

**SOCIAL ENTREPRENEURIAL DEVELOPMENT IN THE TSHWANE
METROPOLITAN MUNICIPALITY**

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**Dissertation submitted in partial fulfilment of the requirements for the
degree**

**MASTERS IN BUSINESS ADMINISTRATION
at the
North West University**

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May 2007
Potchefstroom Campus**

ABSTRACT

Social entrepreneurship is a fairly new subject to most academics. Extensive research and analysis is currently underway to understand this subject better. By definition, it still lends itself to the general known description of commercial entrepreneurship. What makes it distinctive is its virtuousness of the mission to create better social value than commercial profit. For social entrepreneurs, the social mission is explicit and central. This obviously affects how social entrepreneurs perceive and assess opportunities. Mission-related impact becomes the central criterion, not wealth creation. Wealth is just a means to an end for social entrepreneurs. This study investigates the overall view of social entrepreneurship and puts together a working definition of social entrepreneurship in the Tshwane Metropolitan Municipality.

This study's primary objective focuses on determining the sustainability of social entrepreneurship and its potential to contribute meaningfully to the overall economy. The secondary objective of the study is to find a working definition of social entrepreneurship as proposed by other researchers throughout the world and assess some of the work done around the subject.

The research methodology consists of literature study and empirical research that in turn encompass administering a survey questionnaire to various social entrepreneurs in the Tshwane Metropolitan Municipality. The literature study focuses on worldwide definitions, approaches, activities, funding mechanisms, skill requirements and challenges around the subject of social entrepreneurship. The literature study also finds a detailed study of Ashoka, one of the most successful social entrepreneurship initiatives from the United Kingdom, which is perceived as one of the most successful projects on this subject.

The empirical research cover the construction of a survey questionnaire aimed at understanding five key areas around social entrepreneurship in Tshwane. These areas covers sets of questions to gather a better

understanding of the demographic profile of a social entrepreneur, the demographic profile of their organisations (specifically non-profit organisations), how they generate their income, raise funds and the source of this funding, challenges they face in the city and last but not least, gather the thoughts of these entrepreneurs in terms of what can be done to make it successful. The questionnaire comprises of both open-closed ended questions.

The results of the findings, which include an overall demographic profile of the social entrepreneur, showed a significant potential for social entrepreneurship to prosper in the Tshwane Metropolitan Municipality and the need for further research and investigation on this subject. The results also show the need for higher level of skills and qualifications for social entrepreneurs to grow beyond the initial incubation stage in their organisations. Other findings from the results include relevance of location for social entrepreneurship to prosper. The finding also revealed the need for increased access to funding and better policy framework to help entrepreneurs to operate harmoniously. Crime and inadequate regulatory framework poses some of the biggest threats to social entrepreneurship.

A number of practical recommendations have been listed in the study for authorities to consider, in an attempt to make this subject a meaningful solution to solve some of the socio-economic problems in Tshwane Metropolitan Municipality.

It is the author's belief that the objectives of the study have been met, despite the bias of the geographic location and possibly a smaller sample size than expected nevertheless provide a sound base for continuity on the subject.

ACKNOWLEDGEMENTS

Dr S P Van der Merwe of the Potchefstroom Business School at North West University for his assistance, guidance, advice and most of all patience, during the research and completion of this dissertation.

My wife, Angela Moshiga and my two kids Thabiso and Moeketsi for all the sacrifices that they endured during the tenure of the degree; particularly in the last 2 months.

My late parents who made every effort to ensure that I succeed in life and being part of all my achievements.

My study group throughout the years, Dr Joseph Matjila, Jerry Netshandama, William Makgabo, Daba Ndanduleni, and Masello Sikhukhune. Not forgetting my late colleague and friend Rendani Nelwamondo, who passed away during the course of the year, I'm sure he would have been part of the first graduating team.

The staff at the Tshwane Metropolitan Municipality for the support they gave during the research.

My colleagues and friends at First National Bank for their insight, numerous debates, about the subjects, assistance in the interviews, translating and reviewing some of my work.

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CHAPTER 1: NATURE AND SCOPE OF STUDY

1.1 INTRODUCTION

Entrepreneurship is a creative process in which resources are organized and used in a venture that satisfies both personal needs or wants and the needs or wants of others. The introduction of entrepreneurship in African universities, colleges and schools are much needed, timely and more relevant in our country than ever before. Entrepreneurship aims at instilling and stimulating the human urge for excellence by realizing individual potential for generating and implementing the inputs, relevant to social prosperity and ensuring a decent means of living for every individual.

On the other hand, social entrepreneurship is probably the greatest contributor to the growth field for non-profit organisations today (Lee, 2002:56). In some cases, it is a management approach that can open up new doors, permit ambitious agencies to grow or help organisations enter new market niches. (Bornstein 2004:20) brings together stories of leading social entrepreneurs both present and past. Bornstein sees social entrepreneurs as:

... transformative forces: people with new ideas to address major problems, who are relentless in the pursuit of their vision, people who simply will not take no for an answer and who will not give up until they spread their ideas as far as they possibly can.

Africa in general is plagued by poverty, famine, civil wars, unemployment, crime, pandemic diseases, and poor governance. Various interventions are put in place by organisations and institutions such as the World Bank, African Union, New Economic Partnership for African Development (NEPAD), United Nations, World Economic Forum (WEF) and many others to stimulate growth in the continent and specifically for this purpose the Southern African Development Countries (SADC) region.

This study analyses the social entrepreneurial activities and performance in the Tshwane Metropolitan Municipality and attempts to provide recommendations on specific interventions relevant to stimulate economic growth in this region. The study further aims to establish the relevance of social entrepreneurship as a key differentiator in relation to other infrastructure or technology entrepreneurial activities for the Tshwane Metropolitan Municipality.

1.2 PROBLEM STATEMENT

Social entrepreneurs, are motivated to address a social need, commercial entrepreneurs a financial need. As with the rest of South Africa, the Tshwane Metropolitan Municipality and its surrounding areas is experiencing significant growth in the number of entrepreneurs in a quest for either social survival or obtaining a bigger slice of the economic pie. While this may seem to be the case, the region is still experiencing challenges which are primarily social in nature.

The Tshwane Metropolitan Municipality is faced with social challenges such as a increase in poverty, high unemployment rate, pandemic diseases such as HIV/Aids, illegal immigrants as well as an increase in crime. Various social entrepreneurial interventions exist to alleviate such challenges but these are normally not sustainable or viewed as an economic growth solution. While the Tshwane Metropolitan Municipality is still battling to improve or even make a leap with such social challenges, the city also put huge focus on other types of entrepreneurial activities such as Information and Communication Technology infrastructure and other activities embarked on by other developed countries for economic growth. The need to identify key activities that are different to those in the developed countries may be a key requirement for improving economic growth,

Developed countries such as the United States of America (USA) may not necessary have similar social challenges as the ones faced by South Africa and therefore it would not make sense for South Africans to embark similar

entrepreneurial activities as they will not yield any value for the region to prosper. While it can be acknowledged that Information and Communication Technology literacy for example, is important in today's economic world, can Africa really harness this while there are high HIV/Aids mortality rates, high unemployment even clean water issues to address.

A need to encourage and stimulate social entrepreneurship and create a transition state for such initiatives to grow beyond the survival state and be strong and active participants in the economy is necessary for long term sustainability of the city.

Similar to the rest of South Africa, the Tshwane Metropolitan Municipality has enormous social challenges and the need to encourage social entrepreneurship in the city is a vital prerequisite to its economic development. The real challenge is for the region to strike a balance between the two aspects in order to achieve long sustainability of the region.

1.3 OBJECTIVES OF THE STUDY

The objective of this study is mainly to formulate a working definition for social entrepreneurship in South African terms and then to determine the sustainability of social entrepreneurship, in general, and to investigate the role that the Tshwane Metropolitan Municipality plays in this regard.

1.3.1 Secondary objective

To achieve this primary objective, the study will focus on the following secondary objectives:

- To define social entrepreneurship and make a distinction between commercial and social entrepreneurship.
- Complete a literature study of entrepreneurship and specifically social entrepreneurship.
- Explore the policy drivers towards social entrepreneurship for the Tshwane Metropolitan Municipality.

- Investigate the extent to which social entrepreneurship in Tshwane Metropolitan Municipality.
- Make recommendations to enhance social entrepreneurship in Tshwane Metropolitan Municipality.

1.4 SCOPE OF THE STUDY

1.4.1 Field of study

The study focuses primarily on social entrepreneurship activities and is also confined to the Tshwane Metropolitan Municipality only. Although there is mention of other types of entrepreneurship activities that we need to compare with, the study will focus on social entrepreneurial activities.

1.4.2 Industry scope

From the industry point of view, the study will focus primarily on:

- social entrepreneurship around the primary health sector;
- social sciences such as child care activities;
- poverty and unemployment;
- education in terms of improving literacy amongst the community of Tshwane;
- crime prevention interventions; and
- NGOs in areas where social entrepreneurship activities are carried out, specifically around HIV/Aids, homelessness, unemployment and child care.

1.4.3 Geographic reach

Although the study intends to provide a broader perspective of the South African landscape, it is confined to the Tshwane Metropolitan Municipality and surrounding areas. This will cover the semi-rural and urban, townships and suburbs of the Tshwane metropolitan area will also be considered for the study.

1.5 RESEARCH METHODOLOGY

The study consists of a literature review and empirical research. The literature review and empirical research verify the prevalence of social entrepreneurship and the extent of the relationship between entrepreneurial activity and opportunities brought about by liberalisation and technology changes.

1.5.1 Literature study

The literature study is focused on the subject discipline of social entrepreneurship, regulatory requirement and socio-economic challenges on the Tshwane Metropolitan Municipality. The main objective is to focus on the opportunities created by social entrepreneurship that also have an impact to the region. Given the objective of determining this new phenomenon and concept of social entrepreneurship opportunities, created by the socio-economic challenges and pressures, a literature study was conducted on the following topics:

- entrepreneurship and opportunities;
- social entrepreneurship;
- regulatory frameworks around social entrepreneurship;
- existing activities on social entrepreneurship;
- current regulatory changes on social entrepreneurship; and
- socio-economic challenges around the subject.

1.5.2 Empirical study

The empirical study consists of a questionnaire with a set of free text questions. The survey is designed to collect information and to serve as a quality measure in obtaining a conclusion on whether social entrepreneurship is contributing meaningfully to the economic growth of Tshwane Metropolitan Municipality. The questionnaires were distributed to various small social entrepreneurial businesses and individual social entrepreneurs in the Tshwane Metropolitan Municipality. Participants were contacted to ensure that all the respondents met the parameters and objectives of the study.

1.6 LIMITATION OF THE STUDY

While the study focuses primarily on small business in the Tshwane Metropolitan Municipality, it must be taken into consideration that some of the street vendors in the area are illegal foreigners and therefore provide a skewed outlook of the research. This is mainly due to the fact that these businesses are mainly informal and that they cannot be included in the economic structure of the region as they do not form part of its formal economy and/or population.

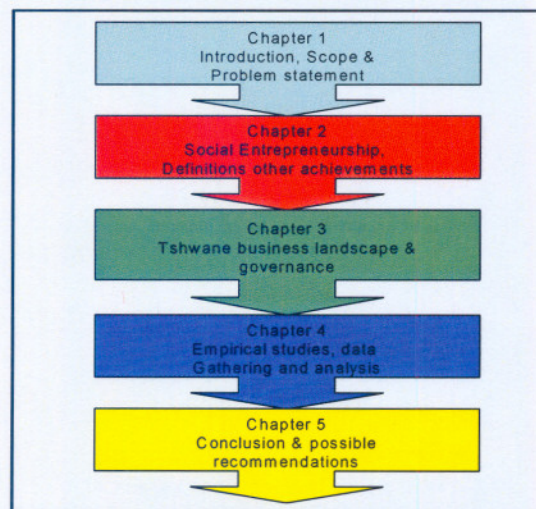
Small businesses also happen to struggle to exist beyond the early phase of inception and therefore some of businesses researched may disappear before even the study is completed.

The other important limitation is that most of the research respondents, being survival business in nature, are mainly informal and not registered through the Department of Trade and Industry or cannot truly be measured for their contribution to the broader Tshwane Metropolitan Municipality's economy.

1.7 LAYOUT OF THE STUDY

Figure 1-1: Study Layout below, provides a schematic layout of the study:

Figure 1-1: Study Layout



Chapter 1 – Provides an overview and nature of the study as well as scope which the study will cover;

Chapter 2 – Provides a literature study of the subjects and tries to formulate the definition of social entrepreneurship. An overview of social entrepreneurship including definitions, and what has been achieved elsewhere is also elaborated on in this chapter.

Chapter 3 - Provides the business, governance and the overall landscape of the Tshwane region, with particular relevance to social entrepreneurship and other entrepreneurial activities in the region. This chapter tries to contextualize social entrepreneurship in relation to the Tshwane Metropolitan Municipality and in a South African context.

Chapter 4 - Provides the empirical study conducted in term of the gathering of data, presenting of data and the analysis thereof. A discussion of the results of the data is also discussed in this chapter.

Chapter 5 - Provides the conclusion and recommendations from the findings.

1.8 SUMMARY

It is based on this chapter layout and framework that the whole study and this document is approached. It is the author's intention to ensure that the objectives of the study are met and the information document be used as a basis for future work required around this subject of social entrepreneurship.

CHAPTER 2: ENTREPRENEURSHIP AND SOCIAL ENTREPRENEURSHIP

2.1 INTRODUCTION

Social entrepreneurship as a focus of academic enquiry has a relatively brief history although it has been in existence in some form or the other for quite some time. Its definition is still unclear to many of the experts and numerous studies are underway to provide a formal definition for this promising field of the economy. Social entrepreneurship may be expressed in a vast array of economic, educational, research, welfare, social and spiritual activities engaged in by various organisations.

Governments throughout the world assume the responsibility for the social well-being of its citizens; but it alone cannot achieve this task. It requires the involvement and partnership with its citizens and private sector to achieve some of its goals. The majority of the literature on social entrepreneurship has evolved within the domain of non-government not-for-profit organisations, but in general, social entrepreneurship involves all such activities. The first part of this study provides a literature study around social entrepreneurship and attempts made to come up with a working definition of this discipline for the rest of the study.

2.2 DEFINING ENTREPRENEURSHIP AS A DISCIPLINE

While this study focuses primarily on social entrepreneurship, it is important to provide a common definition of entrepreneurship to provide the reader some context for social entrepreneurship. Of course, the discipline of social entrepreneurship finds its origin from traditional entrepreneurship discipline.

According to Roberts and Woods (2005:46) the origin of the word entrepreneurship stem from the French word *entreprendre* meaning 'to take into ones own hands'. The role of the entrepreneur was first recognised by the 18th century businessman Richard Cantillon. Cantillon compares entrepreneurs to undertakers engaged in market exchanges at their own risk for the purpose

of making profit. Cantillon's work provided the foundation for three major economic traditions: the German tradition built on the work of Joseph Schumpeter with emphasis on innovation; the Chicago tradition of Knight and his work on risk and the Austrian tradition of Israel Kirzner and his exploration of "alertness to opportunity". The phenomenon of entrepreneurship has also stimulated research in other social sciences; psychologists, sociologists and anthropologists focus on the attributes of practitioners and the social and political conditions that encourage entrepreneurial behaviour (Roberts and Woods, 2005:46).

Timmons and Spinelli (2004:47) define entrepreneurship as a way of thinking, reasoning and acting that is opportunity obsessed, holistic in approach, and leadership balanced. The authors further describe entrepreneurship to result in the creation of value, not only for owners, but for all participants and stakeholders. At the heart of the process, as Timmons explains, is the creation and/or recognition of opportunities, followed by the will and initiative to seize these opportunities.

Antonites and Van Vuuren (2005:145) define an entrepreneur as someone who has the potential to create an idea and convert it into an opportunity, out of virtually nothing. It is mainly about human creative action and opportunity finding.

2.3 DEFINITION OF SOCIAL ENTREPRENEURSHIP

Roberts and Woods (2005:48) describe social entrepreneurship as a construct that bridges an important gap between business and benevolence; it is the application of entrepreneurship in the social sphere. As a field, social entrepreneurship is at an exciting stage of infancy, short on theory and definition but high on motivation and passion. The challenge for academia is to turn an inherently practitioner-led pursuit into a more rigorous and objective discipline. The challenge for practitioners is to raise more awareness, support and participation. Inherent in both challenges is the need for a simple definition

that creates focus and increases understanding and thereby builds credibility and stimulates further inquiry (Roberts and Woods, 2005:48).

According to Pomerantz (2003:25) social entrepreneurship can be defined as the development of innovative, mission-supporting, income earning, job creating or licensing, ventures undertaken by individual social entrepreneurs, non-profit organisations, or nonprofits in association with for-profits. Some form of exchange venture in the service of a social goal is still important. However, their activities may now be undertaken in partnership with a profit-seeking partner who is willing to devote at least some of his/her profits to what is considered a good cause.

Sullivan Mort *et al.* (2003: 23) propose four key dimensions to a definition of social entrepreneurship:

- the virtuousness of their mission to create better social values;
- unity of purpose and action in the face of complexity;
- an ability to recognise opportunities to create better social value for their clients; and
- their propensity for risk-taking, pro-activeness and innovativeness in decision-making.

Roberts and Woods (2005:50) define social entrepreneurship as 'the construction, evaluation and pursuit of opportunities for social change'. While this definition builds on the work from the conventional field of entrepreneurship, it also has distinct differences. The authors suggest that opportunities for social change are not discovered, rather they are part of a construction process that involves the working and reworking of ideas and possibilities.

Roberts and Woods (2005:46) describe the practitioner's definitions of social entrepreneurship as a focus on the attributes of practicing social entrepreneurs and the process they follow. They use very descriptive words to capture the essence of what defines the social entrepreneur. Handy (2002:122) is

fascinated by the passion demonstrated by entrepreneurs and the repeated occurrence of other shared traits:

Passion was a word that cropped up in every interview, a passion for what they were doing, whether it was starting a business, creating a theatre company or reviving a run-down community. Their passion, the conviction that what they were doing was important, gave them the second characteristic, the ability to leap beyond the rational and the logical and to stick with their dream, if necessary, against all evidence. They also had the negative characteristic that was the key to creativity. It needs certain doggedness, perhaps even arrogance, to hold to a dream against the evidence. This the alchemists all had. A negative capability, however, would be of little value without the final attribute of the alchemists, a third eye. They looked at things differently.

