the relevant sector (Freitas & Guimaraes, 2007; Beckert, 2010; Claeye & Jackson, 2012; Johnston, 2013; Palthe, 2014). This means that their lack of knowledge will cause them not to comply with the regulations they are required to adhere to.

As far as youth legislation is concerned, the lower management indicated that they did not understand what the *National Youth Development Agency Act* (54 of 2008) entails and those in top management show very limited knowledge about it. Their lack of knowledge on important legislation related to their line of work may affect their sustainability in that they cannot be able to incorporate what they are not aware of. This gap needs to be closed since the lower-level management and staff are the one who executes most of the work so they need to be well versed with relevant legislation for compliance and proper implementation of activities in their organisations. The participants indicated that the management of child social-care NPOs has a better understanding on the *Children's Amendment Act* (38 of 2005) but

caregivers, social auxiliary workers and house parents showed very limited knowledge and understanding of childcare and protection legislations. Looking at the kind of work they do in taking care of children, they need to be involved in all affairs of children and be familiarised of child legislations so that they do their work with knowledge so as to provide sustainable services. The other Acts are as much important to the NPO sector, hence the need for the management and staff within the organisation to know them since they will help them to implement some of the key issues stated in them.

7.2.3.7 Educate and familiarise the NPO management and the staff on other Acts related to NPOs

The literature evaluated the importance of various other legislation that apply to NPOs to enhance their sustainability.

7.2.3.7.1 The Constitution of Republic of South Africa (108 of 1996)

The *Constitution* (1996) is supposed to be well known by all stakeholders involved in NPOs because as the supreme law it clearly states the rights for all citizens. The constitution encourages youth economic empowerment by stating that it is within their rights to be educated, employed and human dignity (Chapter 2, Section 29, sub-section 1a; Section 22 and Section 10 respectively). Besides, it is within the rights of children to have access to healthcare, sufficient food and water and social security in the form of social assistance (Chapter 2, Section 27, sub-section 1a, b and c). It stresses that children should have appropriate alternative care, nutrition, shelter, healthcare services and social services when no longer staying with their families (Chapter 2, Section 28, sub-sections 1b and c). Likewise, Section 28, sub-section 1d states that children should be protected from any form of neglect, abuse and maltreatment. This means that NPOs need to take care of and protect children from any form of harm.

7.2.3.7.2 The Codes of Good Practice for NPOs

The CGP for NPOs is to be adhered to by all registered NPOs to ensure that they comply with the constitution on good governance. The CGP helps the board to assess the performance of NPOs and make sure that they apply good governance principles and manage their affairs well. The NPO management and staff need to

observe them. Additionally, the Independent Code need to be well-known so that the NPO management and staff acknowledge their values, ethics, responsibilities and recommended practices, to which all NPOs in South Africa are invited and encouraged to subscribe to.

7.2.3.7.3 Legal structures

NPOs need to know the legal structure that benefits them because there are VAs, NPCs and NPTs. The NPOs management needs to be familiarised with the fact that VAs are not required to register because it is under common law, but they need to register through the *NPO Act* (71 of 1997), especially if they desire to make applications for funding at the DSD. If they do not register, this may affect their sustainability because they are small organisations that may find it difficult to finance themselves. The *Companies Act (*71 of 2008) guides the NPO management to know that they need to register at CIPC if it is a company or NPCs with a founding document called MOI. In this respect, the NPO need to be registered with their relevant bodies so that they do not breach their conduct. Likewise, the NPT guides NPOs to register through the high court by obtaining a trust deed.

7.2.3.7.4 Income Tax Act (58 of 1962)

The *income Tax Act* (58 of 1962) educate NPOs on how to be exempted from certain types of taxes if they are registered as PBOs but focus on implementing their objectives to obtain results.

7.2.3.7.5 Fundraising Act (107 of 1978)

The *Fundraising Act* (107 of 1978) was used in this study as a background to show where the *NPO Act* (71 of 1997) originate from. In this respect, the *Fundraising Act* (107 of 1978) was there to provide history on what used to govern and regulate NPOs before the *NPO Act* (71 of 1997) came into existence. This helps the NPOs to know the legislation in existence at a particular time.

7.2.3.7.6 Public Finance Management Amendment Act (29 of 1999)

The *Public Finance Management Amendment Act* (29 of 1999) can apply to NPOs because as other public entities they need to be accountable, transparent, manage

their income properly, spent their money properly and manage their assets and liabilities well. The staff in these institutions are to comply with the requirements of this law. In this respect, NPOs are encouraged to be efficient and effective in managing their financial resources so that their services are provided well.

7.2.3.7.7 Advisory Board on Social Development Act (3 of 2001)

The *Advisory Board on Social Development Act* (3 of 2001) helps NPO management to know that they can build and enhance their partnership with the government and other NPOs. The Advisory Board works as a consultative forum that introduces new policy and its implementation in government institutions and NPOs so that they improve their governance structures.

7.2.3.7.8 Social Assistance Act (13 of 2004)

The *Social Assistance Act* (13 of 2004) guides the people who work with children to raise their awareness on social security services like social grants to help children who need social care to be relieved from their poverty. The Act provides the criteria and procedures to choose the eligible children who need social care to have access to social grants.

7.2.3.7.9 Child Justice Act (75 of 2008)

The people who work with children need to know that when children commit offences in conflict with the law are not supposed to be penalised like adults because the criminal justice system does not allow that.

7.2.3.8 NPO and DSD collaboration

The findings of this study found that the relationship between the NPOs and the DSD is limited. The participants from the NPOs and DSD perceive their relationship differently. The participants from the Gauteng Provincial DSD indicated that the DSD acknowledge that some NPOs collaborate and which helps them to relate with each other. On the contrary, the NPOs view the DSD as controlling, and this may affect their efforts for partnership and collaboration. This is because the NPO sector perceives the state as exploitative rather than being supportive (Koseff, 2018).

Kabdiyeva (2015) argues that the state under-estimate NPOs because they are weak partners; hence, their opinions in decision-making are neglected. Their decisions may be implemented at the initial stages only but usually ignored at the

final stages. In a different way from the view above, the DSD view NPOs in a good way. DSD encourage NPOs to participate in policymaking. Skopkoya and Pape (2015) posit that the relationship between the state and NPOs is complex and multi-faceted in that they may participate at national level policy dialogues but at local level this tend to be a challenge due to capacity gap. In this regard, there is need for proper relationship building between NPOs and the DSD for better collaboration and enhancement of sustainability.

7.2.3.9 NPO-NPO collaboration

Considering the study findings, some NPOs with better resources like skills, expertise, facilities and projects are reluctant to share their resources with their counterparts. Some NPOs have limited resources, face competition from other NPOs and have limited capacity to mobilise funds. According to RDT, NPOs face difficulties to acquire all the required resources thus, they need to depend on their external relationships. Muruthi (2014) argues that partnerships in NPOs and other organisations helps them to create a brand image, fundraise and differentiate themselves from their competitors. Brown (2019) maintains the same notion that NPO partnerships will help in reducing the competition for the same resources and funds. In this respect, NPOs in the same field need to do their training and workshops together when they structure their strategic plans towards sustainability so that they share innovative ideas and resources. This study found that although larger NPOs have resources, they do not share their resources with other smaller and emerging NPOs because they are not always visible. Hence, there is need for collaboration between the larger and smaller NPOs to achieve sustainability.

7.2.3.10 Donor-NPO relationship

The results from this study indicated that the relationship between donors and NPOs is a dependent relationship which requires the later to follow all the requirements of the former to enhance collaboration. Each donor has their requirements and regulations which are different from the other, hence there is need to harness the donor requirements for the benefit of the NPO. Batti (2014) points out that NPOs are hindered by the diversity of donor sources which constraints them from accepting funding from other donors within the same funding period. These restrictions hamper the sustainability of NPOs because they are obstructed from having a diverse mix of

resources which is against financial sustainability (Wiggil, 2014; Brown, 2019). This shows that there is a lack of independence because the funding they receive is driven by the respective donor rules and regulations.

7.2.3.11 Social capital and networking

Social capital is about obtaining resources through networking with other organisations; institutions and individuals (Kang & Na, 2018:4). Likewise, social capital is a resource that is obtained from social relationships and networking based on trust and values. NPOs need to exchange knowledge and share information to achieve their objectives. This increases their knowledge base and enhances organisational learning, which is important for creating and identifying new opportunities (Kang & Na, 2018:4). These resources are exchanged through a social network whereby organisations interact for a common goal. These resources include information, technology, capital, products, production and services (Kang & Na, 2018:4). When organisations have a productive network, their costs, time and conflicts are reduced because they obtain mutual benefits. The mutual benefits include interdependent linkages that market them and give them a competitive advantage to their competitors.

7.2.3.12 Monitoring and evaluation systems

Monitoring and evaluation systems could assist NPO to design and implement their programmes properly and enhance their sustainability. The results of the study indicated that monitoring and evaluation systems are lacking, and this leads NPOs to struggle with implementing their sustainability plans. Kabdiyeva (2015) agrees with the results of this study in that NPO leaders mostly are dynamic and enthusiastic people but they lack appropriate skills and expertise to manage organisations. This shows that NPOs inputs, outputs, outcomes and results of their programmes and services need to be monitored and evaluated through proper systems to be able to fix the shortcomings.

7.2.3.13 Amend the NPO Act 71 of 1997

The government and other stakeholders need to come together to amend and include the entrepreneurial and non-entrepreneurial segment in the *NPO Act* (71 of 1997 so that NPOs can operate as social enterprises. The entrepreneurial and non-entrepreneurial segments are supposed to be added in Chapter 1 of the *NPO Act*

(71 of 1997) where they state about NPCs, Trusts and VAs. The need for independence requires relevant policy makers to be able to incorporate social entrepreneurship in the *NPO Act* (71 of 1997) for the social good. This shows that there is a gap in the *NPO Act* (71 of 1997) that need to be addressed to help NPOs to be able to generate their own funds thereby complementing funds from the government, private sector, and other sources.

7.2.3.14 Marketing and communication

The NPOs need to conduct events such as gala dinners or networking functions to network and share best practices to increase their visibility with other stakeholders. For instance, they can meet with other big and small NPOs and stakeholders like the DSD, and municipalities to advertise and showcase their programmes and services. The results indicated that some NPOs are not well known in their communities, which require them to market, communicate and run awareness campaigns initiatives. This will help them to be noticed and recognised as possible collaboration partners with other NPOs for them to share resources, markets, skills and reduce competition for the same resources. These networking events enable the communities to value NPOs who provide programmes and services, thereby not giving all the credit to DSD. Choto (2019) argues that making use of marketing and management strategies can help NPOs to achieve sustainability. The higher the awareness of the work of an NPO among the public and private sector, the more their chances of receiving support from those sectors. Creative and original ways of marketing and communication can be very important in instances like these.