The idea of social entrepreneurship may even be taken to include associations aimed at delivering some social good or service without engaging in any form of exchange, i.e. with no “earned income” activities (Handy, 2002:122).

Dees (2001:2) for instance, ask the question whether earned income generation, resulting from some form of exchange of a product or service, is essential to social entrepreneurship. Social entrepreneurship is about finding new and better ways to create and sustain social value. Based on this understanding, a scheme to distribute grocery store leftovers to the needy might then at least as far as its goals and structure go, qualify as social entrepreneurship. One could find social entrepreneurs inventing ways to deliver shelter or health or education, without necessarily charging fees or looking for any return from their beneficiaries or supporting their endeavours with earned income (Dees, 2001:2).

Peredo and McLean (2006:57) define a social entrepreneur as simply someone who organizes and/or operates a venture or corporation, which features social goals. It seems that the more exact definition brings into play features that make the notion of entrepreneurship, including social entrepreneurship, a useful conceptual tool. The concept allows for the recognition within the body of

those who launch or administer (social) enterprises as a set of individuals and groups who have the capacity to create significantly greater value, often in a shorter period of time, and thus make uncommon contributions to the world of enterprise in which they are engaged.

Peredo and McLean (2006:57) researched that social entrepreneurship is exercised where some person or group aims either exclusively or in some prominent way to create social value of some kind, and pursues that goal through some combination of:

- recognizing and exploiting opportunities to create this value;
- employing innovation;
- tolerating risk; and
- declining to accept limitations in available resources.

2.4 CHARACTERISTICS OF A SOCIAL ENTREPRENEUR

Dees defines the characteristics of social entrepreneurs as follows:

- Social entrepreneurs play the role of change agents in the social sector, by:
 - adopting a mission to create and sustain social value (not just private value);
 - recognizing and relentlessly pursuing new opportunities to serve that mission;
 - engaging in a process of continuous innovation, adaptation, and learning;
 - acting boldly without being limited by resources currently in hand; and
 - exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created.

Social entrepreneurship describes a set of behaviours that are exceptional. These behaviours should be encouraged and rewarded in those who have the capabilities.

Social entrepreneurship is expressed as encompassing the 'need to develop a productive balance between mission and money and elsewhere as 'practical visionaries who possess vision, innovation, determination and long-term commitment to social change'. Thus the multidimensional nature of the social entrepreneurship construct is justified both because business entrepreneurship upon which it is founded is multidimensional, and because prominent practitioner groups also discuss social entrepreneurship in terms of many dimensions (Davis, 2002:6).

Weerawardena and Carnegie (2003:72) argues that social entrepreneurship is a "multidimensional" construct formed by the intersection of a number of defining characteristics. The authors state that social entrepreneurs first of all "exhibit a balanced judgment, a coherent unity of purpose and action in the face of complexity". This tendency, as the authors argue, allows the social entrepreneur to balance the interests of multiple stakeholders and to maintain a sense of mission in the face of moral intricacy. Secondly, social entrepreneurs excel at recognizing and taking advantage of opportunities to deliver, in a superior way, the social value they aim to provide. Finally, social entrepreneurs exhibit in the social arena the risk-tolerance, innovativeness and "proactiveness" displayed by commercial entrepreneurs in their setting.

Social entrepreneurs are catalysts who bring together problems and solutions that otherwise would bubble chaotically. According to Leadbeater their effectiveness derives from their abilities in terms of acting as 'leaders', 'storytellers', 'people managers', 'visionary opportunists' and 'alliance builders'. These attributes are not, of course, the sole preserve of not-for-profits.

2.5 REASONS WHY SOCIAL ENTREPRENEURSHIP IS REGARDED AS ENTREPRENEURSHIP

Social entrepreneurship should not be thought of as existing in a domain of its own, exclusive from other forms or applications of entrepreneurship (Borins, 2000:102). The boundaries are far more blurred, particularly as commercial businesses become more socially responsible and develop triple bottom line

reporting measures. In this sense, social entrepreneurship could be seen as a mindset or a paradigm that has a place in any business, be it in the for-profit sector or in the voluntary sector. It is important to note that social entrepreneurship is not the same thing as charity or benevolence; it is not necessarily even not-for-profit. At the core there is a benevolent attitude that is motivated by a deep-seated need to give to others, but it goes beyond this. There are many charities in the world which have a similar benevolent perspective but social entrepreneurs are business people (Borins, 2000:102).

Peredo and McLean (2006:58) identify one place to begin a review of social entrepreneurship is with a consideration of what characteristics makes social entrepreneurship a subset with the generic subject of entrepreneurship.

The best measure of success for social entrepreneurs is not how much profit they make, but rather the extent to which they create social value. Successful social entrepreneurs act as change agents in the social sector by behaving in the following ways:

- Adopting a mission to create and sustain social value. For social entrepreneurs, the mission of social improvement is critical, and it takes priority over generating profits. Instead of going for the quick fix, social entrepreneurs look for ways to create lasting improvements in social living standards.
- Recognizing and relentlessly pursuing new opportunities to serve the mission defined above. Where others see problems, entrepreneurs see opportunities! Successful social entrepreneurs have a vision of how to achieve their goals, and they are determined to make their vision work.
- As in the case of commercial entrepreneurs engaging in a process of continuous innovation, adaptation, and learning, social entrepreneurs look for innovative ways to ensure that their ventures create social value and obtain needed resources and funding as long as they are creating value.
- Acting boldly without being limited to resources currently in hand. Social entrepreneurs are skilled at doing more with less and at attracting resources from others. They explore all resource options, from pure philanthropy to the

commercial methods of the business sector, but they are not bound by norms and traditions.

- Exhibiting a heightened sense of accountability to the constituencies served and for the outcomes created. Social entrepreneurs take steps to ensure that they are creating value. They seek to provide real social improvements to their beneficiaries and their communities, as well as an attractive social and/or financial return to their investors (Peredo and McLean, 2006:58).

Social entrepreneurs create social enterprises. They are the reformers and revolutionaries of our society today. They make fundamental changes in the way that things are done in the social sector. Their visions are bold. They seek out opportunities to improve society, and they take action. They attack the underlying causes of problems rather than simply treating symptoms. And, although they may act locally, their actions have the very real potential to stimulate global improvements in their chosen arena, whether that is education, health care, job training and development, the environment, the arts, or any other social endeavour.

2.6 DISTINCTION BETWEEN A COMMERCIAL ENTREPRENEUR AND A SOCIAL ENTREPRENEUR

Social entrepreneurs are one species in the genus entrepreneur. They are entrepreneurs with a social mission. However, because of this mission, they face some distinctive challenges and any definition ought to reflect this.

Borins (2000:102) describes social entrepreneurs as possessing several leadership characteristics, namely, significant personal credibility, integrity and ability to generate followers' commitment to the project by framing it in terms of important social values, rather than purely economic terms.

Borins also determined that many of the attributes and talents of social and commercial entrepreneurs are similar; both are innovative and possess high amounts of energy, tenacity and resilience and both are driven by a vision to which they remain passionately committed. Where they differ is in their

motivation and purpose. Social entrepreneurs are motivated to address a social need, commercial entrepreneurs a financial need.

Social entrepreneurs are bridging a gap not met by any other group and the most pleasing characteristic of social entrepreneurship is how 'clean' it feels. It feels less tainted by the 'dog-eat-dog' and 'at-all-costs' focus that often characterise commercial enterprise.

Wiley (2001:4) distinguishes social entrepreneurs from commercial entrepreneurs in many ways. The key difference is that social entrepreneurs are set out with an explicit social mission in mind. Their main objective is to make the world a better place. This vision affects how they measure their success and how they structure their enterprises.

Another important distinction is that social entrepreneurs do not receive the same kind of market feedback that commercial entrepreneurs get (Wiley, 2001:4). Business enterprises that efficiently create value for their customers are rewarded in the long term rewards that eventually find their way back to investors in the form of profits; however, creating social value does not necessarily lead to long-term rewards for the enterprise or entrepreneur creating it. In these environments, for example, lack of profitability is not a reflection on organisational performance. As a result, social entrepreneurs face different challenges in attracting resources and in justifying their existence.

Davis (2002:8) recognized that social entrepreneurs have the same core temperament as their industry-creating, business entrepreneur peers but instead use their talents to solve social problems on a society-wide scale. For example: why children are not learning, why technology is not accessed equally, why pollution is increasing, etc. The essence, however, is the same. Both types of entrepreneur recognize when a part of society is stuck and provide new ways to get it unstuck. Each type of entrepreneur envisages a systemic change, identifies the key points that will allow him or her to tip the whole society onto this new path, and then persists and persists until the job is done.

2.7 MOTIVATION FOR SOCIAL ENTREPRENEURSHIP

In their findings, Mort and Weerawardena (2006:26) categorise social entrepreneurship into a number of themes which primarily form the drivers for this area:

Environmental dynamics – Social entrepreneurs are concerned with the impact of changing social and business contexts, competitiveness, and complexity as well as the impact of government is of importance in the environmental dynamics affecting them. This is typically when government policy has changed the mode and target of funding that government provides.

Innovativeness - An important link between the environmental dynamics and the value creating strategies adopted by social entrepreneurs. The increasingly competitive environment has forced social entrepreneurs to place great emphasis on innovation in all their social value creating activities.

Pro-activeness - Social entrepreneurs who believe that they need to be proactive to survive, to serve the market and to grow in the market.

Risk management - Social entrepreneurs facing great challenges in managing risk to sustain the organisation. The aspect of risk positions social entrepreneurs clearly away from for-profit entrepreneurs. Whilst the for-profits have access to multiple sources of funding, such as share issues and bank borrowings, social entrepreneurs are heavily constrained in generating funds for their operations (Mort and Weerawardena, 2006:26).

Sustainability - The social entrepreneurial organisation's response to environmental complexity and turbulence has been argued to create the need for innovativeness, proactive behaviour and risk management. These are the core drivers of the entrepreneurial venture.

Social mission - The role of social mission goes hand in hand with the sustainability of the organisation. Sustainability resulting from a balance of the entrepreneurial drivers of innovativeness, pro-activeness and risk management

is not seen as an end in itself, but sustainability is focused on ensuring the continuation of the organisation because of its social mission. In this sense the social mission is central to the organisation because it guides overall strategy: what businesses and services are initiated, what services are grown, how fast they are grown, and which linkages, e.g. through board memberships, are pursued (Mort and Weerawardena, 2006:26).

Opportunity seeking/recognition - Social entrepreneurs actively seek opportunities to create enhanced social value to both existing and potential clients. Social entrepreneurs seek market opportunities that will enable them to create better social value for their clients (Mort and Weerawardena, 2006:26).

2.8 PRINCIPLES OF A SOCIAL ENTREPRENEUR

Social entrepreneurship has moved into the mainstream commercial entrepreneurship and intreprenurship business over time. Venture philanthropists, traditional grant-makers, boards of directors, non-profit entrepreneurs, consultants, and academics are all rushing to the table, many without the tools they need. They can find those tools by turning to the experiences of the pioneers in the field, social entrepreneurship veterans who've been quietly making mistakes and learning from them for decades. Boschee (2001:18) provides the eight basic principles that have emerged from those travails as articles of faith.

Earned income is paramount

The social entrepreneurship sector has traditionally been driven by a reliance on philanthropy, voluntarism, and government subsidy. Earned income has been viewed as something extra. Social entrepreneurs have turned that formula on its head: On the revenue side, earned income has become the primary goal. Philanthropy, voluntarism, and government subsidy are welcome, but not central. Traditionalists fail to perceive the difference between "innovation" (doing something new) and "entrepreneurship" (doing something that makes money). The other ones confuse innovation and entrepreneurship and also prone to forget the most important difference between earned revenue

and donated revenue. One can lead to sustainability and self-determination and the other cannot (Boschee, 2001:20).

For a social entrepreneur, if the social mission is paramount (Dees, 2001:4). This is a mission of social improvement that cannot be reduced to creating private benefits (financial returns or consumption benefits) for individuals. Making a profit, creating wealth, or serving the desires of customers may be part of the model, but these are means to a social end, not the end in itself. Profit is not the gauge of value creation; nor is customer satisfaction; social impact is the gauge (Dees, 2001:4).

Be a player or don't play at all

According to the work of Boschee (2001:17) established the fact if the for the social entrepreneur, the products or services are not number one or number two in the market, kill them. In other words, social entrepreneurs should stop trying to be all things to all people. Fundamentally, organized abandonment relies on a social entrepreneur's ability to be honest with them, which is exceedingly difficult for any organisation. Social entrepreneurs have discovered that reducing the number of programs they offer actually enables them to serve more people, because they have the time and resources to expand their efforts (Boschee, 2001:19).

Starting a business venture is not the only path to success

Boschee (2001:20) further explains why creating a business isn't the only way to be successful as a social entrepreneur. The most fertile ground for most entrepreneurs is something called "earned income strategies," which have nothing to do with starting a business venture. The two approaches differ substantially in terms of purpose, expectations, and structure. Experience has shown that almost every non-profit venture has opportunities for earned income lying fallow within its existing programs. By turning inward and searching for pockets of opportunities, nonprofits can register impressive gains, often raising

their percentage of revenue from earned income by as much as 15% within one to three years.

Unrelated business activities are dangerous

The business ventures being started by social entrepreneurs today are therefore emerging directly from their core competencies and basic strengths, from their missions, the programs they have already perfected, and the assets they have developed in the process.

Be patient—and don't run out of money

Social entrepreneurs are notorious for underestimating the amount of time and money they'll need to reach their goals. According to an MIT study, significant revenue for most companies doesn't begin to flow until the seventh year of existence. And by the sixth year, the nature of the business has typically changed completely. In addition, social entrepreneurs are as exposed to the vagaries of the market as any other business, and that means the greatest danger is under-capitalization. Profitability is no protection: The crucial element is cash flow (Boschee, 2001:20).

The “non-profit” culture gets in the way

Culture eats change for breakfast, and any non-profit that hopes to become entrepreneurial, regardless of whether it's starting a business venture or pursuing earned income opportunities within its programs, must undergo a radical set of changes. This includes among others: willingness to take risks, make tough choices about staff members, relinquish control, emphasize market pull, and pricing more aggressively (Boschee, 2001:20). By its nature, social entrepreneurship leans itself toward a non-profit culture where profit is not a primary objective.

The Noah principle

The pioneers of social entrepreneurship have learned to live by the Noah Principle: No more prizes for predicting rain. You only get a prize if you build an ark. There are a lot of “wannabe” social entrepreneurs in the world, who talk and plan and talk and plan and talk and plan—but never do anything! The courage to act is in distressingly short supply.

It is upon these basic principles that social entrepreneurship has a significant place in growing the economy and the evolution of this sector has proven that.

2.9 CHALLENGES TO SOCIAL ENTREPRENEURSHIP

Although a lot of institutions and non governmental organisations are making efforts in the development and harnessing of entrepreneurship in Africa, various obstacles still remain in the way for realizing economic growth. Ahwireng-Obeng and Piaray (1999:80) published a paper which identifies various obstacles faced by social entrepreneurs in South Africa, but these challenges are common throughout other countries in the region. These challenges range from policy, socio economic factors, corruption, funding, to education and skills. Some of the variables involved in these obstacles include:

2.9.1 Uncertainty of laws and policies

Investors are normally very much risk averse. If there is uncertainty about government laws and policies, the investment decision of every agent will depend on his expectation of private benefits derived from policy decisions and institutional support structures provided by the government (Person and Tabellini, 1990). Most of the countries in the region are currently going through some transition phase and uncertainty about what decisions the new players will make on policy, impact the decision that the investors are making. Countries such as Zimbabwe where land restitution is major challenge obviously has a major bearing on any potential entrepreneur to invest or even trade in such a country (Ahwireng-Obeng and Piaray, 1999:80).

2.9.2 Credibility of government policies

The Democratic Republic of Congo is an example in this case. Although there is a move towards a democratic government, the appointment of its recent president, who is a successor to his father, it is viewed by most of the potential investors as dictatorship. While a democratic constitution has been crafted and policies drawn up, it is however very suspect to any investors.

The nature of most of the Sub-Saharan countries government is through military coup and take-over e.g. Rwanda, DRC, Angola etc. which raises question of available management and delivery capacity. This also plays a significant role in the decision making of every entrepreneur (Ahwireng-Obeng and Piaray, 1999:80).

2.9.3 Bureaucratic corruption and red tape

A definition of corruption used by the World Bank and the IMF, among others, "the abuse of public office for private gains," serves as a backdrop for the discussion. Whenever a public office is abused, a public function or objective is set aside and compromised. Only if a public function is unproductive could it be that policy goals were not harmed by corruption. Nevertheless, the proposition that bribery can grease the machinery of commerce is often heard, and hence deserves a careful look at the evidence. The evidence clearly rejects this hypothesis (Ahwireng-Obeng and Piaray, 1999:81).

2.9.4 Crime and security

Organized crime, white collar crime, violent crime, gender violence and violence resulting from political conflict, all pose as major constraints against private sector investment and entrepreneurship decisions. This is mainly because such barriers increase the cost of doing business in the region and therefore prohibit entrepreneurship activities.

2.9.5 Reliability of the judiciary system

The extent to which the judiciary system provides protection to an emerging entrepreneur and business is important for stimulating growth. This includes for e.g. protection against infringement of intellectual property rights, patent designs, trademarks and copyrights, policies regarding the administering of company laws, tax laws, credit bills, regulation of monopoly etc (Ahwireng-Obeng and Piaray, 1999:81).

2.9.6 Government and business interface

A number of areas where government and private sector needs to cooperate needs to be clearly spelt out and administered. This includes areas such as:

- role of the Reserve or Central Bank and its mandate;
- foreign exchange policy;
- trade agreements;
- tax mandates;
- labour reforms; and
- state enterprises – what the government can and cannot monopolize

All the above, give an African entrepreneur or an investing entrepreneur special and unique characteristics. As the saying goes, “Africa is not for the faint hearted”, an entrepreneur in this region will have to be determined to deal with such challenges and obstacles. It therefore goes without saying that an African entrepreneur needs to have sound socio-economic understanding of the issues and has to have the ability to trade profitably in such conditions (Ahwireng-Obeng and Piaray, 1999:82).