7.2.3.15 Diversified funding streams and fundraising plans (resource mobilisation)

The NPO management and the board should be able to appoint the right people who are skilled, committed and competent. This is done so that they implement functional ideas that work towards mobilising resources and planning towards diversified funding streams and fundraising initiatives. The results from this study indicated that the main funding source for NPOs is the government contributing 52 percent followed by 18 percent from the international institutes and governments. CSI initiatives constitute 12 percent and religious institutions, individual contributions and self-generated income all constitutes 6 percent. Although NPOs have other funding

sources, they are still very limited in their capacity to enhance NPO sustainability; hence they over-rely on government funds. Kabdiyeva (2015) argues that state social contracts are regarded as the most significant source of funding for NPOs. On the other hand, USAID (2010) argues that only a few NPOs that pursue other economic activities can generate substantial income. This shows that over-relying on one source of funding is suicidal to NPO operations, especially when there are shocks like Covid-19. The study found that the funds and resources that were supposed to be used for youth empowerment programmes and child social-care services were diverted to cater for Covid-19 initiatives. Deitrick *et al*. (2020) point out that the impact of the global health and economic pandemic have affected various funding sources of NPOs that they receive from individual donations, government and foundation grants and from fees they charge for the services. The participants of the study indicated that they still want to depend on grants for sustainability with a few who stated that NPOs need to be independent by generating their income, yet this study found that it is the least mechanism that NPOs are using to obtain funding. The social entrepreneurship theory advocates for the use of social enterprises model so that NPOs can be able to finance themselves.

7.2.3.16 Sectoral legitimacy

The NPO management, the board and the staff need to make sure that the NPO obtain sectoral legitimacy. Sectoral legitimacy is very important in that organisations need to be accepted in their related sectors and fields of work to be supported and to survive. In this respect, they need to follow the rules, requirements and regulations in their fields to obtain legitimacy and be supported and accepted by other organisations in the same field. To add, NPOs are socially accepted in their societies when they conform to norms and practices in their societies. In addition, NPOs are forced to conform and copy other competitors better than them to obtain credibility (Meyer & Rowan, 1977). Adhering to socially accepted norms helps NPOs to be recognised by their organisational fields. A sectoral legitimacy is a key tool that helps NPOs to gather the required resources like skills, expertise, funds, facilities and projects.

Conclusively,NPOs are supposed to implement the multi-dimensional NPO strategies as explained above to achieve sustainability. When NPOs apply these

strategies, the below mentioned results may be obtained, thereby increasing their capacity in providing their programmes and services, hence sustainability.

7.2.3 Results stage

The fourth stage of the NPO sustainability framework is the results stage which is shaped by applying the strategies in the third stage above. The application and implementation of the NPO sustainability strategies must lead to the sustainability of NPOs under study and their programmes and services. The NPOs sustainability in this regard is shown by the following results:

- Increased knowledge about NPO sustainability by all stakeholders (NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers, beneficiaries).
- Increased knowledge and adherence to NPO legislation, youth legislation and childcare and protection legislation.
- Increased resources base in depressed economies when facing shocks like Covid-19 pandemic.
- Nurturing a culture of the diverse mix of funding.
- Nurturing and yielding of competent skills within the NPO management and the board.
- Nurturing and maintaining required skills.
- Improved governance systems with effective and functional boards.
- Sound monitoring and evaluation systems in all youth empowerment programmes and child social-care services.
- Increased partnerships and networking between the DSD, donors, other stakeholders and NPOs.
- Enlightened and well-informed youth educators and stakeholders.
- Enlightened and well-informed child social-care caregivers, house parents.
- Educated youth with life skills, skills development, and entrepreneurship knowledge.
- Increased sustenance to all children that need social care, protection and psycho-social support.

This stage shows that when all the strategies of sustainability are implemented, the desired change expected from all the stakeholders in the study that includes NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers and beneficiaries is displayed.

7.2.5 Continuous review and refining stage

The final stage in the integrated NPO sustainability framework is reviewing the strategies they implement to suit their present challenges and be able to evaluate their contribution to NPO sustainability. In the review stage that is where NPOs gain information to give feedback on various areas where they are lacking or that needs attention so that they can address them. After providing the feedback at all levels, the NPOs need to refine and alter their strategies to suit sustainability challenges that are manifold in an ever-changing environment in which they operate or any other shock that may arise. Thus, the continuous review will frequently guide NPOs to align their resources to implement the correct strategies progressively.

7.3 Conclusion

The NPOs to achieve sustainability need to understand their missions and assess their internal and external environments so that they employ relevant strategies that align best to their NPOs. The NPOs studied can achieve sustainability by following the stages identified in the integrated framework which is comprised of five stages stated above. The stages of the integrated framework can help the NPOs with similar sustainability challenges when they implement given strategies. These strategies for sustainability are numerous because NPOs sustainability challenges are not one size fit all hence they vary. Thus, the integrated framework developed apply to NPOs that empower the youths and NPOs that provide child social-care services in Johannesburg. The following chapter presents the conclusions and recommendations for the study.

CHAPTER 8: CHAPTER SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

8.1 Introduction

This final chapter of the study provides the summary of all the chapters, conclude the findings, provides the limitations of the study, gives the recommendations, and provides the direction on future research. The main objective of the study was to identify the factors that can be used to propose an integrated framework that may contribute to sustainability in selected NPOs studied so that they can achieve youth empowerment and be able to provide child social-care services. These factors emanate from the sustainability challenges identified in the NPOs under study. This chapter shows how the study met its objectives which is represented by each chapter. The chapter concludes on the limitations experienced when addressing the objectives of the study and provide recommendations to policy makers, all stakeholders of NPOs (donors, government, NPOs leadership, researchers) on what needs to be done to maintain sustainability in the non-profit sector.

8.2 Summary of Chapters

The following section gave a synopsis of each chapter directed by the objectives of this study.

8.2.1 Chapter one

The first part of chapter 1 examined the foundation of the study by giving an introduction and general orientation that led to the formulation of the problem statement. In the orientation the concept of NPOs was defined and how NPOs are important to the society and briefly about NPO sustainability. The case studies that the study used in Johannesburg were outlined in chapter 1. Besides the study highlighted the research objectives and research questions and a brief evaluation on the central theoretical statements. Afterwards, there were explanations about the research methodology and the limitations that the study encountered. Finally, the significance of the study and the envisioned chapter layout was provided.

8.2.2 Chapter two

In this chapter, the researcher evaluated the literature review which began by conceptualising sustainability and NPO sustainability giving various meanings on how it is viewed by various authors. Besides, different theories were assessed which included the social entrepreneurship theory, RDT, institutional theory, governance theory and participatory theory. Likewise, the chapter looked at the internal and external factors that affect NPO sustainability from the international level to the local level. Lastly, chapter two went on to briefly explain the strategies for NPO financial and organisational sustainability identified in the literature which is mostly financial.

8.2.3 Chapter three

Chapter 3 analysed the statutory and regulatory framework of NPOs in South Africa. Firstly, the study acknowledged the *Constitution* (1996) as the supreme law that guides all citizens in South Africa. In this respect, the NPOs can associate with various stakeholders in their day to day operations to enhance social capital. Secondly, the chapter outlines the legal forms of NPOs that are required in South Africa which are comprised of NPCs previously called (Section 21 Companies), NPTs and VAs to establish minimum and annual reporting requirements that need to be complied with. This study's NPOs case studies fall under NPCs and NPTs. This was followed by the evaluation on how some of the sections of the *Fundraising Act* (107 of 1978) was repealed leaving chapter two of the Act which was included in the main legislation guiding NPOs namely the *NPO Act* (71 of 1997). To add, the chapter assessed the codes of good practice for South African NPOs and the independent code of good governance. The *PFMA* (29 of 1999) as amended advises public organisations including NPOs to be transparent, accountable and manage their finances properly when spending on assets and liabilities. Lastly, the chapter evaluated the youth and child legislation which includes the *National Youth Development Agency Act* (54 of 2008); the NYP 2015-2020: Legislative and policy frameworks. The child legislations include the *Children's Act* (38 of 2005); *Children's Amendment Act* (41 of 2007); *Child Justice Act* (75 of 2008) and South Africa's Child Care and Protection Policy.

8.2.4 Chapter four

In this chapter, the researcher investigated various youth empowerment programmes and the problems that are faced by young people globally. Likewise, the chapter explored on the international, African, South African and Gauteng province perspectives with regarding case studies on various youth programmes worldwide. This was followed by a section on youth empowerment on sustainable management of NPO related programmes which guide NPOs that empowers the youth on the management's knowhow and ability to identify problems faced by young people so that they implement programmes that are relevant to problems at hand. The chapter also examined child social-care and protection of children in institutions (CYCCs) from an international, African, South African perspective as well as in Gauteng province. The chapter concludes on institutional care on sustainable management of NPO related services whereby there is a need for the NPO management to correct and implement their management systems towards sustainability.

8.2.5 Chapter five

Chapter 5 explored on the methodological approach that was used in the study which is qualitative with a case study design and literature review. The researcher collected the data from March 2020 to August 2020 using individual in-depth interviews guided by semi-structured questionnaires schedules. The selection of study participants was based on non-probability sampling method where the data was collected to accomplish saturation in each category. The researcher used purposive sampling which helped the researcher to focus on key informants with knowledge on issues asked based on the needs of the study and judgement of the researcher. In addition, the chapter provided a strategy for data analysis through content analysis and thematic analysis. The chapter also explained trustworthiness, limitations and ethical considerations.

8.2.6 Chapter six

Chapter 6 presented, interpreted, and analysed the findings. The study findings were presented based on the identified themes and sub-themes. The study findings identified that there are various sustainability challenges that NPOs are facing. The study findings revealed amongst others that though funding is the main common

sustainability challenge in the NPO sector, it cannot be ignored that the management and other stakeholders have a major role to play towards the sustainability of NPOs. The results of the study found a lack of implementation of sustainability plans due to the unavailability of the management and board with proper and related skills towards sustainability. Noteworthy, each NPO faces obstacles hindering their services and programmes and some of them are related but some only apply to a specific NPO.

8.2.7 Chapter seven

Chapter 7 managed to identify factors that were used to propose an integrated framework that may contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social-care services based on the theoretical framework and empirical results. The framework can be said to be multi-dimensional in that it is all-inclusive on diversified challenges that NPOs face that may affect their sustainability not only on a financial perspective. The integrated framework includes the strategies for NPO sustainability based on the sustainability challenges and their contribution to various stakeholders in the NPO sector when those strategies are implemented.

8.2.8 Chapter eight

Finally, chapter 8 provided the summary of all the chapters, the conclusion of the findings and theory and on the study, limitations, and recommendations of the study and recommendations for future research.

8.3 Conclusion on findings

The findings of this study established that NPO sustainability challenges are diverse which means that they involve various aspects which include financial and non-financial issues.