2.10 NON PROFIT DRIVER FOR SOCIAL ENTREPRENEURSHIP

Dees (1998:3) states that for social entrepreneurs, the social mission is explicit and central - mission-related impact becomes the central criterion, not wealth creation. Wealth is just a means to an end for social entrepreneurs. The claim that any wealth generated is just a means to the social end suggests that

financial benefit to the entrepreneur has no place among the goals of the undertaking.

The rewards to social entrepreneurship come more in the form of status rather than of income, of course. The rewards include the satisfaction of contributing directly to social welfare too. Social entrepreneurship will therefore appeal to some people more than to others. Cultural influences may well play their part in this, leading to entrepreneurs from different cultural backgrounds coming to dominate the different sectors (Turner, 1998:3).

Countries such as Japan, France, Germany and Singapore have achieved good economic results using active industrial policies formulated and implemented by entrepreneurial people attracted to high-status jobs in the public sector. Conversely, the United Kingdom and the United States have achieved very mixed results by promoting free market policies and reducing the status of public sector employment in order to channel entrepreneurs into the private sector.

Weerawardena and Mort (2005:69) defines social entrepreneurship as a behavioural phenomenon expressed in a non profit organisation context aimed at delivering social value through the exploitation of perceived opportunities. They further define social entrepreneurship to be expressed in a vast array of economic, educational, research, welfare, social and spiritual activities engaged in by various organisations.

Attempts were made to conceptualize the social entrepreneurship construct in a number of contexts, including the public sector, community organisations, social action organisations, and charities. Entrepreneurship has evolved within the domain of non-government not-for-profit organisations.

It has been widely argued that statutory agencies can no longer be expected to delivery welfare provision acting alone. The apparently new paradigm suggests that importing private sector management practices and greater involvement of commercial organisations in the delivery of public services produces both

significant efficiency savings and increased 'customer focus. Not-for-profit organisations based in the community and voluntary sectors are meanwhile portrayed as adding value in two ways. First, because of their closeness to communities marginalized by mainstream policies, they are often credited with legitimacy that the state sector no longer has. Second, they are seen as having a capacity for innovation that local authority bureaucracies often find difficult to match (Turner and Martin, 2005:178).

2.11 FUNDING SOCIAL ENTREPRENEURSHIP

In their study and article - Market-Based Solutions for Financing Philanthropy, Martin and Wood (2006:3) analysed the current structures of international finance to provide for two primary formal mechanisms through which funding is directed to address the many social issues across the globe. Multilateral governmental models which are resourced through national taxation; and large private grant-making foundations. But as the pace of globalization increases, these models are proving to be inadequate in their ability to tackle effectively such social issues as education, economic development, health, human rights and poverty.

Whether the amount of funding provided to governments and non-government organisations (NGOs) for development is enough or too little is hotly debated. Yet almost everyone would agree that a major problem is the distribution and effective use of the money. There is disturbing evidence that this money often does not reach the people most in need, where it is crucial for social change. Corruption and capital flight are two of the most serious contributing factors to the ineffectiveness of aid transfers. The pervasiveness of corruption and its insidious effects have received increasing attention over the past few years, and there has been recent progress in tackling such practices, albeit too slow for many people. Capital flight is increasingly recognized as a major structural weakness of macro-economic policies. A recent study concludes that between 1970 and 1996 total capital flight from 30 sub-Saharan countries was in the order of \$187bn (at 1996 value).

There are clear signs of a shift in the allocation of social capital finance – new allocation processes driven mainly by market mechanisms to efficiently target capital to tackling the most pressing and serious social issues. This can be seen practically in a number of ways.

- The global growth of social purpose organisations in the last ten years has not only led to some of the above mentioned problems, but has also resulted in many cases, in innovative and cost efficient delivery of social services to the developing world and underprivileged sectors of society at much lower unit cost.
- The growth of social entrepreneurship and similar movements has unleashed the power of creative and ethical entrepreneurship on the social sector, advancing social change with the same entrepreneurial drivers one would see in the private business sector.
- The rise of microfinance solutions, the growth of venture philanthropy and concepts such as triple bottom line investing or sustainability indices have started to introduce new financing mechanisms for social development.

2.12 CORPORATE SOCIAL INVESTMENT (CSI)

Friedman (2005:5) argues in his essay that the responsibility of corporations is to conduct the business in accordance with shareholders desires, which generally will be to make as much money as possible while conforming to the basic rules of the society, both those embodied in law and those embodied in ethical custom.

Baron (2006:3) evaluated Friedman's argument by developing a positive theory for the economic environment Friedman envisions and extends that environment to explain whether firms that engage in corporate social investment would be created and would survive in the capital markets. His theory identifies conditions under which social entrepreneurs would create corporate social investment firms at a financial loss and why those firms can coexist with profit-maximizing firms. In doing so, the theory identifies a social contract between firms and their managers and the citizens who invest in them.

Friedman (2005:7) provides two kinds of justification — one economic and the other philosophical — for his position. The economic justification for his position is built on an environment in which citizens can both invest their funds in the capital markets and make personal gifts to social causes. Social good can also be provided by firms in the form of corporate social investment, and citizens can obtain satisfaction from corporate giving as well as from their personal giving.

Baron (2005:3) further stipulates that although corporate social giving is valued by citizens, firms that practice corporate social investment have a lower market value than profit-maximizing firms, so there is a cost to corporate social investment. Why then would investors buy shares in a corporate social investment firm? The answer must be that the price is sufficiently low to induce them to do so, and the model shows that in equilibrium this is the case.

Shareholders thus do not bear the cost of corporate social investment when they fully anticipate that the firm will allocate a portion of corporate profits to social causes. The citizens who purchase shares of corporate social investment firms are those who receive substantial satisfaction from corporate spending on social good, although that satisfaction may be less than that associated with personal giving to social causes. Citizens who have low satisfaction from corporate social giving purchase shares of profit-maximizing firms and from their financial returns make personal gifts to social causes. Since shareholders do not bear the cost of corporate social investment, that cost must be borne by the entrepreneurs who create the firms.

Social entrepreneurs differ from business entrepreneurs in terms of their mission Mort (2005:79). As argued by Dees (1998:106) for social entrepreneurs, the social mission is explicit and central. This obviously affects how social entrepreneurs perceive and assess opportunities, which will be addressed in detail later. Dees argues that in a similar way to a business firm, the purpose of which is to create superior value for its customer, the primary purpose of the social entrepreneur is to create superior social value for their clients. An entrepreneur's ability to attract resources (capital, labour,

equipment, etc) in a competitive marketplace is a good indication that the venture represents a more productive use of these resources than the alternative it is competing against. On the funding side, social entrepreneurs look for innovative ways to ensure that their ventures will have access to resources as long as they are creating social value.

2.13 GLOBAL SOCIAL ENTREPRENEURSHIP INITIATIVES

According to Bornstein (2004:1) in the past thirty years, the world has witnessed the emergence of a major new 'sector', a sector apart from government and business that is comprised of millions of new organisations whose primary purpose is to address the problems that nobody else is addressing.

Virtually all of the development work in Bangladesh is today handled by 20,000 non-governmental organisations, the vast majority of which were established after 1985. In the former communist countries of Central Europe, between 1988 and 1995, more than 100,000 citizen organisations opened shop; many are responding to the problems left behind by five decades of communism. Twenty years ago, Indonesia had only one independent environmental organisation. Today, it has more than 2,000. India has over a million citizen organisations - doing everything from alleviating poverty to protecting the environment and promoting the rights of the disabled. And in the United States, even with its long history of social entrepreneurship, 70 percent of registered non profit groups are less than thirty years old. Indeed, what has happened in recent decades is that, across the world, the arena of society historically concerned with the creation of 'social value' - an arena that, until very recently was run like a command economy (top-down institutions, centralized decision-making) - is beginning to resemble a market economy, populated by millions of diverse, decentralized and flexible institutions founded by self-motivated entrepreneurs.

In India, for example, in 1996, a 31-year old social entrepreneur named Jeroo Billimoria founded an organisation called Childline. Since then, Childline has fielded more than 3 million calls, provided emergency assistance to hundreds of

thousands of street children in more than forty cities, and become India's leading child-protection network. In Brazil, an entrepreneur named Fabio Rosa pioneered inexpensive electrical distribution systems that have proven to be the best hope for carrying electricity to the millions of Brazilians who - overlooked by the government and electric companies - currently remain in the dark. In South Africa, in 1995, social entrepreneur Veronica Khosa, founded Tateni Home Care Services, a community-organized, home-care system that is changing the way the government of South Africa's largest province is responding to the AIDS crisis. And, in the U.S., in 1996, social entrepreneur J.B. Schramm founded the Washington, D.C.-based organisation College Summit, making it possible for thousands of low-income students to enroll in college while helping city governments rebuild the college guidance systems in public schools (Davis, 2002:28).

Davis (2002: 30) provides a few examples of successful social entrepreneurs. Amongst them include:

Bill Drayton, a former McKinsey & Co. consultant and assistant administrator at the Environmental Protection Agency, founded Ashoka in 1980 to develop the profession of social entrepreneurship. Like any entrepreneur, a social entrepreneur creates pattern-changing ideas that lead to transformative change. They have the same characteristics of the business entrepreneur – creativity, innovative thinking, and determination, but apply those abilities for social change more than economic profit.

Ashoka seeks out social entrepreneurs around the world, and like a venture capital firm invests in them with start-up capital, allowing them to apply themselves fully to their innovations. In addition to funding, Ashoka provides a series of value-added, targeted services to help those ideas take hold and be transmitted throughout the world. These social entrepreneurs, named Ashoka Fellows, become part of a global fellowship of like minded peers, providing them with moral and professional support. In addition, the global connection helps social entrepreneurs spread their ideas beyond the national and regional boundaries of the idea's origin.

For example, in South Africa, Linzi Smith, a former nurse with the South African health services, is educating men in their workplaces about HIV/AIDS infection and its prevention. Linzi is using factory workplaces as the environment for selecting male leaders and training them to be HIV/AIDS peer educators and counsellors. With such a high level of unemployment in the country, employed men have a status which carries with it a social standing and authority. This means that on a community level, unemployed men often take their cues from employed men and tend to replicate their behaviour. Culturally, men in general can and do demand certain customs of intercourse from women, and in particular unprotected sex.

Beverley Moodie is training disadvantaged, unemployed South Africans to start their own small business ventures. Her approach has so far led to the creation of more than a thousand new businesses in fields as diverse as fence making, candle manufacture, gardening, and tour guide services. She provides a new service that builds self-sufficiency and hope: she trains illiterate and semiliterate people to quickly start their own micro-enterprises (within two weeks). Her strategy enables people to discover for themselves what they can do. Importantly, she used her own background as a middle-class housewife to gain insight into how to address the related problems of skills, confidence, and resources so prevalent among other housewives.

Precious Emelue is tackling the profound economic disjunctions in the oil rich Nigerian riverine states. He is building bridges between unemployed and alienated youth and the region's major international investors. He is training and assisting youth by helping them set up and run businesses that have contractual relationships with major foreign investors. This approach has the potential to transform the historically difficult relationships across Africa between oil and mining transnationals and local communities. Precious Emelue's idea is to give the local people a stake in oil exploitation and give the transnationals a way to benefit the local economy.

Rodrigo Baggio is preparing children growing up in favelas (urban slums) across Brazil to participate and flourish in the rapidly changing, increasingly technology-intensive economy by teaching them computer skills through his community-run computer centres. Communities, including local leaders, businesses and foundations, have taken responsibility for leading and funding these schools by donating operating funds, computers, printers and software. In just four years, Rodrigo has established 110 community-run computer schools across Brazil. Rodrigo's approach is now spreading internationally to Japan, Colombia, and the Philippines. To date, more than 32,000 kids have completed classes in Rodrigo's schools.

Marianne Mueller created a special agro-ecologically-based school for Chile's 'throwaway' teenagers – those with behaviour problems, who became pregnant, who developed addictions or who ran away from abusive homes. Through a holistic approach to learning, she is creating a new way for society to view these children and a practical strategy to nurture and restore these young people's health, self-esteem and future.

Raúl Abásolo has created an inclusive movement for disadvantaged youth minorities, combining non-violent channels of expression with emotional support and access to health, education and job opportunities. Until now, no organisation in Chile nor the state has been able to reach, in an inclusive way, the ever-growing number of punks, hip hop, skates, urban tribes, ethnic groups, youth with disabilities, youth under extreme poverty, among other socially outcast youth minorities. Through 'Tour Marginal,' an organisation that merges strong support with an intense identification and sense of belonging among youth, Raúl is making it possible for youngsters that are marginalized and under psychosocial vulnerable conditions to have the chance to channel their frustration, express themselves, become project leaders in their own communities and at the same time have access to education, health and the labour market. Self-defined as an institution of the Fourth or Marginal Sector, Tour Marginal is currently working with 240 grass-roots organisations at a national level.

In Brazil's arid Northeast region, **Alemberg** has pioneered a dramatically different environment to listen to children, unleash their innate creativity and help them discover magical paths for meaningful engagement in the world. Reversing the brain drain was not simply about alternatives ways of making money. By providing a range of educational facilities and communications and technological equipment in a unique 'museum' dedicated to their region's cultural heritage, he enables young people to discover the world while developing pride and contentment in being who they are from wherever they live.

2.14 SUMMARY

It is repeated in many instance of the study by most of the researchers that the subject of social entrepreneurship is fairly new. The author made efforts to provide a working definition for this study as provided by some of the experts and it is upon this definition that the study will continue investigating the impact of this subject to the Tshwane Metropolitan Municipality. The definition by most of the researches comes to an overall similar definition – that social entrepreneurship it is about making social change, not driven by financial gain as is the case with commercial entrepreneurship. The reward is mainly upon recognition and achievement of social sustainability. It is about creating partnership between government and the broader community to address socio-economic challenges and in a way achieve growth. It origin is from the traditional entrepreneurship and therefore a lot of commonalities between them. The difference is however very distinct which is mainly characterized by the mission or motivation.

A number of case study cases have been documented by various researchers from which the best practices can be derived. From the study, there are still some other fundamentals to be researched for the definition of social entrepreneurship. For the purposes of this study, the fundamental definitions provided above would be adequate to continue the study.

CHAPTER 3: POLICY DRIVERS TOWARDS SOCIAL ENTREPRENEURSHIP IN TSHWANE

3.1 INTRODUCTION

In the previous section, the author managed to come up with a working definition for social entrepreneurship based on the work done by various experts around the world. As indicated in the first chapter, one of the objectives of this study is to establish the policy drivers around social entrepreneurship in the Tshwane Metropolitan Municipality. This chapter investigates some of the key policies and other regulatory frameworks, directly or indirectly impacting social entrepreneurship activities in the Tshwane Metropolitan Municipality. Some of these policies are governed at the national or provincial government level but have an impact on local level, particularly to the discipline of social entrepreneurship.

3.2 TSHWANE METROPOLITAN MUNICIPALITY GEOGRAPHIC LANDSCAPE

To provide a picture in our minds of the geographic area investigated, the author provides a high level overview of the Tshwane Metropolitan Municipality. The Tshwane Metropolitan Municipality is a result of 13 former local authorities in the greater Pretoria metropolitan area being integrated into one unicity. The borders of this huge municipal area extend for almost 60 kilometres east/west and 70 kilometres north/south and include the following areas: Centurion, Crocodile River, Pretoria, Akasia, Soshanguve, Ga-Rankuwa, Mabopane, Winterveldt, Temba, Hammanskraal, Mamelodi and Atteridgeville. The municipal area has 76 municipal wards. Figure 3-1: The landscape of the Tshwane Metropolitan Municipality provides a landscape of Tshwane Metropolitan Municipality and its latest demarcation as illustrated in the of City of Tshwane 2006/07 Medium Term Revenue and Expenditure Framework (2006:4).

Figure 3-1: The landscape of the Tshwane Metropolitan Municipality



As provided in this framework, the Tshwane Metropolitan Municipality has adopted the following Vision and Mission statements which underpin all of its efforts:

Vision - To be the leading international African Capital City of excellence that empowers the community to prosper in a safe and healthy environment.

Mission - To enhance quality of life of all people in the Tshwane Metropolitan Municipality through a developmental system of local government and the rendering of efficient, effective affordable services, (City of Tshwane 2006/07 Medium term Revenue and Expenditure Framework, 2006:6).

The Tshwane Metropolitan Municipality has a balanced and diverse industrial economy that includes enterprises in the information and communications technology, steel, pharmaceuticals and electronics industries. The vision that the Tshwane Metropolitan Municipality has for the city is of it being the leading

African capital, a city of excellence that empowers its community to prosper in a safe and healthy environment.

One of the objectives the municipality set as indicated in the Growth and Development Strategy for the City of Tshwane (2006:6) is to act as a channel through which bilateral trade agreements with other regions of the world can be concluded, investors and investment can be attracted and new markets can be opened up.

Tshwane currently boasts one of the healthiest municipalities financially (Growth and Development Strategy for the City of Tshwane, 2006:7). The credit ratings it received from CA-Ratings are proof: The A+ long-term credit rating it was given means that Tshwane has a strong outlook, and the A short-term rating that it is stable. The ratings are based on the city's ability to meet its long-term commitments, on its short-term liquidity and on its level of administrative, executive and political stability.

3.3 TSHWANE METROPOLITAN MUNICIPALITY SOCIO-ECONOMIC LANDSCAPE

In the context of globalisation, it is now cities, as much as countries that drive economic growth. Cities, and more specifically large cities such as the Tshwane Metropolitan Municipality, are the mainstays of most countries' economies. They are the spaces in which the surplus is generated for the development of areas with lower levels of economic output. They offer the largest concentrations of customers and provide the biggest markets in the country. They provide the key distribution functions in most national and regional economies and the global economy.

In addressing the overarching strategic priorities/objectives/focus areas the Tshwane Metropolitan Municipality is now paying attention to key socioeconomic strategic levers such as housing development, infrastructure

development, safety and security, social development, economic development, natural resource development, and Institutional development and governance (Growth and Development Strategy for the City of Tshwane, 2006:11). To achieve this, the Growth and Development Strategy for the City of Tshwane (2006:12) has identified a five year development programme. The 5-year strategic programme focuses on five key strategic objectives to be met by the various key performance areas:

- Providing access to quality basic services and infrastructure throughout the city.
- Promoting accelerated and shared economic growth and development.
- Fighting poverty and building clean, healthy, safe and sustainable communities.
- Promoting participatory democracy and applying Batho Pele principles through a caring, accessible and accountable service.
- Ensuring good governance, financial viability and optimal institutional transformation, giving the institutional transformation the capacity to execute its mandate.