8.3.1 Sustainability knowledge

The findings of this study found that the majority understand NPO sustainability mainly from a financial lens position whereby 55 percent of the participants defined NPO sustainability from their ability to continue to run for a long time through funding from various sources. However, 27 percent understand NPO sustainability as the ability of the management to steer and operate independently through venturing into

income-generating activities and 6 participants (18 percent) lack the knowledge of what NPO sustainability was. This shows that the definition of NPO sustainability vary because they face both similar and different challenges. Hence, NPO sustainability may be viewed in different ways depending on the organisation. Some NPOs still want to be dependent on other stakeholders whilst a few wants to integrate income-generating activities so that they can operate independently for the social good. The study found that those who managed to define NPO sustainability, although differently, were those who in managerial roles and those who are in lower management levels like youth educators, caregivers, house parents are not aware of what sustainability entails. In this respect, there is a need to educate all stakeholders about all the affairs of the NPO so that they know about what is happening in their organisation.

The findings indicated that about 76 percent (25 of the participants) indicated that they have sustainability plans, but implementation is lacking whereas 24 percent (8 of the participants) indicated that they knew nothing about the affairs of the management and their plans. This implies that NPOs have sustainability plans because they are required when applying for funding, but they are not being implemented in the organisation because of dependency. Dependency is only problematic when the external sources of funding pull their support which leaves the NPOs vulnerable. The results show that sustainability initiatives are not incorporated into the management systems of the NPOs.

8.3.2 Sources of funding received by NPOs

The findings disclosed that there are various sources where NPOs get their funding from for instance the government, private donations, international donors, churches, individual donors, selling clothes and stationery (self-generated income). In addition, the findings indicated that the government is the major funder for the NPOs with 52 percent followed by 18 percent of the international institutes and governments. CSI initiatives constitute 12 percent and religious institutions, individual contributions and self-generated income all constitute 6 percent as shown. In this study, the government is the major funder of NPO programmes and services compared to other sources.

8.3.3 Understanding NPO management and governance

The participants indicated that management and governance of the organisation are very important because without them there is no organisation. Noteworthy, the study found they lack knowledge, skills, and capacity within the NPOs, limited board skillsets and involvement in organisations sustainability and retrenchments and retention of key staff. Importantly, the study unveiled that without the proper skills they encounter difficulties that hampers the implementation of NPO programmes or services successfully. In other words, lack of managerial and leadership skills deprives NPOs of productive strategic planning as shown in the results of this study. The findings indicated that not all NPOs are complying to the requirements in the legislations because they cannot afford to pay for the right skills needed towards compliance. NPOs constitutions should have a certain criterion that only allows the staff that meet the requirements of the roles advertised before entrusting them with positions in which they cannot be able to deliver expected results.

The study found that the board skillset has a significant impact on the success and sustainability of the NPO. The results clearly show that NPOs have functional boards, but they indicated that the governance structure is not geared towards the sustainability of NPO programmes and services. There is a need to note that although NPOs have board members their contribution towards organisational sustainability is lacking which pose as a sustainability challenge to the NPOs under study. Positively, the insight of this study suggests that when selecting board members there is a need to put more attention to the diversity of their skills depending on the needs of their organisation to avoid replication of same ideas.

The study found that the NPOs employ people on contracts and short-term so when there is a crisis, they retrench meaning that there is no job security in the NPO sector. They employ on a contractual basis to avoid further use of resources which they wish to be invested in their programmes and services. To add, uncertainties in the environment portrayed by NPOs limit their sustainability because employing people on short-term contracts is difficult to keep their key personnel. This results in the staff leaving the NPO sector to the corporate and government sector because the government employ permanently hence there is job security and better salaries. In this respect, losing the key personnel may affect the sustainability of NPOs in that

they will not be able to train new staff because of scarce resources. This affects the accountability and transparency of NPOs which reduces the donors' interests in funding their NPOs.

8.3.4 The collaboration and relationship of NPOs with other stakeholders

The study found that the collaboration and relationship of NPOs can be between NPO-NPO collaboration and donor-NPO relationship. The findings indicated that big NPOs have better resources, have skills and knowledge about the market but reluctant to share their resources with other NPOs. This is because small NPOs are not well-known because of lack of marketing of their programmes and services. Likewise, the study found that there are inadequate NPOs and stakeholder's collaboration yet NPOs collaboration with their stakeholders can enhance the sustainability of their programmes and services.

The findings of this study disclosed that donor-NPOs relationship is hindered by the procedures and protocols that need to be followed accompanied by a lot of paperwork which is a tiring process for the NPOs. Voluminous paperwork hinders the sustainability of NPOs in that instead of focusing on the youth programmes and child social care services they spent a lot of time running around in search of other donors. The study exposed that different donors require the NPO to follow different rules and targets leading to confusion in terms of who to follow. The donors 1wdz need to ease the rules to accommodate other donors and NPOs' objectives to change the lives of young people and children in CYCCs. One can argue that NPO-NPO collaboration is needed for small NPOs to add to their resources which are inadequate and for them to be well-known in the market. NPOs need to relate well with their donors and to realign their targets to benefit all the stakeholders involved if they are within the objectives of the organisation.

8.3.5 DSD Inefficiencies

The study determined that the DSD inefficiencies caused by the malfunctioning application process with the DSD for funding, lack of proper institutional procedures and the lack of NPO and DSD collaboration. These inefficiencies hamper the progress of NPOs programmes and services because they must follow protocols to be attended to. There are difficulties in lodging documents online for funding. Excessive administration and politics increased difficulties in NPOs to keep up with

the Department's requirements. The internal systems that govern the Provincial DSD tend to be problematic to the NPO's goals to empower the youth and to provide child social care services. This is because of red tape and bureaucracy in executing their duties. Likewise, the findings unveiled that the collaboration between the NPOs and DSD is still very limited because the NPOs view the DSD as controlling rather than a helping hand. The NPO management must keep up with the DSDs' requirements because if they fail to do that, they will not get the grant.

8.3.6 Knowledge and understanding of legislation related to NPOs

The study found that there are gaps that are shown in the implementation of the *NPO Act* (71 of 1997). Their knowledge, understanding and full implementation are still lacking because they are required to follow long processes and comprehensive guidelines that need full compliance. The NPOs find it difficult to comply because they lack the right skills towards that. The other gap identified in the literature shows that the *NPO Act* (71 of 1997) does not have clear guidelines on how NPOs can achieve sustainability, but they require them to have sustainability plans when they apply for funding. The study exposed that the *NPO Act* (71 of 1997) need to allow NPOs to operate as social enterprises that are having entrepreneurial and non-entrepreneurial segments and make sure the issue of sustainability is incorporated in the *NPO Act* because it is not stated. This requires the government and other stakeholders to come together to align and amend the *NPO Act* (71 of 1997) towards sustainability. The study found that the contents of the *NPO Act* (71 of 1997) are not well-known by all stakeholders because they are comprehensive.

The study disclosed that the knowledge and understanding of the National *Youth Development Agency Act* (54 of 2008) is very limited which have an implication on the NPO management and the staff. The *National Youth Development Agency Act* (54 of 2008) is not well-known by the low management but the top management has little knowledge, yet very important. Importantly, the *National Youth Development Agency Act* (54 of 2008) guides them on various aspects like education, employment, skills development and entrepreneurial development among the youths hence very crucial. To add, empowering the youths requires them to have strategies and guidelines in the *National Youth Development Agency Act* (54 of 2008) that may assist them to be effective in their youth empowerment programmes. In this respect,

lack of knowledge on this legislation. Youth legislation and policy contributes to NPO sustainability it encourages the youth to be active in social activities, community development activities, programmes, and dialogues. If the NPO management and staff are not well knowledgeable enough, it becomes difficult and impossible to equip the youths.

The study exposed that the lack of knowledge by the staff on the *Children's Amendment Act* (41 of 2007) jeopardise the rights of children required by the law to protect and take care of them in line with their needs. The staff only have the knowledge of providing the basic needs like food, bath and sleep of children and providing psychosocial support but have no know-how about the *Children's Amendment Act* (41 of 2007) because they are not involved in formulating these laws. The knowledge about *Children's Amendment Act* (41 of 2007) helps the staff to know what the law expects them to do in providing the child social care services, strategies for child protection, norms and standard clauses in institutional care that need to be followed. This helps them to widen their capacity and provide the needed services. Likewise, the knowledge of the *Children's Amendment Act* (41 of 2007) informs and increase the capacity of the staff to be involved in making decisions on pressing issues in their organisation when the management is not there. The study discovered that there is a gap in not including the staff in CCYCs in the formulation of child legislations, yet they are the ones who do the work on the ground but rather involve the top management only. The study found that the staff are excluded from important matters that may give them more knowledge about their roles and ways to deal with children.

8.3.7 NPOs and youth empowerment programmes

The study discovered that youth empowerment NPOs face various challenges that may affect the sustainability of their programmes. The results revealed that the diversity of the NPO programmes require more resources like finances and skilled human resources with knowledge of the programmes provided. Multiple features in youth empowerment programmes worsen the difficulties in to understanding what youth empowerment entails since vast elements are included. These include education, skills development, entrepreneurship, social programmes to mention just a few which poses difficulties in addressing such issues. There is a huge gap in

fostering youth empowerment programmes because they require various resources to develop the youths, but they are still dependant on other resource providers for that to happen.

Youth empowerment is understood in various ways such as the participation of the youths in their programmes and decision making, fostering skills development in entrepreneurship, career guidance, learnership programmes among the youths, providing the required information about workplaces, counselling, feeding schemes, food parcels and sanitary pads depending on the organisation. This diversity of what entails youth empowerment may be beneficial and problematic in that it empowers the youths in various ways but requires an integrated approach that is all-inclusive which can be very complex. Noteworthy, the study found that the youths are recipients in everything that happens in the organisation. Likewise, some youths do not participate consistently in their programmes and this may lead to them not being empowered hence affecting what the objectives of the organisation stand for.

The study revealed that there are various obstacles that are faced by Golang Education Outreach, Khusanani Youth Development Foundation and Region 9 Development Centre as shown in figure 6.8. Moreover, the study disclosed that the three NPOs that empowers the youth offers various programmes that are different depending on their objectives but two are into education offering other similar and distinct programmes altogether. In addition, the study found that youth programmes focus more on the outcomes and improvements in the livelihood of young people but ignore their capability in leading the programmes.

8.3.8 Institutional care and child social-care services

The study discovered that Child social care NPOs face various challenges that may affect the sustainability of their services. Further that, the study found that the NPOs provide multiple features which are too similar. In this respect, the duplication of services in CYCCs may affect the sustainability of the NPOs in that they compete for the same resources which might be problematic on service delivery thereby children's needs may be jeopardised. These services include physical care, educational care, emotional care, and health care, therapeutic, psychological, and psychosocial services and child protection services. The multiple features of child social-care services lead to gaps in service provision.

The study found that there are gaps in service provision in CYCCs because there is much focus on the provision of services only not giving much attention and equipping service providers. The findings indicated that there is lack of proper planning in providing their services because the house parents are not involved in making decisions in the organisation, yet they know the problems children face because they spent a lot of time together.

The study indicated that there is insufficient support for caregivers because of the lack of consultation from those in top management with the caregivers since they work with the children directly. The decisions on organisation matters are only done by the top management because they do not attend the meetings and not aware of what the management discuss. Furthermore, the caregivers are supposed to follow procedures and rules that hinder them from acting on serious matters that place children's lives in danger like sending them to doctors when they are sick. They must wait for the management's approval to take such decisions, but they may be difficulties if they are not reachable.

The study discovered that the obstacles that are faced by Miracle Mission Children's Home, Thandanani House of Refuge and Synagogue Children of Hope vary as shown in figure 6.10. the study established that in CYCCs there is a duplication of services which cause them to compete for the same resources be its skilled personnel, finances and stakeholders. NPO sustainability is very crucial for the continual provision of programmes and services to their beneficiaries. The following table provides a summary of the sustainability challenges to all NPOs, summary of sustainability challenges in youth empowerment NPOs and summary of sustainability challenges in child social-care NPOs.

Table 8. 1: Summary of sustainability challenges in youth empowerment NPOs and child social-care NPOs

Summary of the sustainability challenges to all NPOs	Summary of sustainability challenges in youth empowerment NPOs	Summary of sustainability challenges in child social-care NPOs
Defining NPO sustainability	Lack of knowledge on policy and legislation related to youth empowerment.	Lack of knowledge on policy and legislation related to child social care.
Lack of implementation of sustainability plans	Multiple features of youth empowerment.	Multiple features of child social-care.
Failing to value the importance of sustainability	Different perspectives on youth empowerment.	• Gaps in service provision • Insufficient support for CYCCs caregivers
NPO sustainability challenge	Obstacles in rendering youth empowerment programmes.	Obstacles in rendering child social-care services.
Main funding streams for NPOs	• Increase in numbers of beneficiaries. • Lack of communication between NPO management and their beneficiaries.	• Lack of volunteers to help house parents and caregivers because of lockdown restrictions • Bureaucracy in the provision of services between the management and the caregivers.
Other sources of funding	• Poor organisation management. • Political influence and misunderstanding of the sector.	• Several guidelines in the regulations that need to be acknowledged that are necessary for the protection of beneficiaries (*Children's Act* 38 of 2005; *NPO Act* 71 of 1997).
Competition for funding between NPOs and other enterprises	• Lack of donations to open a community library. • Lack of volunteers to lead group discussions.	• Covid-19 pandemic reduced the number of sponsors because most people were not working, limited the partners to support their child social-care services, blocked the children who were adopted abroad, slowed the adoption and foster care processes and child social-care funds were re-directed to Covid-19 relief schemes.
Lack of knowledge, skills, and capacity within the NPOs	• Lack of human resource with job skill or trade to teach learners on their areas of interest.	• Indigenisation of the organisation's operations to the management only. • Institutional gaps in child social-care and protection to all children in need.
Board skillsets and involvement in organisational sustainability	• Covid-19 pandemic has delayed the implementation of youth programmes. • Increasing numbers of youths who need to be empowered with limited resources.	• Fundraising initiatives were hindered henceforth inadequate funds to cater to children's services. • Limited collaboration between the GDSD and service providers (NPO).
Lack of compliance in some NPOs	• Lack of educators to assist with tutoring and homework. • Lack of motivational speakers	• Disruption of the education system of children which resulted in having online

	who have gone through similar situations.	lessons and zoom classes which required a lot of PCs, tablets, and phones so that every child will be connected but very costly in data charges.
Lack of NPO and DSD collaboration	• Lack of own transport (Golang bus or taxi) to transport students. • Limited resources that enhance skills development (electrical work, plumbing, sewing, and welding).	• Lack of baby formula, food, nappies, and toys for children. • The adoption and foster care services are operating on a tiring process because it requires a lot of documentation that may delay and extend the years of children in institutional care.
Limited NPO-NPO collaboration (unwillingness to share resources)	• Limited sponsors to cater for the cost of food, the school fees, transportation costs and uniforms of high school students.	• Fragmentation of the institutional care system with limited monitoring and evaluation of their services. • Poor coordination of the already made adoption regulation/legislation, inadequate implementation of regulations or oversights of adoption policies.
Donor-NPO relationships	• Informal settlement and poverty. • Protests for service delivery.	• Disruption of fundraising events reduced their capacity in providing child social-care services.
Malfunctioning application process with the DSD for funding	• Lack of facilities that enhance the referrals of young people to relevant departments like application forms, human capital.	• Lack of partnerships between the NPO and other stakeholders (GDSD, NPOs, donors and corporate world).
Lack of proper institutional procedures	• Difficulties to obtain funding to start their own companies • Lack of own property/ difficulties in owning property.	• Limited numbers of social workers and caregivers who give psychosocial support to children who were abused, neglected, and abandoned.
Gaps in the NPO legislation	• Lack of mantles that facilitate workshops on issues like drug abuse, parenting skills and HIV/AIDS.	• Lack of collaboration, poor coordination, and little cooperation between CYCCs and other relevant sectors like the health and welfare sectors.

Source: Own illustration

The study contributed to the literature on the Johannesburg area which is under-researched, hence expanding the research in this area. Likewise, the literature on the studies that use case study design is broadened.

8.4 Conclusion on theory

This study contributes to the literature and theory by demonstrating that it is not enough to use one single theory to answer the diversity of NPO sustainability challenges which are not only financial but non-financial as well. In this respect,

there is a need to note that there is no single theory that can give adequate diagnosis from the literature review on NPO sustainability. Five theories form the basis of this study, the social entrepreneurship theory on the aspect of NPOs being able to acquire and generate income on their own; RDT on the aspect of them depending on the external resources and environment for survival; institutional theory on their ability to adhere to the rules and regulations where they are operating, governance theory on creating, administering and implementing the decisions and strategic plans of the NPOs by the board and the management to deliver NPO programmes and services and participatory theory on including all stakeholders and beneficiaries in decision making. The literature in the study provides insights into other strategies used to achieve NPO sustainability.

8.4.1 Resource Dependency Theory

RDT is most useful because NPOs are linked to their external environment for survival. The state, private sector and donors are the external actors that control the resources so NPOs benefit when they interact with their resource providers. RDT can be improved because its scope is limited to the external environment and ignores the internal environment which is comprised of the NPO management, the board, and the staff. RDT assumes that the NPOs already have committed and skilled people which is not always true. Besides, RDT assumes that NPOs can only get their funding from the state, private sector and donors ignoring other sources like individual funders and financial project opportunities. RDT ignores that the NPOs compete for the same resources when they only have a limited funding base hence, they need to focus on various sources. To add, RDT is only referring to funds yet other resources can be found in the external environment which are a collaboration with other stakeholders, social capital, NPO linkages. The theory ignores the fact that the external environment may experience shocks that may hinder the sustainability of NPOs. The theory ignores the fact that there may be conflicts that may arise between the state, private sector, and donors on NPOs because of different indicators which may confuse them on who to follow. Lastly, RDT ignores that the external environment is controlled by the laws and regulations hence it is limited in its scope.

8.4.2 Institutional theory

Institutional theory was useful in this research because organisations and institutions interact and influence each other in their functioning's. Institutional theory focuses on the external environment as well but much emphasis on the rules in the environment that influence the decisions of the management in their strategies. This is so because they rely on the perceptions of other members in the same organisational field resulting in organizational change. Institutional theory requires NPOs to follow the rules, requirements, and regulations in their fields to obtain legitimacy and to be supported by other organisations in the same fields. Too, institutional theory ignores the rules and regulations in the external environment that may apply to them which are not in their fields. Likewise, the institutional theory ignores or does not acknowledge the rules and regulations in the internal environment or organisational rules and focus only on the institutional environments (external environment). In other words, in this respect, the institutional theory ignores the importance of NPO constitutions.

NPOs must conform to their institutional rules that are socially accepted in their fields within their norms and values in their society. Conformity causes organisations to copy other competitors better than them in their organisational fields but when organisations are similar, they compete for the same resources, finances, and human skills. Likewise, there will be duplication of programmes and services which limits the NPOs to focus on other areas that need attention. Besides, institutional theory only focusses on legislations ignoring other factors in the external environment that may be useful to organisations like funding, NPO linkages, the state, and the private sector.

8.4.3 Governance theory

Governance theory was very useful in this research because of the need for structures and processes that the board and the management of NPOs use to manage their activities. Governance theory is useful in this research because the focus is on the internal environment which is crucial for NPO sustainability. Likewise, the board steers the organisations and make their policy. To add, the board makes sure that the NPOs follow their legal requirement in their NPO documents, municipal and provincial laws, and regulations. The board develop strategic plans and make

sure that the NPO management implements them, but they may not understand those plans which require them to be involved.

8.4.4 Social entrepreneurship theory

Social entrepreneurship theory was useful because instead of focusing on sponsors NPOs need to be involved in income-generating activities. Social entrepreneurship is limited in that it only focuses on one source of obtaining income ignoring the state, the private sector and other funding opportunities. Likewise, social entrepreneurship focusses on obtaining finances leaving a gap on other non-financial sources that may be useful for NPOs like human resources, collaborations between stakeholders. The external environment is ignored in this theory, yet the internal operations of organisations is affected.

8.4.5 Participatory theory

Participatory theory put much emphasis on the participation of beneficiaries in their programmes leaving a gap in the participation of other stakeholders in the organisations to participate in decision making. Participatory theory stresses that the stakeholders and beneficiaries need to make decisions. However, the study revealed that there is still a gap in that the theory ignores the participation of the organisational human resource in decision making. These theories were very useful because others lack in not recognising the importance of the internal environment and others on not recognising the external environment.

8.5 Conclusion on study

The main objective of this study was to identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social care-services in Johannesburg. This objective was achieved because the researcher managed to propose the integrated NPO sustainability framework. The interactive arrows which are green show the mutual connection of one stage from another. This means the elements in each influence one another. The blue arrows show that the previous elements influence the elements that follow in each stage. The white arrows show that the internal and external environments are a cycle meaning that they have an ongoing relationship. This framework has five stages which are as follows.

8.5.1 NPO sustainability formulation stage

The NPO sustainability formulation firstly is comprised of elements that include the understanding of the organisation's objectives, goals and clear values; NPO constitution; vision and mission. The NPOs need to understand what they stand for to be sustainable. Secondly, the NPO sustainability framework is about assessing the internal environment specifically human resources capacity, governance structures, strategic and operational management (Management systems), leadership quality and commitment and financial resources. Assessing the internal environment helps the NPOs to know where they need support and be able to address the shortfalls. Thirdly, the NPO sustainability framework is about assessing the external environment which is comprised of legislations, policy and regulations, economic conditions and shocks, competition from other NPOs/enterprises, technology and donor interests. Assessing the external environment helps the NPOs to know the shocks that may arise in their spheres of operation so that they look for strategies to curb that.