3.3.1 Informal trading

Some of the social entrepreneurship activities take place informally around the city. In their report Ligthelm and van Wyk (2004:1) estimated that over a quarter of workers in the world operate in the informal sector. In developing countries informal activity mobilises between 30% and 80 % of the workforce, mainly in cities, which are experiencing a large influx of people from the countryside. In Africa, it is estimated that this sector accounts for a significant (even the major) part of urban employment (two out of every three people derive their livelihoods from the informal sector) and it is estimated to be growing at an annual rate of 7%.

Informal trading makes an important contribution to the economic and social environment of Tshwane. As with most other cities in South Africa, Tshwane

is moving from a culture of prosecution to a culture of accommodation of informal traders. The emphasis is shifting away from punitive law enforcement towards creating a supportive environment for the informal trading sector to thrive. However, although there is growing acceptance that informal trade forms part and parcel of the scenario of the city, it largely remains a survivalist trade (Ligthelm and van Wyk, 2004:1).

3.3.2 Social development challenges and activities in Tshwane

The social and economic development of poor and rural communities is a universal priority. It is a central theme that dominates international trade discussions, drives government priorities and ultimately influences the long-term prosperity of a nation. Poverty, social upliftment and the plight of the poor are firmly on global agenda. There are a number of social development activities in and around the Tshwane Metropolitan Municipality. These social activities can be categorized as:

- public safety and security;
- housing;
- environmental management;
- entertainment and leisure activities;
- health care; and
- education and training.

Public safety and security

Public Safety in Tshwane is, except for the major role of the South African Police Service, also promoted by the municipality. Safety and security is one of the cardinal problems affecting South Africa and its people. Every day, South Africans from all walks of life are crippled by its devastating effects - a declining economy, unemployment, broken families and the stress associated with a life of fear. Unless crime is confronted and addressed vigorously and

without compromise, we cannot hope to develop our wonderful country to its full potential.

Business, being the economic engine of society, is both directly and indirectly impacted by crime. Directly regarding the theft of property and money, and indirectly through reduced business confidence, loss of investment, emigration and the steady erosion of the foundations upon which the economy is built.

The two major role players in this regard are the Metropolitan Police Service and the Department of Emergency Management Services. Collaboration and partnership with these structures by the broader community and most importantly social entrepreneurs, is important for the city to prosper.

Housing

Tshwane is the country's seat of executive government. Its economy is therefore dominated by the government sector. Economic growth is driven mainly by manufacturing, especially the automotive industry node. The HSRC states that between 1996 and 2001 manufacturing jobs grew by 25%. Fast population growth does, however, bring its own set of challenges. In the period 1996-2001 the number of households in informal dwellings grew by 57,7% and in 2004 almost one-quarter (24,8%) of households did not have adequate accommodation. Census 2001 counted a population of just below two million for Tshwane, and at that time more than one-fifth (20,8%) of households had been without formal shelter and almost one-sixth (15,6%) without on-site water (South African Cities Network, 2004:23).

Housing backlog still remains a major challenge in the city. Some innovation, adequate management skills, and general construction skills are required for the city to address this social challenge. Social entrepreneurs in the form of

skills development, funding structures, and community development, play an important role in helping to combat this challenge.

Unemployment and poverty

As with the rest of the country, unemployment still remains at an all time high. This challenge is one of the key challenges the Tshwane Metropolitan Municipality has identified to be a major obstacle for its growth and for the prosperity of its citizens.

Erasmus (2004:2) defines unemployment as a situation where members of the labour force are without work (not in employment) and are currently available for work, and are seeking work. According to the strict definition of unemployment (used by Statistics SA as the official definition); the unemployed are economically active people who: (a) did not work during the seven days prior to a specific survey interview, (b) want to work and are available to start work within a week after the interview, and (c) have taken active steps to look for work or to start some form of self-employment in the four weeks prior to the interview. A high or above-average unemployment rate in an area reflects a vulnerable community and can point to several contributing factors:

- The inability of the formal economy to absorb the labour force.
- An oversupply of workers with low skills and low educational levels.
- Changes in the labour market e.g. moving away from labour intensive to capital intensive production methods and downsizing (Erasmus, 2004:2).

Health care

The Actuarial Society of South Africa, in collaboration with the Centre for Actuarial Research and the Medical Research Council, has published the bi-annual report on the state of the South African HIV/AIDS epidemic and the

expected future demographic impact of HIV/AIDS. The model, which is freely available, uses demographic and epidemiological data to assess the impact of HIV/AIDS in South Africa and in each of the country's nine provinces. The report estimates that by the middle of 2006:

- South Africa's population had grown to approximately 48 million people.
- Of these, 5.4 million were infected with HIV (11% of the total population).
- 19% of the working age population (ages 20 to 64) was HIV positive.
- The HIV prevalence rate in women was highest between ages 25 and 29 (33%) and in men prevalence was highest between ages 30 and 34 (27%).
- Approximately 230 000 HIV-infected individuals were receiving antiretroviral treatment, and a further 540 000 were sick with AIDS but not receiving antiretroviral treatment.
- A million children under the age of 18 were maternal orphans (i.e. had lost a mother or both parents), and 66% of these children had been orphaned as a result of HIV/AIDS.
- 1.8 million AIDS deaths had occurred in South Africa, since the start of the epidemic.

The report also estimates that during 2006:

- Around 530 000 new HIV infections occurred (approximately 1400 new infections every day).
- Around 740 000 deaths occurred, of which 350 000 were due to AIDS (approximately 950 AIDS-related deaths per day).
- 71% of all deaths in the 15–49 age groups were due to AIDS.
- 300 000 children under the age of 18 experienced the death of their mother.

3.4 POLICIES GOVERNING SOCIAL ENTREPRENEURSHIP IN TSHWANE

The Tshwane Metropolitan Municipality in conjunction with the Gauteng Provincial and National government has put together a number of policy guidelines used to help govern and regulate entrepreneurial activities in the city. This section covers some of the policies in place to govern social entrepreneurship activities.

3.4.1 Budget Plan for the Tshwane Metropolitan Municipality

A budget is like a vehicle, transporting the municipality from the current times and circumstances to a future, better dispensation, in this case as a council and as a city. The infrastructure allocation relating to capital expenditure is illustrated in Table 3-1: Tshwane Metropolitan Municipality Budget allocation:

Table 3-1: Tshwane Metropolitan Municipality Budget allocation

2006/07 MTREF: CAPEX ANALYSIS

	Budget 2006/07	Budget 2007/08	Budget 2008/09
Water and sanitation	318,144,000	372,005,000	433,145,000
Roads and stormwater	282,945,000	373,208,000	318,107,000
Electricity and energy	314,948,000	311,989,000	332,859,000
Housing	437,893,000	490,795,000	571,765,000
Total: Municipal infrastructure	1,353,930,000	1,547,997,000	1,655,876,000
Other	370,837,000	378,190,000	421,255,000
Total: Capex	1,724,767,000	1,926,187,000	2,077,131,000
% municipal infrastructure of total expenditure	78%	80%	80%

According to City of Tshwane 2006/07 Medium Term Revenue and Expenditure Framework (2007:25) the basic social package is aimed at ensuring that poor households have access to basic services. Currently the number registered on the indigent list is approximately 42 000. The social

package increase equates to a 12,4% increase (R42,8 million), from R345,5 million to R388,3 million in the 2006/07 financial year. This budget of R388 million is benefiting elderly residents, child-headed households, disabled residents and unemployed residents. The city's approach is to ensure that all indigent residents linked to economically productive poverty alleviation programmes are assisted to exit the programmes. The Expanded Public

Works Programme will be strengthened with respect to community caregivers, focusing also on early childhood development. In this regard community-based organisations and non-governmental organisations will be funded. Improving the quality of our people's lives by fighting poverty, promoting a clean, healthy and sustainable environment with a view to reducing the burden of poverty and that of preventable diseases on our people, including malnutrition, chronic illnesses, TB, HIV/Aids, remains a goal from which we will never depart (City of Tshwane 2006/07 Medium Term Revenue and Expenditure Framework, 2007:25).

3.4.2 Tshwane growth and development strategy (TGDS)

Similar to other large metropolitan cities in South Africa, Tshwane council has embarked on a growth and development strategy in a quest to address among others, social challenges. A draft document is currently in place, Growth and Development Strategy For The City of Tshwane (2006:5) to provide guidelines for both conventional and social entrepreneurs to use as a guiding principle. The objective of this strategy is to:

- achieve shared and accelerated growth;
- determine the City's contribution towards the Provincial economic growth target of 8% economic growth;
- reduce unemployment by 50% by the year 2014;
- create an environment that will ensure a more balanced and equitable sharing of benefits of economic growth between the first and second economies;

- address gender focused issues in the economy by dealing with the inequalities and mainstreaming women, youth and the disabled; and
- develop a joint Monitoring and Evaluation mechanism.

Some of the key purposes of this TGDS is to address the following challenges in the region

- **Enabling Policy and Legislative Environment:** The development and implementation of an enabling policy and legislative environment within which the various targeted TGDS strategies and projects will be implemented.
- **Sector Strategies:** Identification of the sectors of the Tshwane economy with the highest potential for impact within the short term and which are able to meet the shared growth objectives of the City. Strategies that can be implemented immediately will be developed for these priority sectors.
- **Socio-Economic Strategies:** Development of specific strategies with high potential impact in the short term on the socio-economic advancement of the youth, women and people with disabilities.
- **SMME Support Strategies:** Identification/development of interventions designed to significantly impact on conditions and opportunities for small, medium and micro-enterprises and will also ensure the successful transition of such SMME's from new start-ups to sustainable enterprises.
- **Socio-Economic Benchmarking:** Socio-Economic growth indicators for the Tshwane Metropolitan Municipality need to be benchmarked nationally, regionally and globally and the city's current status also needs to be measured against a selected group of cities internationally. Fast-track strategies need to be developed to address lagging indicators.
- **HIV/AIDS:** The impact of HIV/AIDS on socio-economic growth needs to be assessed and strategic interventions need to be proposed.

- Infrastructure Development: Special projects that will have a major impact on accelerating and sharing growth need to be proposed. These projects will be selected for their impact on employment, poverty reduction and growth, including sustainability and the leveraging of private sector funding. The maximization of the benefits of the EPWP will form part of strategies and projects developed for this element.
- Human Resource Development: Issues concerning Education, Technical Skills, Management Skills and Leadership Skills will be analysed and possible high-impact strategies that could be implemented in the short term will be proposed.

This strategic document provides entrepreneurs in the city with guidelines for immediate intervention required the city. It is therefore up to social opportunity spotters to use such documentation to position themselves and convert ideas into feasible social entrepreneurial possibilities.

3.4.3 Accelerated and Shared Growth Initiative for South Africa

The South African Government was mandated in 2004 to halve poverty and unemployment by 2014. These objectives are feasible, indeed there is hope to surpass them, because of steady improvement in the economy's performance and job-creating capacity.

According Statistics SA, growth averaged about 3% during the first decade of freedom, from 1994 – 2004, a considerable improvement on the decade before 1994 when growth averaged 1% per year. Since 2004, growth has exceeded 4% per year, reaching about 5% in 2005. Expectations for the current strong performance to continue are high. Forecasts by banks and ratings agencies generally indicate expectations of growth continuing at around 4.5% in the medium term. Business confidence is very high. The Rand Merchant Bank/Bureau for Economic Research business confidence index,

with 86% of firms expecting the continuation of improving business conditions, has remained at high levels for an extended period.

Inflows of foreign capital have been exceptionally high since 2003, with an inflow of R80 billion (about US\$13 billion) into the JSE share market between the beginning of 2005 and the first quarter of 2006. In the same period South Africa has also had several very large inward foreign direct investment transactions.

Good economic policies, positive domestic sentiment, and a favourable international environment have created the opportunity to consolidate these gains, and to take our performance to a higher level.

With the faster growth rate has come rapidly improving employment creation. In the last year measured (to September 2005) around 540 000 net new jobs were created. Though unemployment remains high at over 26%, this is considerably better than the 32% unemployment rate reached a few years ago. Recent research indicates that the real incomes of the poorest 20% of South Africans rose by 30% in real terms between 1994 and 2004.

Yet, the goal of reducing unemployment to below 15% and halving the poverty rate to less than one-sixth of households will not be achieved without sustained and strategic economic leadership from government, and effective partnerships between government and stakeholders such as labour and business.

3.4.4 Community Development Workers (CDWs)

This is an initiative to assist with co-ordination and integration across government - horizontally and vertically - while directly alleviating the plight of our people. Supportive tools such as an handbook have empowered the CDWs to become effective quickly. They are already active in solving

problems and assisting the public to negotiate the institutional maze of public service delivery institutions. An analysis of the progress reports reveals successes, among other in terms of:

- assisting people to gain access to housing;
- assisting orphaned and abused children;
- assisting with applications for identity documents (IDs);
- establishment of farming groups and accordingly contributing to local economic development; and
- assisting community members in dealing with lawyers on compensation and related matters.

3.4.5 SMME development in Tshwane

Issues of economic empowerment and growth have been placed high on the agenda of the Government of National Unity of South Africa. With millions of South Africans unemployed and underemployed, the government has no option but to give its full attention to the fundamental task of job creation, and generating sustainable and equitable growth.

Small, medium and micro-enterprises (SMMEs) represent an important vehicle to address the challenges of job creation, economic growth and equity in our country as well as the development of social entrepreneurship. Throughout the world one finds that SMMEs are playing a critical role in absorbing labour, penetrating new markets and generally expanding economies in creative and innovative ways. With the appropriate enabling environment – SMME development in this city can follow these examples and make an indelible mark on this economy.

The White Paper on National Strategy for the Development and Promotion of Small Business in South Africa (SA,1995:3) represents government's thinking about what it can contribute to the process of stimulating small, medium and micro-enterprises. The government believes that the real engine of

sustainable and equitable growth in this country is the private sector. The government is committed to doing all that we can to help create an environment in which businesses can get on with their job. It believes in the principle of working together with its partners in the private sector - big and small businesses - in realising the hopes and aspirations for this economy.

With millions of South Africans unemployed and underemployed, the government has no option but to give its full attention to the fundamental task of job creation, and generating sustainable and equitable growth. Small, medium and micro-enterprises (SMMEs) represent an important vehicle to address the challenges of job creation, economic growth and equity in our country. Throughout the world one finds that SMMEs are playing a critical role in absorbing labour, penetrating new markets and generally expanding economies in creative and innovative ways. We are of the view that - with the appropriate enabling environment - SMMEs in this country can follow these examples and make an indelible mark on this economy. The stimulation of SMMEs must be seen as part of an integrated strategy to take this economy onto a higher road - one in which our economy is diversified, productivity is enhanced, investment is stimulated and entrepreneurship flourishes.

There are more than 800,000 small, medium and micro-enterprises in the country, absorbing about a quarter of the labour force of 15 million people. This is in addition to about 3,5 million people involved in some or other type of survivalist enterprise activities.

3.4.6 Regulations around non profit organisations

Non-profit organisations (NPOs) are companies that are registered to provide services for the community or promote communal interests. Most of the non government organisations (NGOs), religious and charity organisations fall into this category.

Registering a non profit organisation

The NPO Directorate within the Department of Social Development registers organisations under the Nonprofit Organisations Act No.71 of 1997. The Primary Purpose of this Act is to encourage and support organisations in a wide range of work they do by:

- creating an enabling environment for NPOs to flourish; and
- setting and maintaining adequate standards of governance, accountability and transparency.

The Act provides a voluntary registration facility for NPOs. A Nonprofit Organisation is defined as: a trust, company or other association of persons:- (a) established for a public purpose, and (b) the income and property of which are not distributable to its members or office bearers except as reasonable compensation for services rendered. Any organisation that is not for profit and is not part of government can apply for registration; that is:

- Non- Governmental Organisations (NGO).
- Community Based Organisations (CBO).
- Faith Based Organisations (FBO).
- Organisations that have registered as Section 21 Companies under the Company Act 61 of 1973.
- Trusts that have registered with Master of the Supreme Court under the Trust Property Control Act 57 of 1988.
- Any other Voluntary Association that is not-for-profit.

NPOs are often funded by donations from local and foreign organisations and are required by law to register with the Department of Social Development. Registration of non-profit organisations is beneficial because it:

- improves the credibility of the sector because NPOs can account to a public office;
- brings organisations into a formal system;

- helps the sector to get organised; and
- helps organisations get benefits like tax incentives and funding opportunities.

Any organisation that is not for profit and is not part of government can apply for registration. That is:

- non-governmental organisations (NGO);
- community-based organisations (CBO);
- faith-based organisations (FBO);
- organisations that have registered as Section 21 Companies under the Company Act 61 of 1973;
- trusts that have registered with Master of the Supreme Court under the Trust Property Control Act 57 of 1988;
- any other Voluntary Association that is not-for-profit;
- the organisation must have a constitution or any other founding document; and
- a minimum of seven members and at least two directors.

Section 21 Companies (i.e. 'non-profit making' development companies), which can be established in terms of the Companies Act of 1973. Municipalities can either establish or work with such companies provided they implement projects and strategies similar to those which a local government would undertake. They have the advantage of being able to receive and administer external funds, a provision which does not apply to local authorities, thus potentially expanding available resources for local development.

3.5 SOCIAL ENTREPRENEURSHIP SUPPORT STRUCTURES

There are clear indications of a shift in the allocation of social capital finance, new allocation processes driven mainly by market mechanisms to efficiently target capital to tackling the most pressing and serious social issues. This can be seen practically in a number of ways:

- The global growth of social purpose organisations in the last ten years has not only led to some of the above mentioned problems, but has also resulted in many cases in innovative and cost efficient delivery of social services to the developing world and underprivileged sectors of society at much lower unit cost.
- The growth of social entrepreneurship and similar movements has unleashed the power of creative and ethical entrepreneurship on the social sector, advancing social change with the same entrepreneurial drivers one would see in the private business sector.
- The rise of microfinance solutions, the growth of venture philanthropy and concepts such as triple bottom line investing or sustainability indices have started to introduce new financing mechanisms for social development.

A number of institutions have over decades developed a limited, often fragmented range of social entrepreneurship support policies and programmes, some operating in competition with each other. The non profit organisations included the development corporations and some specialised SMME-support agencies (like Transido). Furthermore the Development Bank of Southern Africa (DBSA), the Small Business Development Corporation (SBDC) and the Industrial Development Corporation (IDC) as financiers, and some of the commercial banks. Other non profit organisations have been developed to facilitate and support social entrepreneurship activities of which a few are discussed below.

3.5.1 Business against crime

Business Against Crime was established in 1996 in response to a request from the then President Nelson Mandela who invited business to join hands with the Government in the fight against crime. The organisation seeks to support Government's efforts by complementing its resources with the

considerable entrepreneurial, managerial and technological skills for which the South African private sector is renowned.

Together with Government, and in partnership with the citizens of South Africa, Business Against Crime wants to make South Africa a safer place in which to live, work and do business.

Its objectives are to have:

- a country of prosperity and opportunity for citizens and business in an environment uninhibited by crime; and
- a country that takes effective, consistent and ongoing preventative measures, and where necessary, criminal justice interventions to ensure the quality of life of its people.

Business Against Crime's mission is for a "Safe and Secure South Africa". Business Against Crime, on behalf of business, underpins this outcome by supporting a number of targeted outputs or project initiatives that cover:

- strategy, policy and priority determination;
- system and process improvements; and
- project implementation.

It was established as a Section 21 company by the founding sponsors and subsequently, Business Against Crime companies were registered in seven provinces. All the companies focus on a common goal and support the implementation capacity for the provincial roll-out of national anti-crime priority initiatives.

3.5.2 Development Action Group (DAG)

The Development Action Group (DAG) is a non-profit organisation focused on urban development and housing since 1986. DAG works throughout South Africa to fight poverty and promote integrated urban environments. DAG uses

community-based development to foster social cohesion and to strengthen citizenship and democracy.

DAG's strategies support a pro-poor urban development practice and works towards the strengthening of such an approach. This is accomplished through critical partnerships with government, through our advocacy and lobbying efforts, and by demonstrating good practice in projects that are implemented in partnership with communities. DAG works to enable inclusive participatory development by strengthening the capacity of all role-players.

Some of the programmes that DAG is involved will include:

- CBO Network: DAG supports poor communities in different areas to develop a network of organisations that can successfully lobby government to meet their needs.
- CBO Leadership: DAG helps community leaders develop skills to manage development projects.
- Non-governmental Network: DAG is helping to build a network of provincial and national non-governmental role-players (NGOs, academics, professionals) to advocate and lobby for pro-poor urban development and to influence policy formulation.
- Identity & Social Inclusion: DAG strives to improve its understanding of the interconnected nature of social inclusion, urban poverty and identity (particularly in terms of race, class, gender, sexuality and nationality). We also hope to improve the understanding of these issues amongst the broader urban development sector.
- Informal Settlement Upgrading: DAG promotes a sustainable and people-centred approach to informal settlement upgrading.
- Municipal-wide Planning: DAG promotes participatory integrated, municipal-wide, long-term planning.
- Medium Density Housing: DAG advocates for the development of sustainable, well-located, mixed-income, medium-density housing.

- Value Capture: DAG also advocates for mechanisms that allow greater value to be realised from land and property in order to fund urban development in the interests of the poor.

3.5.3 Corporate Social Investment (CSI)

Government departments drive policy and spending priorities, and call on support from statutory bodies and other developmental agencies in this task. Non profit organisations are often relied on to assist with delivery. The influence and potential contribution that the corporate sector could make to development has not gone unnoticed. There are a number of goals which have direct relevance to corporate behaviour, which include among others:

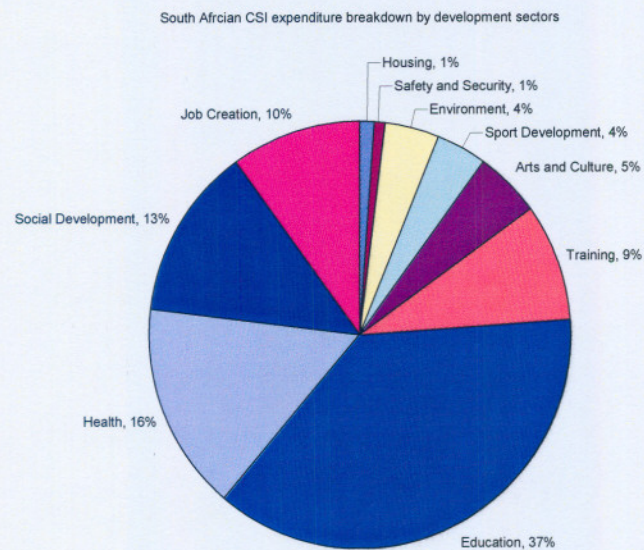
- gender equality;
- environmental sustainability;
- entrepreneurial develop; and
- management of diseases such as HIV/Aids.

Corporate social investment refers to a company's contributions, cash and non cash, to people, organisations, or communities that are external to the company and should conform to the following broad criteria:

- Excludes contributions to employees but may include input or giving to families of employees or local communities from which employees are drawn or where they live.
- Predominately or entirely focused on disadvantages individuals and communities.
- Excludes commercial sponsorship but may form a developmental arm of commercial sponsorship.
- Is not marketing or public relations-oriented but required a communication element.

Figure 3-2 South Africa CSI contribution per sector below, illustrates the percentage contribution per sector by this initiative.

Figure 3-2 South Africa CSI contribution per sector



3.5.4 The South African Banks

According to Schoombee (2000:752), South Africa has, for a middle-income country, a well-developed and sophisticated formal financial sector. In comparison with 22 other middle-income countries in 1990, the country's commercial bank assets constituted 87 per cent of GDP against the average of 68 per cent, while its non-bank financial institution assets constituted 54 per cent of GDP against the average of 28 per cent (SARB, 1995; Demirguc-Kunt & Levine, 1996). South Africa, furthermore, boasts a wide variety of different types of financial institution; sufficient competition among institutions of the same type (e.g. in the order of 100 registered banks); and various types of financial instrument, including numerous derivative instruments and active secondary markets in a number of financial instruments (e.g. government bonds and Eskom stock).

South Africa's support of financial liberalisation is evidenced by the shift from a non-market to a market-oriented approach to monetary and financial policies in the early 1908s (Schoombee, 2000:752).

3.5.5 Joint Venture funds/The Enablis Khula fund

The Enablis Khula Loan Fund is a partnership between Enablis Entrepreneurial Network, Khula Enterprise Finance Limited and FNB Enterprise Solutions. It is currently capitalised at R50m. Enablis Entrepreneurial Network (Enablis) is a non-profit private-public partnership sponsored by Hewlett-Packard, Accenture, Telesystem Ltd. and the Government of Canada. First National Bank Enterprise Solutions, a subsidiary of FirstRand Bank Limited, is the bank's specialist small and medium enterprises financing division.

The Loan Fund works as a guarantee for a loan from FNB Enterprise Solutions. Businesses that meet the criteria and whose application for funding has been approved will obtain funding from FNB. In turn the Loan Fund will guarantee up to 90% of the Loan from FNB Enterprise Solutions. This allows the business to obtain the funding at favourable rates from FNB Enterprise Solutions.

The guarantee range provided by the Fund is between R100K and R2.5m. Entrepreneurs receiving loans through the fund will receive business support from Enablis South Africa, in the form of business coaching, business linkages, educational events and other activities and services designed to enhance individual and business performance.

3.6 SUMMARY

Various other policies also exist to support and guide social entrepreneurship activities in South Africa. The current numbers of Charters per sector being

developed to help facilitate entrepreneurship and small business development. Others include policy documents such as Broad based black economic empowerment policy document to address some of imbalances that may be experienced in the country.

There seem to be no clear or rather a specific policy document, specially developed for social entrepreneurship development in the Tshwane Metropolitan Municipality and South Africa to address.

CHAPTER 4: EMPIRICAL STUDY

4.1 INTRODUCTION

The empirical study was conducted to determine the relevance and the contribution of the non governmental organisations (NGOs) in the Tshwane region. This chapter outlines the research conducted and the results thereof. The objective of the empirical research is to determine primarily, how much these NGOs activities exists in the region, the nature of the social entrepreneurs business, what really drives the NGOs, what type of activities are dominant, the challenges faced by the NGOs, how they fund and generate income for their organisations, challenges they face as well as possible solutions. Fundamentally the objective is to establish what makes these NGOs social entrepreneurs.

The information gathered was by way of a survey questionnaire administered to a number organisations and individuals in and around the Tshwane Metropolitan Municipality. A total sample size of thirty seven organisations and individuals were interviewed as part of the study.

The survey covered five broad sections which include:

- determining the overall demographic profile of the NGO;
- investigating the nature of the business and objectives;
- determine the funding mechanism and the sustainability;
- identify challenges faced by the NGOs; and
- identify areas of improvement and possible solutions.

4.2 SURVEY QUESTIONNAIRE

4.2.1 The Sample

Appendix B below provides a list of non government organisations (NGOs) registered the Tshwane Metropolitan Municipality. By reading the brief

biographies of these organisations, the author randomly selected a few organisations based on their activities and included them in the sample size.

4.2.2 Sample Size

The sample identified in this study refers to the thirty seven organisations and individuals randomly chosen from a list of non profit organisations (NGOs) registered with the Tshwane Metropolitan Municipality. The author made efforts to choose sample candidates across all the regions in Tshwane. A total of fifty questionnaires were distributed of which thirty seven was returned and completely filled as requested. This represented about 74% return ration.

4.2.3 Collection of data and feedback

The questionnaire and survey were conducted between the months of March and April 2007. The candidates were approached by means of telephone calls, door to door knocking and via emails to request for permission to participate in the survey. Once the participant indicated their agreement and willingness to participate in the survey, a questionnaire was faxed, emailed or even physically delivered to the participant for completion. Participants were offered option to complete the questionnaire in either English or language of their choice with translation options provided. As soon as the questionnaire was completed, the participant would return back by fax, email, fax or even physical collection from their premises.

It was clear that there were some scepticism from some of the participants and some were uncomfortable with completing the form. This maybe, as the author established at a later stage, that the survey was conducted at the same time as when South African Revenue Services (SARS) was conducting raids on tax defaulters. Other participants linked the survey with SARS raids and made it difficult for the author to gain immediate trust from such participants.

Where the English language proved to be a difficulty, translation was provided to the participants. This was to ensure that the main objective of the survey is achieved.

Initially, it was intended to purely administer the questionnaires to the organisations with a brief introduction to the nature of the study being conducted. The anticipation was then to leave the questionnaire with the participant and hopefully collect a completed document at a later stage. It was however established that most of the questions required further explanations and even translations to a level where the participant feels comfortable. On average it took approximately 20 minutes to complete each questionnaire,

Some of the participants expressed a certain degree of uncertainty and intimidation. Participants, who initially expressed interest to complete the survey, later became reluctant to complete the questionnaire. This resulted in identifying additional participant to maintain an acceptable sample size and representation.

4.2.4 Questionnaire design

The questions listed on this questionnaire were based on two key factors: the primary and secondary objective of the respondent firms and the findings from the literature study. These questions are thus grouped into a number of research sections:

- Section A: Demographic profile of the non profit organisation. This is mainly to understand specific circumstances of a specific entrepreneur, his/her characteristics and what actually drives the person in life.
- Section B: The demographic profile of the organisation where the activities take place, this section focuses on aspects such as the specific area in Tshwane where the NGO operates, its actual mandate

(mission and vision), which social aspect is the NGO actually operates in. The author further attempted to establish the core competencies within the organisations and skills available in the organisation. The section focus on when and how it all started, the age of the organisations, its growth from inception, major achievements since its original inception, whether the organisation has transformed itself to something else compared to what it originally intended.

- Section C: This section attempts to establish the funding structures for the activity or the NGO, the management ability, the ability to raise funds and from which sources does the NGO generate its income and how they expend on it.
- Section D: Different types of challenges faced by social entrepreneurs in Tshwane and commonality amongst them. This includes aspects such as funding, literacy, policy challenges, regulatory framework and the socio economic and cultural challenges;
- Section E: The last section of the questionnaire which focuses of the views from NGO in term what can be done, by regulators, policy makers and various stakeholders to make social entrepreneurship a sustainable business and contribute meaningfully and significantly to the broader economy of Tshwane.

The questions used were a combination of both closed and open ended. From some questions it was necessary to determine the relative ranking of a particular attribute (for example, determine the extent to which a social entrepreneur is able to manage funds), while some of the questions required a participant to provide specific response. For questions where a certain aspect required rating, a five point Likert-type scale was applied to be able to quantify the results scored,

4.3 FINDINGS

The questionnaire was developed and administered to the social entrepreneurial activities, is attached in Appendix A of this document. Thirty seven responses were returned for the survey which were then analysed.

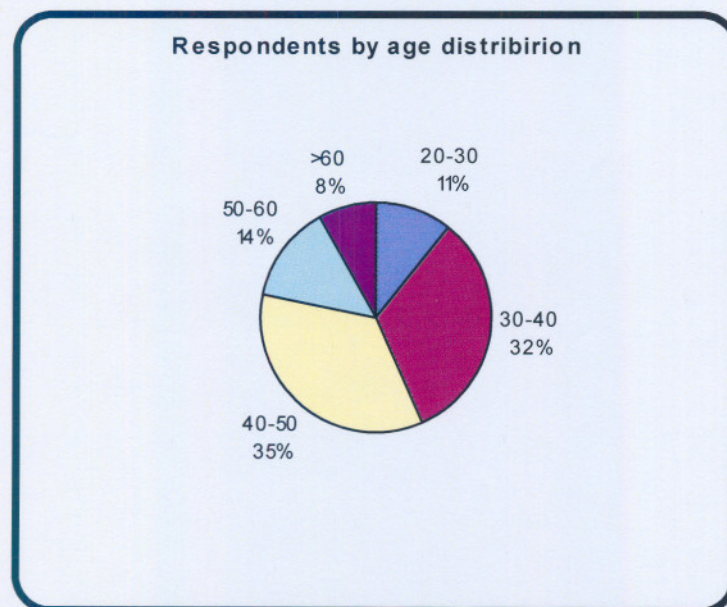
4.3.1 Section A: Demographic profile of the respondents

These set of questions are primarily aimed at understanding the make-up of the respondent. The questions are specific to either the founder member of the organisation or an individual taking full accountability of the organisation and ensuring its success and survival.

4.3.1.1 Age distribution of the respondents

Purpose of the question: The purpose of these questions is to understand the age distribution of respondents in Tshwane Metropolitan Municipality to see the pattern of growth and sustainability on this aspect.

Figure 4-1 Respondents by age distribution



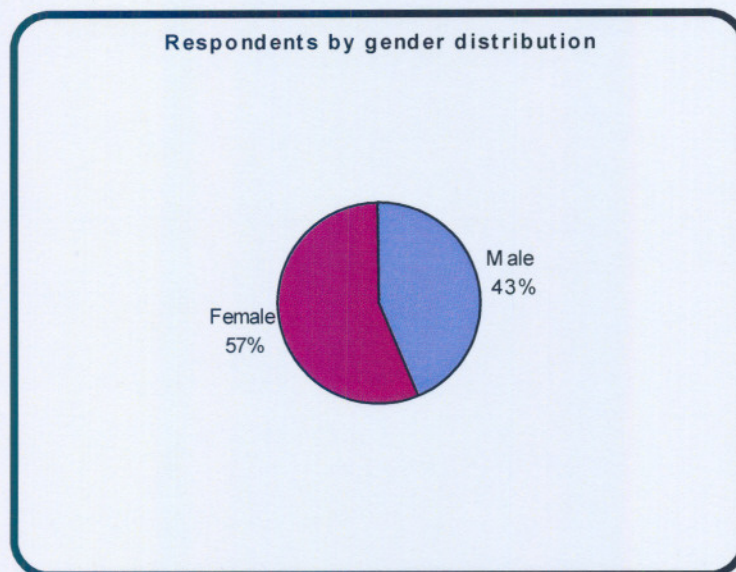
Results obtained:

It is clear in Figure 4-1 Respondents by age distribution that majority of the respondents are between the ages of 40 and 50.

4.3.1.2 Gender split

Purpose of the question: The purpose of this question is to understand the gender split amongst the respondents.

Figure 4-2 Gender split



Results obtained:

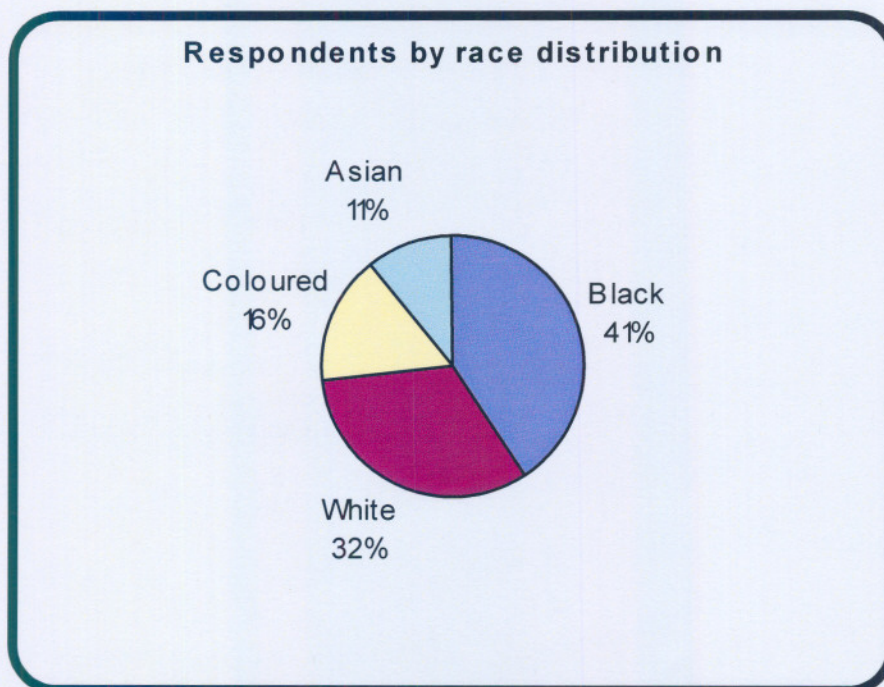
Figure 4-2 Gender split above illustrates the split of respondents by gender from the study. 57% of the surveyed entrepreneurs are females and 43% are male.

4.3.1.3 Respondents by race distribution

Purpose of the question: As the author has established from the literature study, that social entrepreneurship is about working with government structures in addressing some of the social challenges. Considering the

political dynamics in South Africa and particularly in an attempt to eradicate previous imbalances, race unfortunately still surfaces to be an important factor to consider in this subject. The social and therefore the race demographics play a significant role in social entrepreneurship. It was important for the author to establish what aspect of the respondent does race in Tshwane Metropolitan Municipality primarily focuses on and which population group is active in this regard.