8.5.2 NPO sustainability process stage

After the first stage, the sustainability process follows which is the second stage. This is whereby the NPO yearn to achieve organisational, financial and programme/service sustainability. All these forms of sustainability are important because they are interlinked in that the organisation need skilled and committed people, the collaboration of various stakeholders and social capital to mention but a few. This helps them to raise funds from various sources so that all their programmes and services are provided. The provision of programmes and services requires both organisational and financial sustainability.

8.5.3 Sustainability strategy Implementation stage

The third stage of the framework is about implementation (NPO sustainability strategy implementation) whereby the NPO management, board, and staff design identify gaps in the organisation and devise with the sustainability strategies that they ought to use to resolve those gaps thereby enhancing sustainability. The framework filled those gaps by identifying what needs to be incorporated by the NPOs which includes:

- the implementation and operationalisation of sustainability plans;

- valuing and gaining knowledge about sustainability;
- strategic plans formulation and implementation;
- proper institutional procedures;
- retention of key staff;
- educate and train all stakeholders involved in implementing the *NPO Act* (71 of 1997), youth legislations and child legislation;
- DSD and NPO collaboration;
- NPO-NPO collaboration;
- donor-NPO relationship;
- social capital and networking;
- monitoring and evaluation systems;
- amend or include business and non-business segment in the *NPO Act* (71 of 1997);
- marketing and communication;
- diversified funding streams;
- fundraising plans (resource mobilisation); and
- sectoral legitimacy.

8.5.4 Results stage

The fourth stage of the framework is about the results that NPOs get after implementing the strategies in stage 3. This results stage shows how all the stakeholders benefit from the multi-dimensional NPO sustainability strategies and they include:

- increased knowledge about NPO sustainability to all stakeholders (NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers, beneficiaries);

- increased knowledge and adherence to NPO legislation, youth legislation and child care and protection legislation;
- increased resources base in depressed economies when facing shocks like Covid-19 pandemic;
- nurturing a culture of the diverse mix of funding;
- nurturing and yielding of competent skills within the NPO management and the board;
- nurturing and maintaining required skills;
- improved governance systems with effective and functional boards;
- sound Monitoring and evaluation systems in all youth empowerment programmes and child social-care services;
- increased partnerships and networking between the DSD, donors, other stakeholders and NPOs;
- enlightened and well-informed youth educators and stakeholders;
- enlightened and well-informed child social-care caregivers, house parents;
- educated youth with life skills, skills development, and entrepreneurship knowledge; and
- increased sustenance to all children in need of social care, protection, psychosocial support.

8.5.5 Continuous review and refining stage

Lastly, the final stage of the integrated NPO sustainability framework is continuous review and refining whereby the NPOs gain information to give feedback on various areas, they are lacking so that they improve on them.

The findings of this study are helpful because they inform the NPO management and various stakeholders involved in youth empowerment programmes and provision of child social-care services with the strategies for sustainability. This study contributes to a better understanding of what needs to be done for NPO sustainability involved in different domains, that is youth empowerment and child social care. The study

provided an understanding of what youth empowerment entails in different contexts and targeted groups. Likewise, the study gave an understanding of institutional care (CYCCs) and how it varies from the international perspective to the South African perspective in particular Gauteng Province. Thus, the 5 stages of the integrated NPO framework show that the current study is significant in both theory and practice. The study contributes to the literature of NPOs as custodians to enhance youth empowerment and child social-care in providing the goods and services that the state (public) and business sectors find it difficult to provide such solely.

8.6 Limitations

This current study faced various limitations as any study could have been. The limitations that were encountered are outlined below and they are both methodological and theoretical:

(a) Methodological Limitations

- Initially, the study was supposed to interview 54 participants, that is 24 interviews from all 6 NPOs studied and 30 participants in focus groups discussions which posed to be very difficult since the recipients' numbers in all the NPOs were few which could not accommodate with the numbers of focus groups hence only interviews were allowed. The researcher then opted to use 33 interviews only because there were no participants for focus group discussions in all the NPOs. In other words, there were no participants who could be involved in focus group discussions since all the participants were involved in the interviews. This could be because of the very limited staff in the NPO management set-up.
- Non-probability sampling was used to collect data until the saturation in each category was established. The purposive sampling is good in getting suitable participants for the study but because of its reliance on the judgement of the researcher, unknowingly and unintended important participants can be skipped.
- The researcher utilised 6 NPOs as case studies. Of those initially approached 4 NPOs were unresponsive and others later declined although at first, they accepted. In this respect, the researcher changed the case studies during the progress of the study. At first, Golang Education Outreach, Region 9

Development Centre, Enke Make Your Mark, Ikholwa Children's Home, Thusanani Children's Foundation and Hotel Hope Ministries were the case studies but they changed to Golang Education Outreach, Region 9 Development Centre, Khusanani Youth Development Foundation, Miracle Mission Children's Home, Thandanani House of Refuge and Synagogue Children of Hope. This process alone was time-consuming and demanding.

- The study utilised youth empowerment NPOs and child social-care NPOs, which excluded other NPOs that were outside these domains. Different case studies with different domains are challenging to write because each case study portrays different services from the other which requires a lot of time. The results of the study cannot be generalised to NPOs other than youth empowerment and child social-care NPOs.
- The study only used NPOs in the Johannesburg area, Gauteng Province which excluded all other NPOs from other Provinces in South Africa. The results of the study cannot be generalised to NPOs that are beyond this geographical area.
- The Covid-19 pandemic did not spare in affecting the data collection process of this study since initially the researcher wanted to conduct face to face interviews but resorted to doing telephone interviews due to restrictions in movements and social distancing measures to reduce the spread of this deadly disease. The researcher did 5 face to face interviews before the restrictions were imposed and the other 28 interviews through the telephone. This had a lot of implication on the study in terms of time as the participants could stall and postpone the interviews until they are free to do them.

(b) Framework limitations

The integrated framework cannot be applied to other NPOs that are outside the domain of youth empowerment and child social-care NPOs. The other sustainability challenges may apply to other NPOs but differ on the focus.

- The study focused on multiple sustainability strategies in its proposed framework, from the literature and findings, however, other factors that may be different from the ones given may be incorporated and used to improve NPO sustainability depending on the nature and context of the study. This

means that the proposed framework may be or may not be suitable for other NPOs because they are based on the researchers' interpretation from the study findings which may not be generalised to all NPOs. The implementation of this framework may not guarantee a complete solution to create and improve sustainable NPOs.

- Sustainability strategies are diverse which requires a lot of resources to be implemented.

8.7 Recommendations

This section gives recommendations to all stakeholders of NPOs including NPOs leadership, the National and Provincial government/policy makers, and donors on what needs to be done to maintain sustainability in the non-profit sector.

8.7.1 NPO leadership and staff

The NPO management, the board and the staff of the NPOs under study are recommended to use the integrated framework to be able to achieve their sustainability. The five stages outlined below are supposed to be followed to obtain the needed results.

8.7.1.1 NPO sustainability formulation stage

The NPO management, board, and staff must be able to understand the organisation's objectives, goals, and clear values, NPO constitution, vision, and mission, assessing the internal environment and assessing the external environment. If the NPO management, the board and the staff understand the organisation, this helps them to function according to its purpose with knowledge on what they are supposed to do without drifting away into unrelated causes and activities. After understanding the organisation's elements listed, they need to assess their internal and external environments.

8.7.1.2 Sustainability process stage

The NPO management, the board and the staff need to ensure that the NPO yearn to achieve, organisational, financial and programme/service sustainability in the sustainability process. They need to familiarise themselves on what is needed in their organisations and fill that gap be its funding sources, skilled, committed and

competent people with the required expertise and programmes and services that benefit the youths and children mostly.

8.7.1.3 Implementation stage

The leadership of NPOs are recommended to use the designed strategies range from financial, organisational and external challenges that affect the sustainability of NPOs and they include:

- Implementation and operationalisation of sustainability plans
- Valuing and gaining knowledge about sustainability
- Strategic plans formulation and implementation
- Proper institutional procedures
- Retention of key staff
- Educate and train all stakeholders involved in implementing the NPO Act (71of 1997), youth legislations and child legislations
- DSD and NPO collaboration
- NPO-NPO collaboration
- Donor-NPO relationship
- Social capital and networking
- Monitoring and evaluation systems
- Amend the *NPO Act* (71 of 1997)
- Marketing and communication
- Diversified funding streams and fundraising plans (resource mobilisation)

8.7.1.4 Results stage

The NPO leadership is recommended to utilise and implement the multi-dimensional NPO strategies of sustainability to have the desired change from all the stakeholders in the study that includes NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers and beneficiaries. When they implement these strategies for sustainability remarkable changes are attained which includes:

- Increased knowledge about NPO sustainability to all stakeholders (NPO management, board, staff, volunteers, donors, caregivers, house parents, social workers/social auxiliary workers, beneficiaries).

- Increased knowledge and adherence to NPO legislation, youth legislation and childcare and protection legislation.
- Increased resources base in depressed economies when facing shocks like Covid-19 pandemic.
- Nurturing a culture of the diverse mix of funding
- Nurturing and yielding of competent skills within the NPO management and the board.
- Nurturing and maintaining required skills
- Improved governance systems with effective and functional boards.
- Sound Monitoring and evaluation systems in all youth empowerment programmes and child social-care services.
- Increased partnerships and networking between the DSD, donors, other stakeholders and NPOs.
- Enlightened and well-informed youth educators and stakeholders.
- Enlightened and well-informed child social-care caregivers, house parents.
- Educated youth with life skills, skills development, and entrepreneurship knowledge.
- Increased sustenance to all children in need of social care, protection, psychosocial support.

8.7.1.5 Continuous review and refining stage

The NPO leaders are recommended to continuously review and refine the strategies they implement to suit their present challenges and be able to evaluate their contribution to NPO sustainability. They are required to gain information to provide feedback on various areas they are lacking and guide the NPOs to align their resources to implement the correct strategies progressively if the NPO exist.

8.7.2 National and Provincial Government/Policy makers

The findings of the study indicated that there are some gaps in the *NPO Act* (71 of 1997) which includes lack of full implementation of their comprehensive guidelines at all levels since others still fail to comply due to long processes that need to be followed. There are no clear guidelines on how NPOs can achieve sustainability. Likewise, the use of one approach in implementing policy may not be able to

accommodate all NPOs because they vary. In this respect, the researcher recommends the National and Provincial government to:

- Formulate their local and Provincial policies that suit the specific spectrums in their geographical area. The findings indicated that they use guidelines from the National government but there is a need to formulate such policies at the local and provincial levels.
- Simplify the NPO guidelines that they get from the *NPO Act* (71 of 1997) in a way that is well understood by all stakeholders especially the NPOs so that they do not struggle to fully implement all the requirements needed.
- Educate all NPOs through programmes that are designed to build their capacity to comply at any level since the literature points out that the requirements for compliance are time-consuming, frustrating, and expensive for small organisations.
- Amend Chapter 1 of the *NPO Act* (71 of 1997) by including the social enterprise among the NPT, NPC and VAs to allow NPOs to operate as social enterprises by having the business and non-business segment so that they become independent.
- The study established that the *NPO Act* (71 of 1997) need to allow NPOs to operate as social enterprises that are having entrepreneurial and non-entrepreneurial segments and make sure the issue of sustainability is incorporated in the *NPO Act* because it is not stated. This requires the government and other stakeholders to come together to align and amend the *NPO Act* (71 of 1997) towards sustainability
- Simplify the online applications for funding so that they are easily uploaded to reduce the backlogs, red tapes, and bureaucracies at the Directorate and DSD offices.