Figure 4-3 Respondents by race distribution



Results obtained:

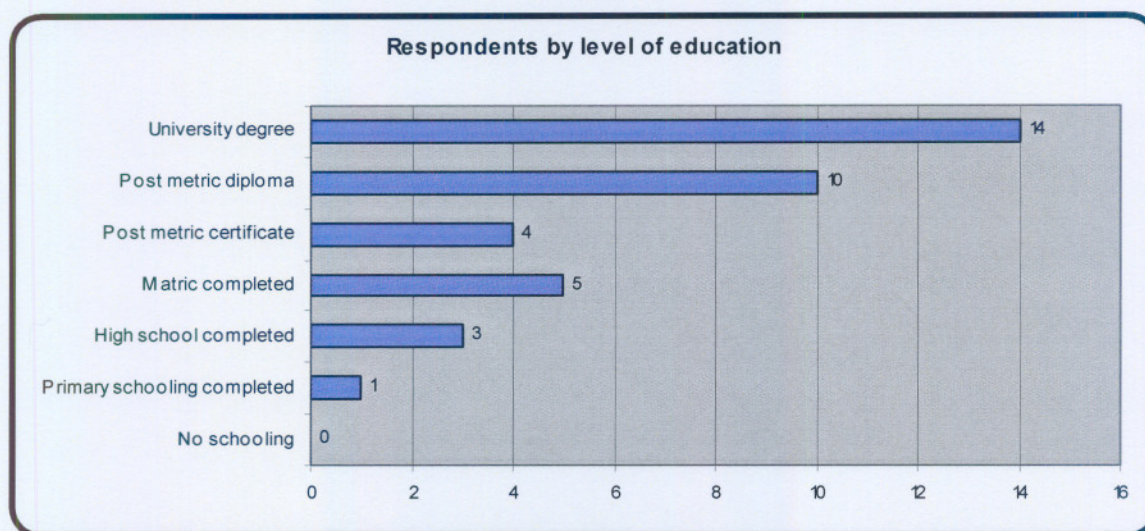
Figure 4-3 Respondents by raceFigure 4-3 Respondents by race distribution, illustrates the breakdown of respondents by race. The results of the survey shows that 41% of the surveyed entrepreneurs are black, follows by 32% of white Tshwane residents and the least being Asians at 11%.

4.3.1.4 Educational level

Purpose of the question: The ability to manage, operate and sustain a non profit organisation is a very complex exercise. An entrepreneur's intellect and

educational background plays an important role in this regard. These qualities will be more important when it comes to expressing oneself, requesting donor funding and the extent to which the donor will be comfortable in issuing such funds. The author wanted to establish the impact of education to the sustainability of the enterprises and the ability to operate the initiatives.

Figure 4-4 Respondents by educational levels



Results obtained:

The survey shows that over 37% of the respondents in the Tshwane region have degrees as illustrated in Figure 4-4 Respondents by educational levels above. This is followed by 27% of the respondents with some kind of post metric qualification. It is clear from the result that most of the social entrepreneurs have some form of schooling.

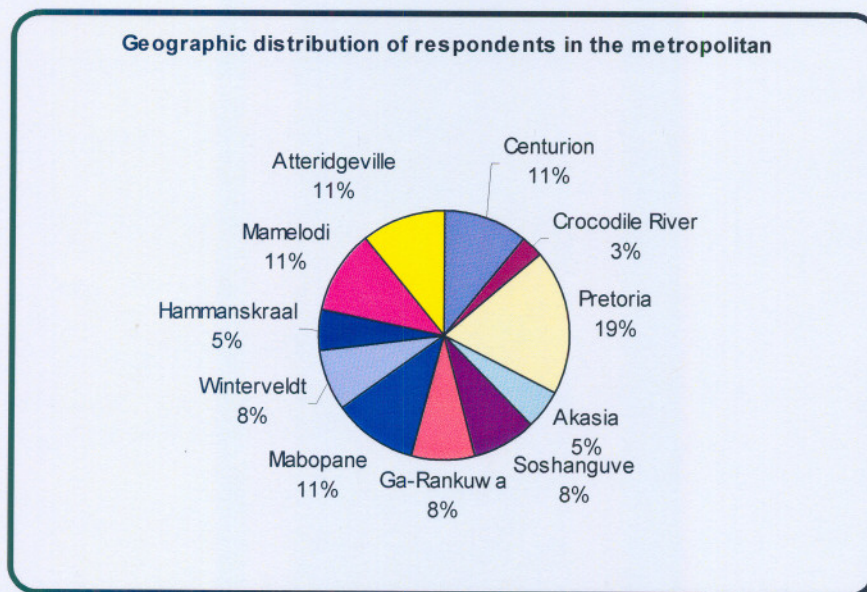
4.3.2 Section B: Organisational Profile

The organisation profile questions relates to the activities within the organisation, its objective and how it sustain itself. The question further aims to categorize various organisations in particular sectors.

4.3.2.1 Location and operations of social entrepreneurs in Tshwane

Purpose of the question: The purpose of this question is to determine the actual location of the organisation and the impact of this and its ability to provide services to its intended stakeholders. It further aims to determine the distribution of these enterprises around Tshwane by activity.

Figure 4-5 Location distribution of respondents in and around Tshwane



Results obtained:

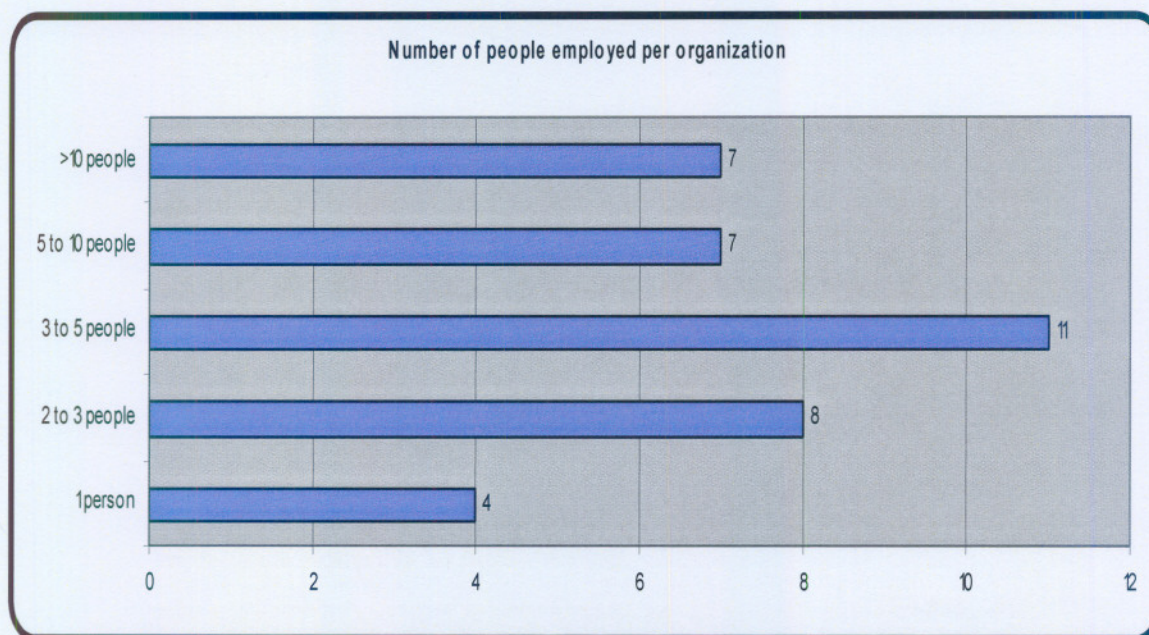
Figure 4-5 Location distribution of respondents in and around Tshwane shows the distribution of social entrepreneurs in the Tshwane Metropolitan Municipality. The results of the survey show that 19% of the organisations are located in Pretoria, followed by an equal distribution of 11% in the neighbouring townships of Tshwane i.e. Mamelodi, Atteridgeville and Mabopane. Centurion also has a representation of 11% of the organisation distributed around it.

4.3.2.2 Number of people employed per organisation

Purpose of the question: As it is used in the GEM report, the number of people employed in the organisation plays a big role in measuring the sustainability of the organisation and its ability to address some of the socio-

economic needs. This questions aims to establish the average size of a social enterprise regardless of the specific activity it is performing.

Figure 4-6: Average number of people employed



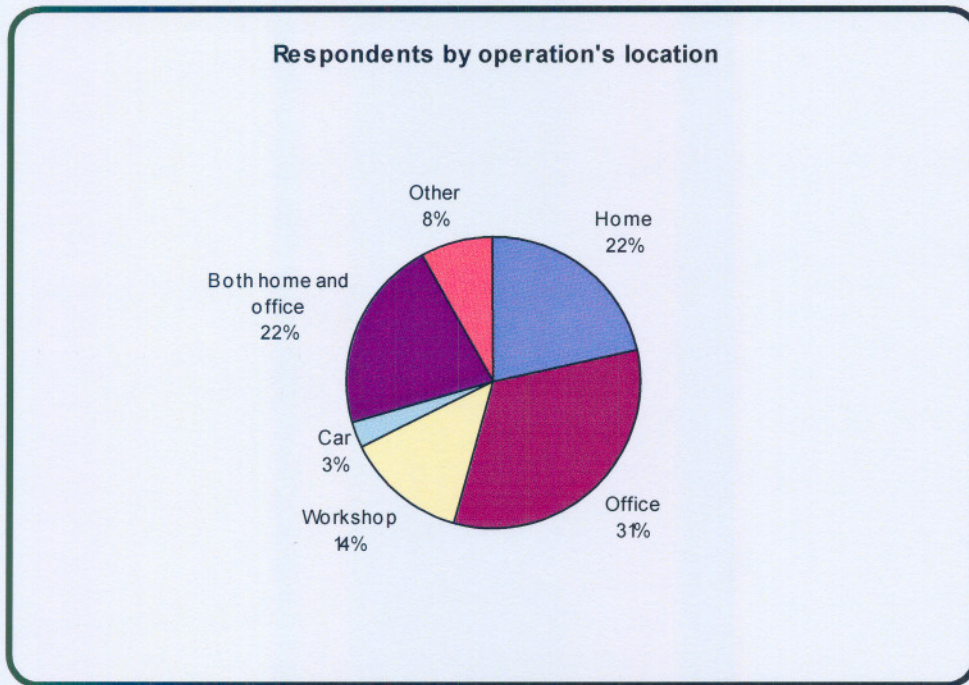
Results obtained:

From the results of the survey as illustrated in Figure 4-6: Average number of people employed, it shows that 11 of the 37 organisations i.e. over 27% employs on average between 3 and 5 people. 21% of the organisations employ an average of 2 to 3 people and over 18% employing more than 10 people.

4.3.2.3 Respondents' operations location

Purpose of the question: This question aims to establish the type of infrastructure used by the respondents for their operations. This is looked in conjunction with the type of activity undertaken by the organisation. The survey question further attempts to establish if such location poses to be obstacles for the organisation to provide the intended services.

Figure 4-7: Operations locations



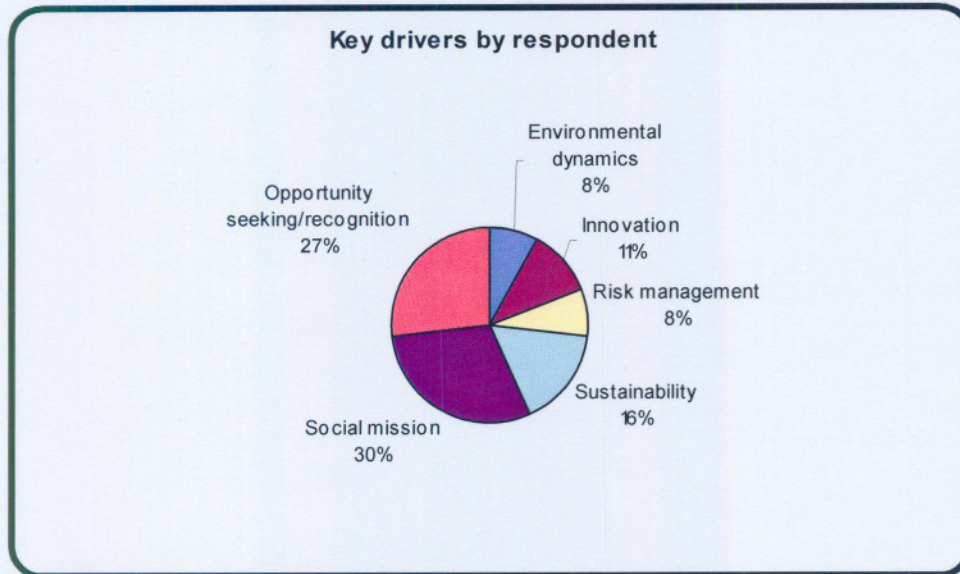
Results obtained:

Figure 4-7: Operations locations, shows the results from the survey that 31% of the surveyed organisations have a formal office or operations location where they conduct their work. This is followed by 22% of the surveyed entrepreneur operating from their own home and a similar (22%) of operations conducted both at home and office. There is low percentage (3%) of respondents operating from car. The 8% of the surveyed organisation or individual indicating 'Other', refers to areas such as other offices not relating to this specific operations. Other locations include schools, churches, and university premises.

4.3.2.4 Key focus areas for the Tshwane NGOs

Purpose of the question: This question aims to establish the key objectives for various entrepreneurial organisations in Tshwane to embark in such ventures. The result to this question would be an indication of what that major social activities challenging the Tshwane metropolitan council.

Figure 4-8: Key focus areas



Results obtained:

Figure 4-8: Key focus areas, shows the key focus areas for the respondents entrepreneurs from the survey. The results of the survey show that over 18% of the non profit organisations in the Tshwane Metropolitan Municipality, focuses on employment activities. Other areas of key focus areas, about 16% of the organisations focus on social issues such as health and child care.

4.3.3 Section C: Funding structure

The following set of questions focuses on how these organisations generate their income. Where possible, the author managed to source details from the financial statement to substantiate and quantify the budgetary implications.

4.3.3.1 Budget for each organisations

Purpose of the question: This question determines the size of the organisation relative to budget and expenditure. While we determined earlier the size of the organisation relative to number of people it employs, this

question determines if budget or funds available enables the organisations to achieve its goal and this budget grows, shrink or stays static through the life span of the organisation. Figure 4-9: Average budget requirements of respondents in Tshwane, shows the budget requirement as well as the growth rate respectively of the social entrepreneurs.

Figure 4-9: Average budget requirements of respondents in Tshwane

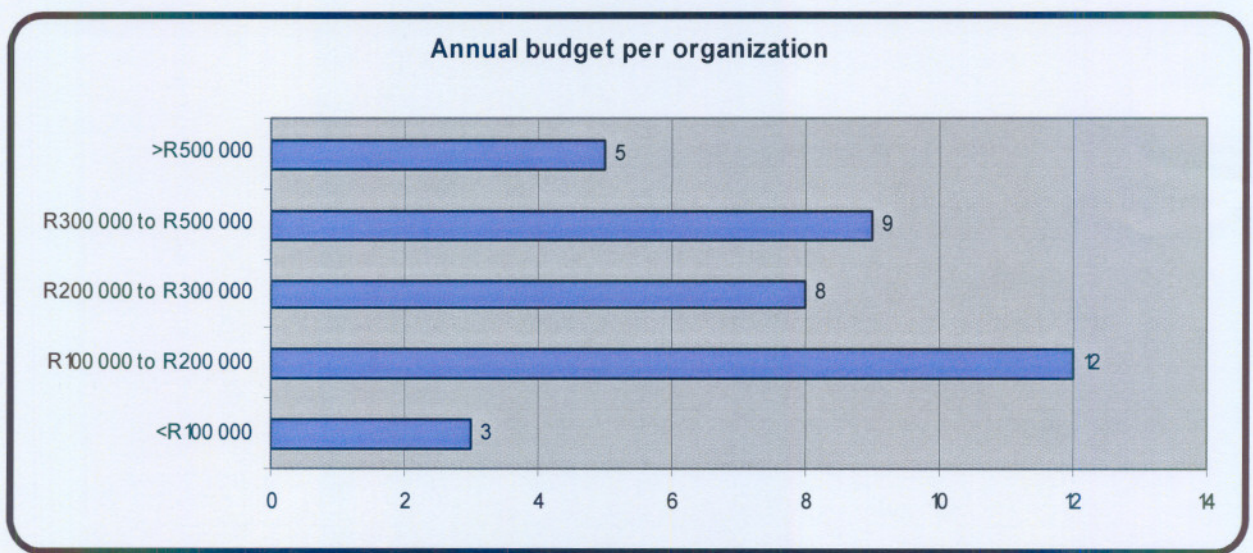
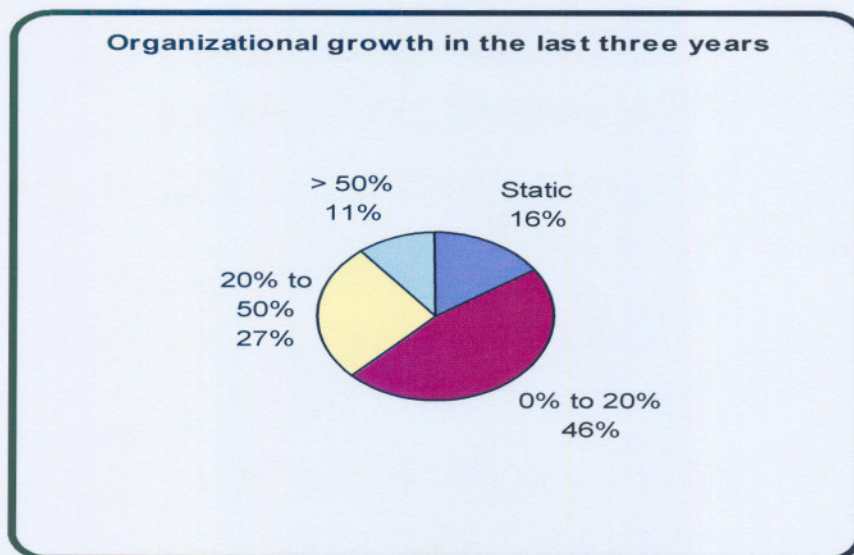


Figure 4-10: Average growth in three years



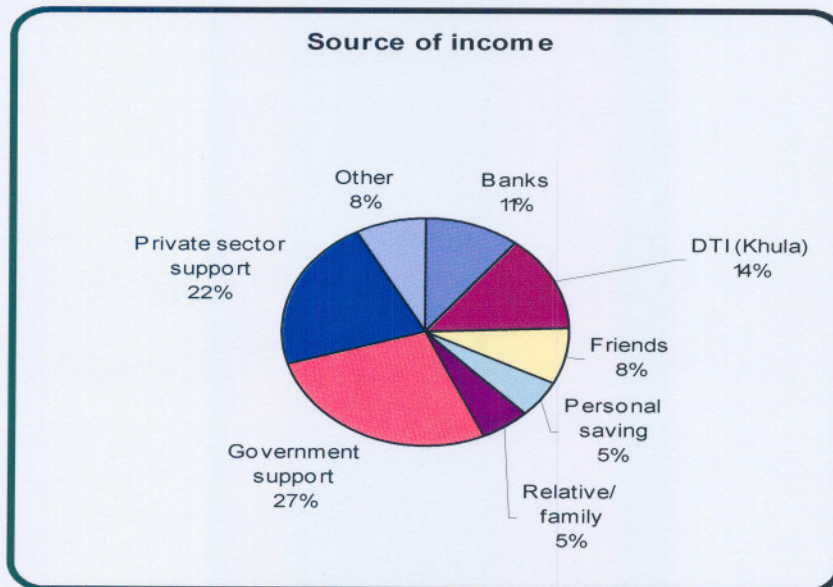
Results obtained:

The survey shows that over 32% of the non profit organisations has budget requirement of between R100 000 and R200 000 a year. Only 14% of the NGOs has budget exceeding R500 000 per annum. 24% has budget of between R300 000 and R500 000 and less than 10% with budget lower that R100 000. Similarly, from growth point of view (measuring budget growth), 46% of the NGO has experience growth of 20% year on year. The survey also shows that over 5% of such organisations experience the growth rate of more than 50% per year. 16% of these organisation remains static as far as growth is concerns.