8.7.3 Donors

The literature unveiled that donor conditional ties may hamper NPO sustainability in that their preferences continue to change thereby hindering NPOs' progress because they are constrained and not allowed to accept other donors within the same period of funding. These donors may apply different conditions of aid and as a result, confusing who to follow thereby affecting the direction of the organisation. In this

respect, the researcher recommends the donors to collaborate, agree and work together towards the same goals since NPOs need a diversified funding base.

8.8 Recommendations for future research

The study has incorporated so many aspects that are affecting NPO sustainability and various strategies that can be used to achieve sustainability through a detailed analysis of the literature and qualitative research methodology. The researcher recommends future studies to look at:

- A large sample of NPOs whereby a quantitative approach is used.
- Developing a governance framework for NPO sustainability.
- Developing a legislative and regulatory framework for NPO sustainability.
- Other NPOs outside Gauteng Province focussing from other domains different from youth empowerment and institutional care (CYCCs).

8.9 Conclusion

In conclusion, sustainability challenges that NPOs are facing are not only financial but non-financial, meaning that they are diversified in nature. This does not mean to say that funding is not crucial in the NPO sector as the participants indicated that funding is still a major challenge among other things. In this regard, the management of NPOs have sustainability plans because they are required when they apply for funding, but their implementation is still lagging due to various reasons. The reasons range from organisational expertise, various strategies that they use to curtail such challenges, but their implementation is yet to be initiated. The prioritisation of sustainability in NPOs is still lacking because of the lack of knowledge on how to approach it and the NPOs indicated that they have not reached a point of sustainability. Various issues are shown in the table above outline all the sustainability challenges faced by NPOs under study.

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APPENDIX A: Ethics Letter

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9 May 2019

TO WHOM IT MAY CONCERN
Ethical Clearance - P. Hamunakwadi (29349818)

The Humanities (Arts) Ethics Committee reviewed and approved the ethics application of Ms. Purity Hamunakwadi. The ethics number is the following: **NWU-00766-18-A7.**

Registered title of her study: *Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa.*

Thesis to be submitted in fulfilment of the requirements for the degree Doctor of Philosophy in Social Science (Social Transformation and Management) at the North-West University.

Promoter: Prof J. Zaaiman
Co-promoter: Dr G. Mupambwa

Chair Person: Faculty of Humanities (Arts) Ethics Committee

Prof W.J. van Wyk

APPENDIX B: Interview Guide on Youth Empowerment NPOs

SEMI-STRUCTURED INTERVIEW SCHEDULE (Youth empowerment programmes)

1. The semi-structured interview schedule consists of 6 sections.

2. NB: All information gathered will be kept confidential.

My name is Purity Hamunakwadi (29349818) and I am currently doing my PhD in Social Science with Social Transformation and Management at the North West University, South Africa. I am conducting semi-structured interviews as part of my PhD research investigating on a topic namely: **Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa.** I am looking at the management systems and processes used by NPOs, youth empowerment programmes by NPOs, child social-care services in institutional care (CYCCs), challenges that may affect the sustainability of NPOs with the aim to identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social care-services in Johannesburg. In this respect, the researcher seeks to gather information that relate to NPO sustainability in the South African context. The research is highly confidential since no names of the participants will be attached to their responses and its mainly for academic purposes. The participants are free to ask questions for clarification and can participate voluntarily and anonymously. Your participation in this interview is greatly appreciated. The study is supported by an approved ethical number which is: **NWU-00766-18-A7**. If any need arise you are free to conduct my promoters: Prof. S.J. Zaaiman at +27 83 355 5429 and Dr. G. Mupambwa at +27 74 337 0760. The purpose of this study was explained to me and I consent to participate in answering all the questions asked, please sign.

Section A: Demographic Information

1. Age

2. Gender

Male	
Female	

3. Educational level

Never attended school	
Primary	
Secondary	
College	
University	
Other, specify	

5. Management Set-up

C.E.O		Director		Manager		Administrator		Staff(s*pecify*)		Volunteer	

6. How long have you been working for the organisation?

Number of Years	Tick	Number of Years	Tick	Number of Years	Tick
1-5		6-10		11-15	
16-20		21-25		26-30	
31-35		36-40		>40	

Section B: Background information

1. How long have you been in operation as an NPO?
2. What do the management team consist of in your NPO? Do they have the required skills for their roles?
3. Which age groups does your NPO mainly focus on? Why? Please explain.
4. Which programmes does your NPO provide to empower the youth?
5. Why do you provide such programmes? Please explain.

Section C: Sustainability of NPOs

1. How do you understand NPO sustainability? Explain.
2. As an NPO do you depend on other stakeholders' resources for survival? Why? Explain.
3. As an NPO which resources do you require to obtain/enhance sustainability? Why?
4. Where does your NPO obtain funding?
5. What criteria do the funders/sponsors use to fund your NPO? For how long? Explain
6. In your own view, in terms of funding received who is the major funder? Please explain.

(a) Individual contributions
(b) Religious institutions
(c) Private foundations
(d) Government
(e) Corporate
(f) International institutes and governments
(g) Other (please specify)

7. Are there any other means that your NPO use to obtain finances? Please explain.
8. What do you think on the fact that NPOs should be able to fund themselves? Explain.
9. In your opinion, in what way does funding influence the sustainability of your NPO? Explain.
10. Apart from finances what other resources do you need as an NPO to enhance sustainability? Explain.
11. In your opinion, why would the resource providers support your youth empowerment programmes? Explain.
12. As an NPO how do you manage the dependence relationships with your resource providers at the same time retaining your autonomy? Explain.
13. Has the demand for sustainability ever deflected your organisation from its true mission to cater for the needs of resource providers? Explain.
14. As an NPO do you network with other NPOs in the same field? Why? Explain.

15. In what way does your NPO adapt when the resources are limited? Explain.
16. Which challenges are you facing as an NPO that may affect the sustainability of your organisation?
17. In your own thinking, what are the internal factors that may influence the sustainability of your NPO?
18. In your opinion, what are the external factors that may influence the sustainability of your NPO?
19. What strategies do the management use to deal with sustainability related challenges within their NPO?
20. What strategies do the employees use to deal with sustainability related challenges within their NPO?

Section D: Management of NPOs

1. Is there any training offered to new entrance staff? What form of training do you offer them? Please explain.
2. In your opinion, how does human resource capacity influence the sustainability of your NPO? In what way do the managements' capabilities influence sustainability?
3. As an NPO which management systems are you using in your organisation?
4. Do you think that the management systems in your NPO incorporates the issue of organisational sustainability in their practices? Please explain.
5. Does your NPO have clearly defined strategic plans in their practices?
6. In your opinion, do you think your NPO have an effective governance structure? Explain.
7. In your opinion, in what way does the board of directors useful to your NPO? Explain.
8. What can you say about your NPO in terms of accountability to its relevant stakeholders? In your opinion, does accountability influence the sustainability of an NPO? How? Explain.
9. What can you say about your NPO in terms of transparency to its stakeholders? In your opinion, does transparency influence the sustainability of an NPO? How? Explain.

Section E: Statutory and regulatory framework used by NPOs in South Africa.

1. Which legal structure does your NPO adhere to? Why?
2. As an NPO what challenges do you face in adhering to the requirements of this legal structure? Explain.
3. In your opinion does the NPO Act 71 of 1997 incorporate the issue of sustainability in NPOs? Explain.
4. Besides the NPO Act, which other legislations guiding your NPO at Provincial, local levels?
5. In your view, do you think the NPO management is familiar with the key issues of the youth legislation in their operations? Please explain.
6. What effect does it have to your NPO programmes when you implement the key issues of the youth legislation in your operations? Please explain.
7. Do you think the state interfere in the programmes that you provide as an NPO? Explain.
8. In your opinion, how do state policies influence NPO sustainability? Explain.

Section F: NPO programmes and youth empowerment

1. In your opinion, do you think the youth are included in decision-making processes in matters that affect them especially in the implementation of their programmes? Explain.
2. Do you think the involvement of the youth in decision-making determines the success or failure of their programmes? Explain.
3. As an NPO are you able to recognise the talents presented by the youths in your programmes? Explain.
4. Are you able to give them support regarding their capabilities? How. Explain.
5. In your opinion, do you think young people are empowered by these programmes? In what way? Explain.
6. In your opinion, what do you think is the best way to address challenges faced by your NPO?
7. In your thinking, what do you think NPOs should do to achieve sustainability?

APPENDIX C: Interview Guide on Child Social-Care NPOs

SEMI-SRUCTURED INTERVIEW SCHEDULE (Child social-care services)

1. The semi-structured interview schedule consists of 6 sections.

2. NB: All information gathered will be kept confidential.

My name is Purity Hamunakwadi (29349818) and I am currently doing my PhD in Social Science with Social Transformation and Management at the North West University, South Africa. I am conducting semi-structured interviews as part of my PhD research investigating on a topic namely: **Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa.** I am looking at the management systems and processes used by NPOs, youth empowerment programmes by NPOs, child social-care services in institutional care (CYCCs), challenges that may affect the sustainability of NPOs with the aim to identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social care-services in Johannesburg. In this respect, the researcher seeks to gather information that relate to NPO sustainability in the South African context. The research is highly confidential since no names of the participants will be attached to their responses and its mainly for academic purposes. The participants are free to ask questions for clarification and can participate voluntarily and anonymously. Your participation in this interview is greatly appreciated. The study is supported by an approved ethical number which is: **NWU-00766-18-A7**. If any need arise you are free to conduct my promoters: Prof. S.J. Zaaiman at +27 83 355 5429 and Dr. G. Mupambwa at +27 74 337 0760. The purpose of this study was explained to me and I consent to participate in answering all the questions asked, please sign.

Section A: Demographic Information

1. Age

2. Gender

Male	
Female	

3. Educational level

Never attended school	
Primary	
Secondary	
College	
University	
Other, specify	

5. Management Set-up

C.E.O		Director		Manager		Administrator		Staff(s*pecify*)		Volunteer	

6. How long have you been working for the organisation?

Number of Years	Tick	Number of Years	Tick	Number of Years	Tick
1-5		6-10		11-15	
16-20		21-25		26-30	
31-35		36-40		>40	

Section B: Background information

1. How long have you been in operation as an NPO?
2. What do the management team consist of in your NPO? Do they have the required skills for their roles?
3. Which age groups does your NPO mainly focus on? Why? Please explain.
4. Which services does your NPO provide to children regarding child social-care?
5. Why do you provide such services? Please explain.

Section C: Sustainability of NPOs

1. How do you understand NPO sustainability? Explain.
2. As an NPO do you depend on other stakeholders' resources for survival? Why? Explain.
3. As an NPO which resources do you require to obtain/enhance sustainability? Why?
4. Where does your NPO obtain funding?
5. What criteria do the funders/sponsors use to fund your NPO? For how long? Explain.
6. In your own view, in terms of funding received who is the major funder? Please explain.
    (a) Individual contributions
    (b) Religious institutions
    (c) Private foundations
    (d) Government
    (e) Corporate businesses
    (f) International institutes and governments
    (g) Other (please specify)
7. Are there any other means that your NPO use to obtain finances? Please explain.
8. What do you think on the fact that NPOs should be able to fund themselves? Explain.
9. In your opinion, in what way does funding influence the sustainability of your NPO? Explain.
10. Apart from finances what other resources do you need as an NPO to enhance sustainability? Explain.
11. In your opinion, why would the resource providers support your child social-care services? Explain.
12. As an NPO how do you manage the dependence relationships with your resource providers at the same time retaining your autonomy? Explain.
13. Has the demand for sustainability ever deflected your organisation from its true mission to cater for the needs of resource providers? Explain.
14. As an NPO do you network with other NPOs in the same field? Why? Explain.

15. In what way does your NPO adapt when the resources are limited? Explain.
16. Which challenges are you facing as an NPO that may affect the sustainability of your organisation?
17. In your own thinking, what are the internal factors that may influence the sustainability of your NPO?
18. In your opinion, what are the external factors that may influence the sustainability of your NPO?
19. What strategies do the management use to deal with sustainability related challenges within their NPO?
20. What strategies do the employees use to deal with sustainability related challenges within their NPO?

Section D: Management of NPOs

1. Is there any training offered to new entrance staff? What form of training do you offer them? Please explain.
2. In your opinion, how does human resource capacity influence the sustainability of your NPO? In what way do the managements' capabilities influence sustainability?
3. As an NPO which management systems are you using in your organisation?
4. Do you think that the management systems in your NPO incorporates the issue of organisational sustainability in their practices? Please explain.
5. Does your NPO have clearly defined strategic plans in their practices?
6. In your opinion, do you think your NPO have an effective governance structure? Explain.
7. In your opinion, in what way does the board of directors useful to your NPO? Explain.
8. What can you say about your NPO in terms of accountability to its relevant stakeholders? In your opinion, does accountability influence the sustainability of an NPO? How? Explain.
9. What can you say about your NPO in terms of transparency to its stakeholders? In your opinion, does transparency influence the sustainability of an NPO? How? Explain.

Section E: Statutory and regulatory framework used by NPOs in South Africa.

1. Which legal structure does your NPO adhere to? Why?
2. As an NPO what challenges do you face in adhering to the requirements of this legal structure? Explain.
3. In your opinion does the NPO Act 71 of 1997 incorporate the issue of sustainability in NPOs? Explain.
4. Besides the NPO Act, which other legislations guiding your NPO at Provincial, local levels?
5. In your view, do you think the NPO management is familiar with the key issues of the childcare legislation in their operations? Please explain.
6. In your opinion, does the implementation of childcare legislation by NPO management help in providing adequate child social-care services? Please explain.
7. In your view, how does the South African childcare policy enhance the sustainability of institutional care services (children's homes and foster homes)? Please explain.
8. Do you think the state interfere in the services that you provide as an NPO? In what way does it interfere? Explain.
9. In your opinion, how do state policies influence NPO sustainability? Explain.

Section F: Child social-care services in institutional care

1. In your opinion, do you think children in institutional care/residential care/children's homes are well catered for from the services provided? Please explain.
2. Are there services that best suit the needs of every child in your NPO? Explain.
3. Do the child social-care services provided by your NPO prioritises the needs of every child? Explain.
4. In what way does the child social-care services provided by your NPO benefiting the children? Explain.
5. In your opinion, what do you think is the best way to address challenges faced by your NPO?
6. In your thinking, what do you think NPOs should do to achieve sustainability?

APPENDIX D: Interview Guide on Gauteng Provincial DSD

SEMI-SRUCTURED INTERVIEW SCHEDULE (PROVINCIAL DEPARTMENT OF SOCIAL DEVELOPMENT)

1. The semi-structured interview schedule consists of 6 sections.

2. NB: All information gathered will be kept confidential.

My name is Purity Hamunakwadi (29349818) and I am currently doing my PhD in Social Science with Social Transformation and Management at the North West University, South Africa. I am conducting semi-structured interviews as part of my PhD research investigating on a topic namely: **Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa.** I am looking at the management systems and processes used by NPOs, youth empowerment programmes by NPOs, child social-care services in institutional care (CYCCs), challenges that may affect the sustainability of NPOs with the aim to identify factors that should be included in developing a framework that can contribute to sustainability in selected NPOs to achieve youth empowerment and adequate provision of child social care-services in Johannesburg. In this respect, the researcher seeks to gather information that relate to NPO sustainability in the South African context. The research is highly confidential since no names of the participants will be attached to their responses and its mainly for academic purposes. The participants are free to ask questions for clarification and can participate voluntarily and anonymously. Your participation in this interview is greatly appreciated. The study is supported by an approved ethical number which is: **NWU-00766-18-A7**. If any need arise you are free to conduct my promoters: Prof. S.J. Zaaiman at +27 83 355 5429 and Dr. G. Mupambwa at +27 74 337 0760. The purpose of this study was explained to me and I consent to participate in answering all the questions asked, please sign.

Section A: Demographic Information

1.Age

2. Gender

Male	
Female	

3. Educational level

Never attended school	
Primary	
Secondary	
College	
University	
Other, specify	

4. Management Set-up

C.E.O		Director		Manager		Administrator	

1. How long have you been working for the Gauteng Provincial Department of Social Development?

Number of Years	Tick	Number of Years	Tick	Number of Years	Tick
1-5		6-10		11-15	
16-20		21-25		26-30	
31-35		36-40		>40	

Section B: Collaboration between the Gauteng Provincial Department of Social Development and NPOs

1. In your opinion, how do you understand NPO sustainability?
2. What are the challenges that are faced by NPOs that may affect their sustainability?
3. What criteria do you use to give funds to NPOs? Please explain.
4. Apart from funding, what other support do you give to NPOs? Explain.

5. In your opinion, as one of the resource providers why would you support youth empowerment programmes? Explain.
6. In your opinion, as one of the resource providers why would you support child social-care services? Explain.
7. In your opinion, in what way does funding influence the sustainability of NPOs? Explain.
8. In your opinion, how does donor priorities influence the sustainability of NPOs? Explain.
9. Are there mechanisms that may be used by NPOs to participate in the various levels of government decision-making processes? Explain.
10. What is the role of the Directorate in enhancing youth empowerment programmes provided by NPOs to obtain sustainability? Explain.
11. What is the role of the Provincial Department of Social Development in enhancing youth empowerment programmes provided by NPOs to obtain sustainability? Explain.
12. What is the role of the Directorate in enhancing child social-care services provided by NPOs to obtain sustainability? Explain.
13. What is the role of the Provincial Department of Social Development in enhancing child social-care services provided by NPOs to obtain sustainability? Explain.
14. What is the role of the Provincial Department of Social Development in enhancing NPO sustainability? Explain.

SECTION C: Statutory and regulatory framework used by NPOs in South Africa.

1. In your opinion does the NPO Act 71 of 1997 incorporate the issue of sustainability in NPOs? Explain.
2. Besides the NPO Act, which other legislations guiding NPOs at Provincial, local levels?
3. In your opinion, is there a proper regulatory framework that control NPOs at Provincial level?
4. In your opinion, at Provincial level are there legislations that focus on youth empowerment? Explain.

5. In your opinion, at Provincial level are there legislations that focus on child social-care services? Explain.
6. If they are there, in your view are they fully implemented?
7. In your opinion, does the implementation of youth legislation by NPO management help in empowering young people? Explain.
8. In your opinion, does the implementation of youth legislation by NPO management help in the sustainability of their programmes? Explain.
9. In what way does the implementation of the youth legislation by NPO management enhance the sustainability of youth empowerment programmes? Explain.
10. In your opinion, does the implementation of childcare legislation by NPO management help in providing adequate child social-care services? Explain.
11. In your opinion, does the implementation of childcare legislation by NPO management help in the sustainability of their services? Explain.
12. In what way does the implementation of childcare legislation by NPO management enhance the sustainability in provision of child social-care services? Explain.
13. In your opinion, does the South African childcare and protection policy enhance the provision of child social-care services leading to their sustainability? How? Please explain.
14. Do you think the state interfere in the programmes that are provided by NPOs? Explain.
15. What is the role of the Codes of good practice in enhancing NPO sustainability?
16. What is the role of the Independent Code of good governance in enhancing NPO sustainability?
17. Do you think NPOs are adhering to the codes of good practice in ensuring that their founding documents comply with the basic requirements of good governance? Explain.
18. In your opinion, how do state policies influence NPO sustainability? Explain.

Section D: NPO sustainability

1. In your opinion, what is the view of the Provincial Department of Social Development on how NPOs must be sustainable in youth empowerment programmes? Explain.
2. In your view, to what extend NPOs must be sustainable regarding youth empowerment programmes?
3. In your opinion, what is the view of the Provincial Department of Social Development on how NPOs must be sustainable in providing child social-care services? Explain.
4. In your view, to what extend NPOs must be sustainable with regard to providing child social-care services?
5. In your opinion, what do you recommend NPOs when they face sustainability challenges?

APPENDIX E: Authorisation letter from the DSD

GAUTENG PROVINCE
SOCIAL DEVELOPMENT
REPUBLIC OF SOUTH AFRICA

Enquiries: Dr. Sello Mokoena
Tel: 082 331 0786
File no.: 03/06/20

Dear P Hamunakwadi

RE: APPLICATION TO CONDUCT RESEARCH IN THE GAUTENG DEPARTMENT OF SOCIAL DEVELOPMENT

Thank you for your application to conduct research within the Gauteng Department of Social Development.

Your application to conduct research on **"TOWARDS A FRAMEWORK TO ACHIEVE SUSTAINABILITY IN NON-PROFIT ORGANISATIONS EMPOWERING YOUTHS AND PROVIDING CHILD SOCIAL-CARE SERVICES IN JOHANNESBURG, SOUTH AFRICA"** has been considered and approved for support by the Department as it was found to be beneficial to the Department's vision and mission. The approval is subject to the Department's terms and conditions as stated on the GDSD application form.

You have permission to interview officials and beneficiaries within facilities regulated by the Department, conduct observations and access relevant documents where necessary.

May I take this opportunity to wish you well on the journey you are about to embark on.

We look forward to a value adding research and a fruitful co-operation.