4.3.3.2 Source of Income

Purpose of the question: To establish the sustainability of respondents, one need to determine the source of the income for such organisations, as by their nature, do not generate profit and rely primarily on donors to support such initiatives.

Figure 4-11: Source of income



Results obtained:

Figure 4-11: Source of income shows that at 27%, government still remains the primary sponsor of respondent's activities. This is closely followed by private sector at 22% and the least being personal savings at 5%. Banking institution contributes to 11% of the funding. Various non governmental institutions formed by government, such as the DTI contribute 14% of the funding. Such organisation are used by various other organisation such World Bank, IMF and others as vehicle to fund growth and sustainability in the region.

4.3.4 Section D: Challenges experienced and areas of improvement

In this section of the survey, the author determines what most of the social entrepreneur perceive to be the obstacles for them to achieve their goals. The author determines similarities amongst these challenges and also assesses from the participants possible areas of improvement or solutions to the problems.

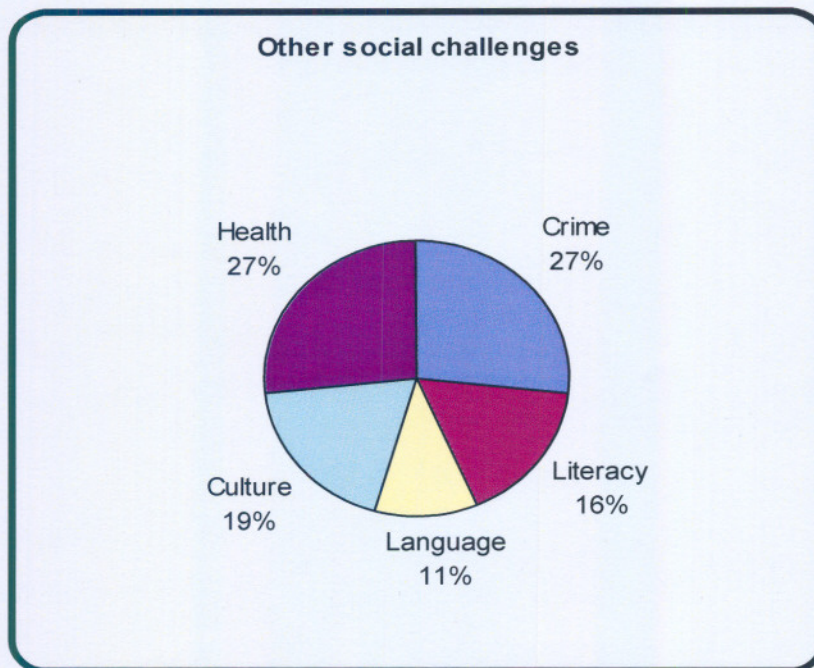
4.3.4.1 Key organisational challenges

Purpose of the question: The objective with this survey question is to establish key challenges experienced by the social entrepreneurs in Tshwane Metropolitan Municipality. Linked to this question is to establish how other socio-cultural factors impacts entrepreneurs in carrying out their day to day business.

Figure 4-12: Key organisational challenges



Figure 4-13: Other social challenges



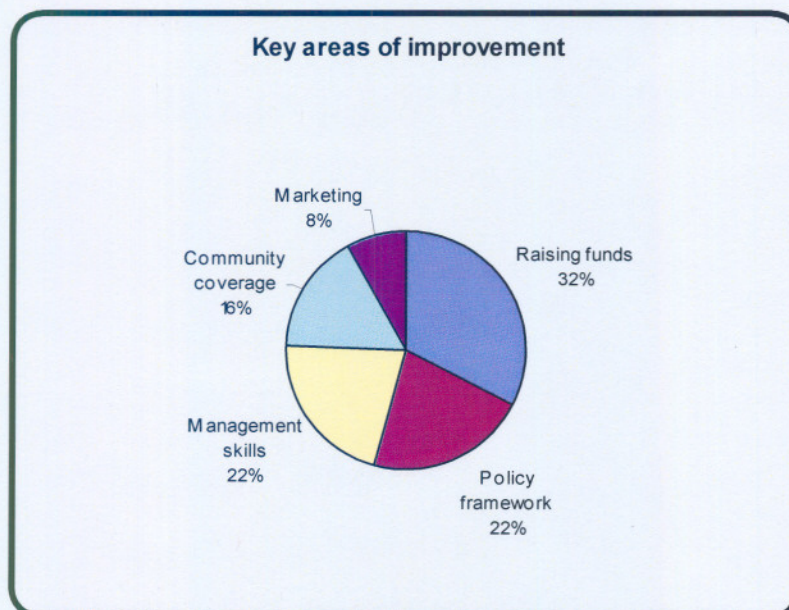
Results obtained:

Figure 4-12: Key organisational challenges, show the results that 32% of the entrepreneurs view fund raising as their biggest challenge. The next big challenge is policy framework at 22%, which is similar to the skills required to operate a non profit organisation. Crime and health issues on the other hand at 22% respectively appear to be the major threat for the organisations to carry out their mandate. Cultural background and language barriers at 19% and 11% respectively appear to be low as an obstacle for the entrepreneurs to conduct their business.

4.3.4.2 Suggested key areas of improvement

Purpose of the question: This question was aimed at proving the social entrepreneur an opportunity to identify areas where the system in which they operate can be improved for them to prosper and contribute significantly to the broader socio-economic challenges.

Figure 4-14: Key areas of improvement



Results obtained:

In line with the challenges above, Figure 4-14: Key areas of improvement shows the results that 32% of the entrepreneurs view fund raising as their biggest area of improvement. Policy framework at 22%, is second area identified to require improvements. Skills and educations at 22% is another area that be provided additional.

4.4 SUMMARY

The empirical study, detailed in this chapter, used survey questions to investigate five key areas of social entrepreneurship in Tshwane. These sections, with a total of 24 questions, extended to the understanding of social entrepreneurs demographic profile, how their organisations operate, the funding structures and their sustainability structures as well as the challenges entrepreneurs in Tshwane are faced with and possible solutions.

The findings from the results indicate that scope of improvement is required for social entrepreneurship to prosper in the city. The results from these findings also indicate the enormous contribution social entrepreneurship can make to the broader economic growth of the city. Other social factors such as crime and the HIV/Aids puts strain to this efforts and require considerable intervention from all parties involved.

CHAPTER 5: CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This last section of the study, documents some of the most practical approaches to improve on and develop social entrepreneurship in the region. The author also recommends further and continuous study on this subject as it is a new to South Africa and encourages other research to do further investigation in this subject. The later part of this chapter provides some of the possible solutions to be implemented to help alleviate some of the challenges faced by the Tshwane Metropolitan Municipality and its social entrepreneurs.

5.2 CONCLUSION

In this section, the author provides some of the concluding remarks based on the results of the study as details in chapter four. Each questionnaire section and results are discussed and analysis of the findings discussed.

5.2.1 Section A: Demographic profile of the social entrepreneur

Age of social entrepreneurs

Social entrepreneurship is about philanthropy ambitions. As people mature in age and achieve stability in their life, it is then when people actively participate in social entrepreneurship activity. 35% of the social entrepreneurs are in the ages of between 40 to 45, followed by 32% of middle aged social entrepreneur.

Gender split

Woman participation in social entrepreneurship is fairly active in the Tshwane Metropolitan Municipality. Considering that statistically, there are more

woman than men in South Africa and thus in the Tshwane, it is not surprising to see such ratios in the gender split. Some researchers established that in general women are more compassionate than their male counterpart and once again social entrepreneurship is more around compassion than anything else.

Social entrepreneurs by race

41% of the surveyed entrepreneurs are black. The reader can however appreciate the fact most of the Tshwane areas surveyed and predominantly black and this skews the sample results. It is however important to note that despite above limitation, 32% of whites still participate aggressively in social entrepreneurial activities. Based on this finding, it can be established that race is not a major contributing factor in a person's ability to be a social entrepreneur.

Educational level

Education plays a significant role in the ability to operate a social enterprise. The fact that 37% of the people with degrees in Tshwane are able to start, operate and sustain a social enterprise indicates the level of education required to operate a social enterprise as a very important factor. The author is also tempted (without evidence) to assume that the fact that unemployment being high in Tshwane, results in people with higher educational background opting to follow such stream as a survival mechanism and create employment.

5.2.2 Section B: Organisational Profile

Location and operations of social entrepreneurs in Tshwane

Pretoria is central to the Tshwane Metropolitan Municipality and therefore a logical point for any social entrepreneur to establish its operations. The survey confirmed the fact that most of the social entrepreneurial activities are based

here. The neighbouring township also shows a significant presence of social activities in the area with Mamelodi, Atteridgeville and Mabopane showing 11% of the presence. This is mainly to ensure that the organisation reaches its targeted stakeholders. There is a close correlation between the location of the organisation and the activity provided and required by the community. Shortage of hospital facilities in the townships for example, may be attributed the high presence, 11%, of health based social enterprises. The finding shows that location and access to the community plays a major role in the activities of a social entrepreneur.

Number of people employed per organisation

Although these are encouraging figures, these numbers are in line with the GEM's report. GEM reports suggests that such entrepreneurs always struggle to go beyond the early incubation stages of entrepreneurship which is merely to employ more than 3 people. It shows from the survey results that it is difficult for Tshwane entrepreneurs to operate and grow social entrepreneurship organisation. Looking in conjunction with the education level of entrepreneurs, with the correlation coefficient of 87%, the survey shows most of the highly qualified entrepreneurs able to create sustainability on their organisation. The other factor can relate to the ability to manage the operations of their organisation. The survey further shows that most of the organisation with lower employment figures, related to individuals driven by survival requirements or personal circumstance. One of the organisations surveyed where there 3 people employed, is a home of children with down-syndrome disability and the founder was motivated by her own child with a similar disability. The results show that it is difficult for social entrepreneurs in Tshwane to grow to proportions of Ashoka in the UK.

Social entrepreneur's operations location

There is very close correlation between the location of the operations and the type of activity undertaken by such an organisation. The survey shows that for

operations such as health services, where HIV/Aids individual are taken care of, the entrepreneur spends a lot of time travelling and no need for a formal office for operations. Activities such as education and training and employment required a formal office or workshop like location to conduct the business. For activities such as alcohol or drug abuse counselling, locations such as churches are used to drive the initiatives.

Key focus areas for the Tshwane social entrepreneurs

Unemployment remains a key area of concern for the Tshwane Metropolitan Municipality. A lot of effort is placed on this social challenge and majority of the social entrepreneurs embark on this, either because they are victims or they see potential to challenge the status quo. HIV/Aids appears to be another area of concern at 14% where there a significant presence or non profit organisation participating in this social challenge. Child care organisations are also enjoying some attention and this can also be attributed by the above issue. According to some of the surveyed organisations, children are orphaned by the HIV/Aids and require some intervention from either government or organisations such as these NPOs/NGOs. Unemployment is also attributed to such pandemic disease. This has been established as one of the health NPOs operates together with large corporate and provided references where individuals are no longer employed.

5.2.3 Section C: Funding structure

Budget for each organisations

Considering the average growth rate of these organisations, including inflations, the author could establish there is enormous room for growth for social entrepreneurship in the city. The growth in budget requirements indicates the ability of the organisation to disburse funds and therefore can identify areas of growth. There is also a strong correlation between the budget requirements of the organisations and the activity in which the organisation is

involved with. Health services social entrepreneurs appear to have higher budget requirements and experienced high growth rate in the past three years than any other activity. It is upon this result that the author can establish and develop a business case for the sustainability and growth potential of social entrepreneurship in Tshwane.

Source of Income

Social challenges are the primary responsibility of the government and to ensure that adequate funding and budgeting is made available for this. From this survey, it shows government 27% contribution and 22% from private sector, indicating collaboration and partnership between the two entities. The challenge still remains for banks to provide a better mechanism and structure to support social entrepreneurship in the Tshwane region. Although the survey did not go into detail as to how much each of these donors is contributing, it is clear that more collaboration and support for such initiatives is required.

5.2.4 Section D: Challenges experienced and areas of improvement

Key organisational challenges

The survey reveals what seemed to be the obvious challenge for the social entrepreneur to do business in the Tshwane region. Funding is major is major challenge for the entrepreneurs. The author has established, although there are numerous channels and donors with fund ready for the entrepreneurs, the ability to for them to put sound proposals and business cases to acquire such funding remains a challenge. Furthermore, it appears that there are clear policy guidelines as to what is required for the entrepreneur to conduct their business. Management skills, linked with literacy levels as indicated earlier in the findings is also a major challenge. Crime and health appears to be major threats for social entrepreneurship to prosper in the Tshwane Metropolitan Municipality.

Suggested key areas of improvement

Better ways or even innovative ways of raising funds for social entrepreneurs are required. While some of the entrepreneurs may be having sufficient will power, enthusiasm and passion for social entrepreneurship, it appears not to be enough for the entrepreneur to prosper. Better policy frameworks are required to provide guidelines for donors and entrepreneurs to operate within.

5.3 RECOMMENDATIONS

The rest of this chapter provides some of the recommendations that can be embarked upon for social entrepreneurship to succeed to complete the study.

5.3.1 Improve funding support

In terms of financial services, subsidies should be limited to incentives to participating institutions to develop the necessary infrastructure to meet the needs of start-ups for non profit organisations (NPOs) and not on below-market interest rates that distort resource allocation and will never be sufficient to meet demand. A market-oriented strategy for improving access to finance for start-ups and (NPOs) should emphasise policies to increase competitive pressure on financial service providers, to upgrade the capacity of banks and related finance providers in meeting the needs of smaller clients, and to address some of the underlying causes of higher risk-related costs. In particular, the risks associated with lending to smaller clients can be reduced by improving not only the laws but the capabilities of institutions such as those that enforce contracts, register assets and collect collateral. A well-functioning law regulating property rights on land would allow NPOs to use these assets as a basis for bank loan guarantees. In the area of non-financial service provision as well, existing programs should be reviewed in terms of cost recovery, and wherever possible rely for delivery on voluntary private chambers of commerce, larger firms linked to NPOs through buyer or supplier relationships, and other NPOs.

5.3.2 Strategic marketing of NPO

Boschee (2006:7) recommends that every social enterprise has two fundamental challenges: To do the right things (strategic marketing) and to do them right (operations). This series has been focused on the first of those challenges, daunting as it may be to think about practicing triage. Strategic marketing is indeed an attempt to shake up the organisation but not to shake it apart. In fact, strategic marketing may be the only thing that holds a non profit together in an increasingly competitive world (Boschee ,2006:7).

Making strategic marketing decisions, however, is more difficult for a social entrepreneur than it is for either a traditional non profit or a commercial business, both of which are primarily concerned with a single bottom line. A traditional non profit will continue offering products and services that have a significant social impact even if they lose money; commercial enterprises will not. Social entrepreneurs, on the other hand, are equally concerned with both bottom lines, and that means they must simultaneously analyze the social impact and financial viability of each product and service -- and only then make decisions about which ones to expand, nurture, harvest or kill.

5.3.3 Government and regulatory support

At the national level, the main body responsible to support the entry by small entrepreneurs has been the DTI (Department of Trade and Industry). There has been some limited progress to eliminate policy-created barriers to entry, including a new law to reduce the licensing burden of the NPOs.

Governments still need to reduce the barriers to starting and staying in business or creating and sustaining a non-profit venture. Far too many governments still over-regulate the business and social sectors. South Africa and therefore the Tshwane Metropolitan Municipality must promote a culture of property rights and ease the cost and burden on the entrepreneur,

particularly in the informal economy. Fostering an appropriate valuation of entrepreneurship, particularly when used to solve social problems, requires new thinking and approaches by governments and the private sector (including both business and social organisations). The range of ideas is extremely broad yet only in its infancy stage.

While government have been tempted to perhaps over-regulate the social sector, laissez-faire policies are also limited. Though using market-based approaches have led to some important breakthroughs in various spheres, such as environmental protection and conservation, the market is not a panacea for social development. Governments still have an extremely important role to play in creating and ensuring fair rules of the game. Blanket privatization is not the answer.

5.3.4 Local government support

Regional and local requirements should not be allowed to contradict federal rules, and any requirements that exceed the permitted number would need to be revoked. Monitoring should be entrusted to a central office, with direct Presidential support to withdraw central benefits to any region that fails to comply. The ceilings on regulatory requirements should be very widely disseminated, with feedback channels for enterprises to report violations at the grass-roots level. Over time, all rules that have potentially large economic impacts should be subject to a more careful analysis, including rationale, direct and indirect implementation costs, and an assessment of other alternatives.