With thanks

Dr. Sello Mokoena
Director: Research and Policy Coordination
Date: 03/06/2020

APPENDIX F: Authorisation letter from Golang Educational Outreach

Golang Education Outreach
Emthonjeni Community Centre, Zandspruit

NPO 094-462

PO Box 6163
Cresta
2118

To whom it may concern:

Re: Purity Hamunakwadi

This letter serves to confirm that Purity Hamunakwadi has been given permission by the Golang Education Outreach Project for research purposes in regard to her studies at Northwest University.

We are situated in the Zandspruit Informal Settlement in Honeydew, based in the Emthonjeni Community Centre.

Purity will be assisted by Mrs Mary Sinodisi in the areas of homework tuition, reading, playing and interacting with the Primary School children, who attend the Golang Education Outreach Aftercare Centre.

She may carry out interviews as is necessary for her studies, and I will assist her with any other matters pertaining to our organization.

We wish to confirm that we have no objection whatsoever to supplying her with information regarding her study program at our NPO.

Kind regards

.....

Margaret le Roux
Manager/Administrator

Tel: 082 907 7935
www.golangoutreach.co.za

Sponsor a child for only R350 per month
PBO 9300/30/277 registered under Section 18A / NPO 094-462
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Board Members: R Mills; P Hasluck; S Khumalo; S Ngoma; L Rivett; T Hatang; M le Roux

APPENDIX G: Authorisation letter from Miracle Mission Children's Home

Miracle Mission
CHILDREN'S HOME

November, 05 2020

PERMISSION GRANTED

To Whom It May Concern:

Miracle Mission Children's Home in Randburg granted Purity Hamunakwadi studying at North-West University, student number 29349818, permission to use our NPO and all information obtained from us in her PHD, topic **"Towards a framework to achieve sustainability in Non-Profit Organisations empowering youths and providing child social-care services in Johannesburg, South Africa."**

Please call me on 0832901367 if you have any questions.

Kind Regards,

Elizabeth.

Manager

8 ADDERLEY STREET, KENSINGTON B, RANDBURG. P.O.BOX 4661, RANDBURG, 2125 • TEL: 011 886 887•
GLYNIS: 082 820 0511 • ELIZABETH: 083 290 1367 • WWW.MIRACLEMISSION.ORG.ZA

APPENDIX H: Authorisation letter from Thandanani House of Refuge

15 December 2020

To Whom It May Concern

PERMISSION GRANTED

This letter serves to confirm that Purity Hamunakwadi studying at North-West University (29349818) has been granted permission by the Thandanani House of Refuge to use our NPO and all the information obtained from us for her PhD studies. Her research topic is: **Towards a framework to achieve sustainability in Non-profit organisations empowering the youths and providing child social-care services in Johannesburg, South Africa.**

We are a Child and Youth Care Centre (CYCC) that is situated in the informal settlement of Zandspruit in Honeydew (Johannesburg).

Please call me on 082 836 9747 if any need arises.

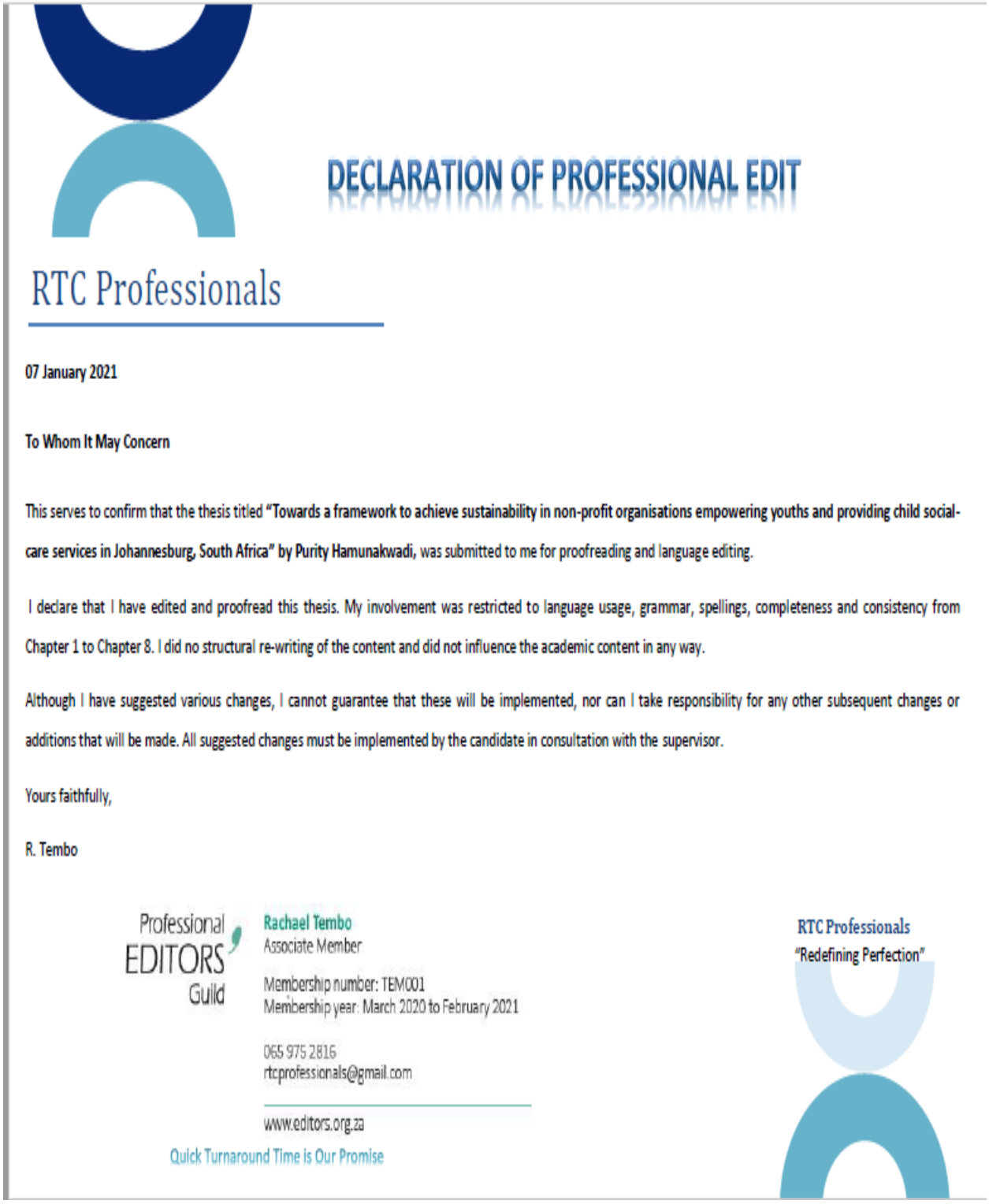
Kind Regards

Meryl Tintinger
Centre Manager

Plot 16, Zandspruit, Honeydew
PO Box 3671, Honeydew 2040
Email: Thandanani.ad@gmail.com
Website: www.thandanani.org

Management Committee: DP McKibbin (Chairman); K Frangakis; HJ McKibbin; K Dlamini; M Tintinger; R Muwando.
Banking Details: Kingsway Centre of Concern House of Refuge; Standard Bank, Northcliff; Account No: 0032 93165; Branch Code: 6305;
Fundraising No: 003-978 NPO Public Benefit Organization Number: 930032102

APPENDIX I: Editor's letter



DECLARATION OF PROFESSIONAL EDIT

RTC Professionals

07 January 2021

To Whom It May Concern

This serves to confirm that the thesis titled **"Towards a framework to achieve sustainability in non-profit organisations empowering youths and providing child social-care services in Johannesburg, South Africa" by Purity Hamunakwadi,** was submitted to me for proofreading and language editing.

I declare that I have edited and proofread this thesis. My involvement was restricted to language usage, grammar, spellings, completeness and consistency from Chapter 1 to Chapter 8. I did no structural re-writing of the content and did not influence the academic content in any way.

Although I have suggested various changes, I cannot guarantee that these will be implemented, nor can I take responsibility for any other subsequent changes or additions that will be made. All suggested changes must be implemented by the candidate in consultation with the supervisor.

Yours faithfully,

R. Tembo

Professional EDITORS' Guild

Rachael Tembo
Associate Member

Membership number: TEM001
Membership year: March 2020 to February 2021

065 975 2816
rtcprofessionals@gmail.com

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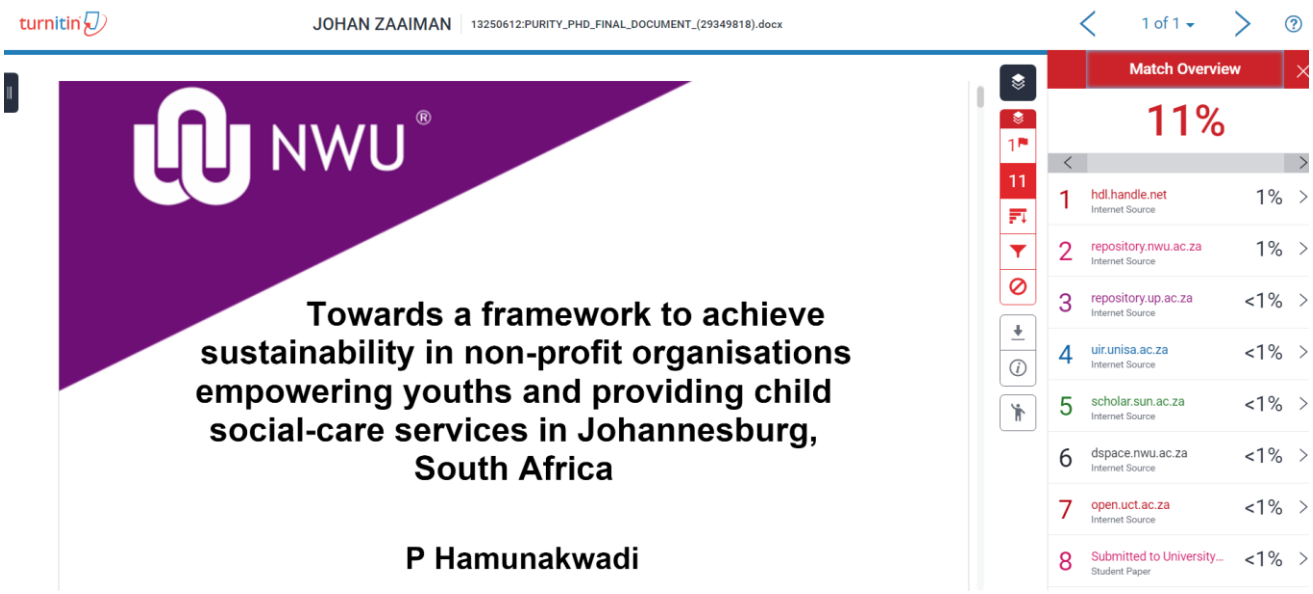
APPENDIX J: Turnitin report