5.3.5 Creating the mechanisms for market-based solutions

It is clear that there is an inefficient capital market for social finance, at the levels of the government, the non profit sector and the private sector. Traditional banks are not sufficiently involved, and the potential efficiencies that the private sector could offer are not currently brought into play in any

significant way. At times it seems as if the philanthropic sector relates to the big picture, but primarily operates in a small scale when compared to other sectors of the global economy.

Given the need for market-based solutions, various key elements of a solution are developed. Such a solution must mobilize the substantive knowledge of banks in the field of commercial finance, creating processes that allow the aggregation of capital and the deployment of capital on a scale that will change the nature of social financing. In particular, this requires:

- Creating mechanisms that bring full transparency to the market
- Creating transparency by drawing together players that can aggregate demand on clear platforms – where the risk can be defined to the best available abilities
- Engaging the corporate sector in tandem with the citizen sector, non profit organisations, and civil society organisations
- Ensuring effective implementation of the processes to address social issues
- Defining clear benchmarks of success to allow further injections of capital

Although in their infancy, many of these models and mechanisms are already in existence, either in the private sector or in the philanthropic sector. They need to be brought to scale. This requires cooperation between governmental, commercial and philanthropic sectors, by targeting capital to the people most in need. This will in turn empower people and communities who are currently marginalized. It is time to unleash the power of the market and private capital on the most pressing social issues of our time.

5.3.6 Promote competition and marketing

Society must construct creative ways to identify role models it values, showcase and promote them. Certainly government has an important role to

play as the ultimate architect of incentive and reward systems. These role models and values must be promoted in summer schools, camps and integrated into the curriculum in schools so that it becomes a part of the learning philosophy. Prizes can be created at various levels to help the promotion. The list of possibilities is endless. Because new communications technologies permit increased decentralization and democratization of media, these forms of media, such as video cameras, can be used to promote the spread of new ideas and showcase innovators. Community facilities can incorporate these facilities and courses to make them available to young people from all backgrounds. Cultural diversity is a strength that should be used to stimulate creativity.

5.3.7 Encourage innovation

Social entrepreneurial organisations need to adopt a culture aimed at innovativeness, proactiveness and risk management. They also need to develop decision techniques based on dynamic programming to improve proactive management of the environmental context. In addition, in a contested market, there is likely to be direct competition between organisations aimed at delivering value in a profit taking context and those aiming at maximizing social value creation. Thus social entrepreneurial organisations must clearly address value-positioning strategies, and take a proactive posture as well as providing superior service maximizing social value creation.

5.3.8 Nurturing an entrepreneurial culture among youth

Every child is good at something. Encouraging and giving that child the opportunity to succeed is extremely important in shaping their personality and tolerance for risk. Many organisations, NGOs, government programs aim to create youth employment and a significant number experiment with encouraging young people to play a leading role. Youth Venture is significantly different, not yet in the scale of its accomplishments, but in its

unique philosophy and perspective. In their words, they say “We are leading a growing global liberation movement of young people who are committed to making a positive difference and playing an instrumental role in the welfare of their communities.

They are initiating a change in the role of youth in society, and are challenging traditional perceptions of young people as they take the initiative to improve their own lives and those of their communities by launching ventures of their own design. The ventures are as diverse as the needs - ranging from tutoring services to virtual radio stations, from bike stores to dance academies, from video festivals to youth diabetes support groups. What turns these diverse activities into Youth Ventures is that the young people themselves come up with the ideas and control the projects. What makes Youth Venture unique is that it is the young people themselves who are in charge. They fashion their dreams into realistic goals, build the organisations and lead the projects through to completion. Youth Venture facilitates, but youth leads.

Youth Venture believes that young people, from age 12 to 20, have the creativity and the energy to create and launch new organisations, or ventures that can change their schools or communities.

5.3.9 Education and training

Finally, entrepreneurship training should be actively supported, including assistance with communication strategies of successful private-driven training centres. Such efforts will add substantial value, in particular as regional centres have begun to develop networks of their own in local cities. In addition, broader social entrepreneurship education requires public expenditure on high-profile public awareness campaigns under the auspices of appropriate institutions such as a re-focused Anti-Monopoly Committee.

5.4 ACHIEVING OBJECTIVES OF THE STUDY

As originally intended with this study, the author believes that the objectives of the study have been met. The study aimed to find a working definition of social entrepreneurship and this has been covered in chapter 2 of this document. A literature review of social entrepreneurship in relation with commercial entrepreneurship was further researched and also detailed in chapter two of this document. A clear distinction between a traditional/commercial and social entrepreneur was also elaborated in this chapter.

A complete study of policy implications around social entrepreneurship in South Africa and the Tshwane Metropolitan Municipality was also conducted and elaborated in chapter three. A survey was further conducted to understand the characteristics, successes and failures of social entrepreneurship in Tshwane Metropolitan Municipality and detailed in chapter in chapter four. The final chapter of this document provides conclusions and recommendation to alleviate some of the challenges faced around this subject.

5.5 RECOMMENDATION FOR FUTURE RESEARCH

Some recommendations are listed which suggest further research into this new subject and as the areas mature in the Tshwane region. This study serves as one of the initial phases of the study of this enormous subject around the world.

5.6 SUMMARY

It is in no doubt that the subject of social entrepreneurship can contribute meaningfully to the broader economy of the Tshwane Metropolitan Municipality and to the rest of South African. If the discipline is harnessed well and the recommended solution implemented, social entrepreneurship can

be one of the answers to Africa's plight. We as South Africans, by implementing proper mechanisms for entrepreneurship, we can be built one of the best cases for the discipline.

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APPENDIX A: SURVEY QUESTIONNAIRE

Please take a few moment of your time to complete this questionnaire to the best of your ability. This result of this survey will be used to better understand the roles of social entrepreneur, their sustainability, its contribution to the broader socio-economic challenges and what can be done to improve the current situation. Your response to this questionnaire will be treated with in complete confidentiality.

Some of the questions requires you to select the best possible options and by marking with and 'X' for your best possible option. Other questions require you to briefly elaborate on your answer.

SECTION A: PLEASE TELL US ABOUT YOURSELF

1. Age	20 – 30	30 – 40	40 – 50	50 – 60	> 60
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2. Gender	Male	Female
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3. Race	Black	White	Coloured	Asian
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4. What is your highest level of education?	No schooling
	Primary schooling completed
	High school completed
	Metric completed
	Post metric certificate
	Post metric diploma
	University degree

5. Personal skills	Good organizer
	Change maker
	Problem solver
	Good communication skills
	Capacity Builder
	Develops new approaches processes or techniques
	Acquires skills or capabilities from others

SECTION B: PLEASE TELL US ABOUT YOUR BUSINESS

6. Where do you operate your business?	Centurion
	Crocodile River
	Pretoria
	Akasia
	Soshanguve
	Ga-Rankuwa
	Mabopane
	Winterveldt
	Hammanskraal
	Mamelodi
	Atteridgeville

7. How long has the organisation been in operation	<1 year	1 to 2 yrs	3 to 4 yrs	5 to 6 yrs	> 6 yrs
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8. How many people are employed by this organisation	1 person	2 to 3	4 to 5	5 to 10	> 10
------------------------------------------------------	----------	--------	--------	---------	------

9. How is the staff members employed?	Full time	Part time	Contract	Volunteers
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10. How did your staff grow in the past three years?	<=0%	0% -20%	20% -50%	>50%
------------------------------------------------------	------	---------	----------	------

11. From where do you operate your business?	Home
	Office
	Workshop
	Car
	Both home and office
	Other

12. Which of these items do you have? You may tick more than one item.	Contract cell phone
	Prepaid cellphone
	Fax machine
	Fixed Telephone
	Computer
	e-mail address
	Website

13. What type of skill are the employees of your organisation have	No skill
	Semi skilled
	Skilled
	Highly skilled

14. What is the main objective of the organisation	Environmental dynamics
	Innovation
	Risk management
	Sustainability
	Social mission
	Opportunity seeking/recognition

15. Who are the direct beneficiaries of your activities	General public
	Environment
	Other organisations
	Government organisations
	Other non-profit organisations

16. In which social sector does the organisation operate in	Housing development
	Capacity building
	Health services
	Child care
	Literacy/Education
	Poverty alleviation
	Employment
	Disabled support

SECTION C: PLEASE TELL US ABOUT HOW YOU FUND YOUR ORGANISATION

17. What is the total annual budget of your organisation	<R100,000	R100,000 - R200,000	R200,000 - R300,000	R300,000 - R500,000	>R500,000
----------------------------------------------------------	-----------	---------------------------	---------------------------	---------------------------	-----------

18. How do you finance your business?	Banks
	Friends
	Personal saving
	Relative/ family
	Government support
	Private sector support
	Other.....

19. How did your budget grow in the past three years?	<=0%	0% -20%	20% -50%	>50%
-------------------------------------------------------	------	---------	----------	------

20. What is the organisation total monthly expenditure	<R20,000	R50,000 - R100,000	R100,000 - R200,000	R200,000 - R500,000	>R500,000
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21. How did your expenditure grow in the past three years?	<=0%	0% -20%	20% -50%	>50%
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SECTION D: PLEASE TELL US ABOUT THE CHALLENGES YOU EXPERIENCE

22. What is the most significant challenge in operating your business	Raising funds
	Policy framework
	Management skills
	Community coverage
	Marketing

23. Challenges dealing with the community	Crime
	Literacy
	Language
	Culture
	Health

SECTION E: PLEASE TELL US ABOUT POSSIBLE AREAS OF IMPROVEMENT

24. Which area would require significant attention to improve your operations?	Funding Channels
	Policy framework
	Education and support
	Government support
	Other

Appendix B: List of NGOs registered with CoT

Organisation Name Click for detail	Physical Address & Suburb	Contact no's	Contact name
<u>24 hour Crisis Centre</u>	Loate Police Station Winterveldt	012 701 3572 082 202 4776	Thabang Mogobe
<u>A Re Tswaraneng</u>	1973 Nokwaja Street Soshanguve	012 797 3934 082 922 8700	Ms Lente Graupner
<u>A re Tswaraneng Protective W/S</u>	Masopa Street Saulsville		
<u>A.M.E Community Outreach</u>	Tlamelong Clinic Mabopane		Johannes Mahlangu
<u>ABBA House</u>	386 Orient Street Arcadia	012 430 7688	Mrs R van den Berg
<u>AFM Old Age Home</u>	Hertzog Street Villieria	012 332 0599	B Danielle
<u>African Medical & Research Foundation</u>	269 Van der Walt Street Pretoria	012 320 1332	Ms E Dartnall
<u>AGS (AFM) Tehuis vir bejaardes / Villieria</u>	1085 Hertzog Street Villieria, 0186	012 332 0599	Mrs B Daneel
<u>AIDS Treatment Centre</u>	1001 Pretorius Street Hatfield	012 342 5704	Dr Ezio Baraldi
<u>AKASIA Clinic</u>	C/o Brits & Heinrick Road Karenpark	012 549 1023	Mr WJ Kurten
<u>Alkoholgen</u>	Cnr Waterbok & Brits Rd Ninapark	012 542 1121	Sup A de Villiers
<u>Alkoholisme en verslawing</u>	Plot 70, Blue Valley, Nigel	011 819 2513 082 5540 583	Desire
<u>AM Educational Consultants</u>	11 Valk Ave Rooihuiskraal	012 661 8513	Dr Andri van der Merwe
<u>AME Church HIV Outreach Programme</u>	118 Schoeman Street Pretoria	012 702 6154	Dr FC Harrison
<u>Ark of Grace</u>	Mogotsi Street 4015 Mabopane	012 702 1675	Mrs R Mashiane
<u>Armstrong Berning</u>	109c Soutpansberg Road Riviera	012 329 4043	Tanya Eybers
<u>Association for disabled people</u>		012 325 6567 /6585 / 012 328 6447	
<u>Association for people</u>	Dr Savage Rd West Pretoria	012 328 6447	M du Pisani/Dr Leatitia Botha

with disabilities

Association for the
Blind

012 323
7290 /012
804 1412

Association for the
Deaf Atteridgeville

Leswai Street
Atteridgeville

012 373
5409

Atteridgeville Child
Welfare

c/o Motau & Komane
Street
Atteridgeville

012 373
8131/012
373 8047

Lizette Nel-Buys

Atteridgeville Hospice

Komane Street
Atteridgeville

Sr Mthombeni

Atteridgeville Santa
Care Group

Att/ville Clinic
Atteridgeville

P Mametse

Bahlabenedi club for
the elderly

Phomolong
Atteridgeville West

Nthabiseng

Be Aware Community
Health Project

1313 Klippgat

012 704
9028

Frans Masemola

BEE Courtwise

Court buildings
Pretoria

012 319
4245

Ms Lenah Vuma

Berg en Dal

Cnr Middle & Melk Street
New Muckleneuk

012 460
9273 /3

Mrs van der Merwe

Berg en Dal
Swangerskap Krisis
Sentrum

Brisko Avenue
Queenswood

012 333
6184
(x221/x208)

Sandra van der Merwe

Beth Shan

Church Street
Pretoria West

012 327
3005/012
327 2277

J D Fourie

Betoni Mercy Clinic
Mmakau Village

Roman Catholic Mission

012 700
0323

St Thuli/Sr Mary

Bokamoso Life Centre

Winterveldt
Winterveldt

N/A
082 494
0725

Albert

Botsalanong Support
Centre

Soshanguve

Ms EM Phoku
082 429
6123

012 790 3304

Broader Mabopane
Youth Development
Forum

Medunsa

072 424
6030
Abdul Moroe
073 318
8093

Ronny Moroke

CANSA

Lys Street
Rietfontein

012 329
3036

H Dreyer/I Kirstein

Carel du Toit Trust

Malabor Street South
Lynnwood Glen

012 361
4710
012 348
6747

Thelma Anderson

Caritas Care

012 322
7880

Mr OG Pretorius

Castle carey Drug
abuse Magaliesoord

012 734
1027

<u>Castle Carey Treatment Centre (Pretoria North)</u>	Pretoria North	012 542 1121	Estelle van Schoor
<u>CATCHA (Catholic Health Care) Winterveldt</u>	C/o San Salvador Home, First Road Hydepark, Johannesburg	011 327 3415 011 880 4101	John Perks
<u>Catholic Women's League</u>	Jorrisen Street Sunnyside	012 343 0111	Ronel Terblanche
<u>Centre for the mentally handicapped</u>	Atteridgeville		G Mabitsela
<u>Centre for the study of AIDS</u>	Huis en Haard Building, University of Pretoria Pretoria	012 420 5067	Mr PW Brouart
<u>Centurion Child Welfare</u>	c/o Rabie & von Willig 239 Lyttleton	012 664 6112 083 617 5300	N De Caires
<u>Centurion Christian Church Network</u>		012 653 3602	Pst Charl Meyer
<u>Centurion Council for the Aged</u>	Potgieterstraat Lyttleton	012 664 5754 082 386 0500/082 821 4862	A. Kruger/W. Geldenhuys
<u>Centurion Rusoord</u>	Cnr Cradock & Potgieter Street Lyttleton	012 664 5835	Matron Labuschagne
<u>Child Emergency Services Lifeline Tele-friend Missing Children</u>		012 564 4760/ 343 888/ 348 9999/310 1721 0800 123 321	
<u>Child in crisis</u>		012 333 7879 082 4444 000	Marionette Venter
<u>Child Welfare Society</u>	Komane Street Atteridgeville	012 373 8131	Noma Motau
<u>Christian Social Council / North</u>	Groenkloof	012 460 9272	EE Schieke
<u>CMR Groenkloof</u>	Cnr Middle & Melk Street, Eskariba Centre Ntl	012 460 9272 /3	Edelweiss Schieke
<u>CMR Pretoria Noord</u>	Zeldapark Gebou, 1st Floor, Nr 20, Gerrit Maritz Street Pta Noord	012 546 0651	Dr Nic Pienaar
<u>CMR Pretoria West</u>	103 Rod Street, Kwaggasrand Pta West	012 386 1049	

<u>CMR Daspoort</u>	Keerom Street Daspoort	012 379 5860 012 379 6892	Isabel du Plessis
<u>CMR Derdepoort</u>	Jurgens Street Jan Niemandpark	012 800 1394/012 800 4866	Sarie Smuts/Sophia/Christene
<u>CMR Eloffsdal</u>	16th Avenue Rietfontein	012 331 3644	
<u>CMR Hartbeesspruit</u>	Sussex Avenue Lynwood	012 344 0741	Petro Barnard
<u>CMR Lyttleton</u>	c/o van Riebeeck Avenue & Moltono Rd Lyttleton Manor	012 664 0901/012 664 0901	Ms Steyn/Me v/d Merwe
<u>CMR Pretoria Central</u>	Wessels Street Arcadia	012 344 0741	
<u>CMR Silverton</u>	Joseph Bosman Street Silverton	012 804 1928	
<u>CMR Soshanguve</u>	Block F Soshanguve	012 799 3887	EE Schieke
<u>CMR Valhalla</u>	Cnr Borthman & Fergus Street Valhalla	012 654 6026	
<u>CMR Wonderboom</u>	Kameeldoring Avenue Wonderboom	012 567 4551	Mev E Schieke
<u>Community Action Project</u>	Mini Munitoria, Block E Mamelodi West	072 426 9629	Mr Z Nkosi
<u>Comprecare Joint Venture</u>		012 329 1636	Dr Eddie Harvey
<u>Cross Over Project (COP)</u>	No 5 , Inez Street Pretoria	012 440 2102 072 674 3245 / 012 351 8078	Elizabeth Gordon Dudu
<u>CSIR Crime Prevention Centre</u>	Building 41, Room 127 Brummeria	012 841 2312	
<u>Curamed AIDS Clinic</u>	Muelmed Hospital Arcadia	012 440 0630	Ms JW van Schalkwyk
<u>Daycare for the Aged</u>	4 Mokolele Street Atteridgeville	012 373 6928	B Ndhlovu
<u>DC Wellness Consultants</u>	Centurion	082 202 2112	Dr Darlene Edward- Meyer
<u>Deutsches Altersheim</u>	Oats Street Groenkloof	012 346 1222	Mrs Dina
<u>Die Jeugd dienste</u>	Plot 46, Uitsig, Pretoria	082 4910 100	Mr Roos
<u>Disease Management CTR</u>		012 804 7664 072 1095 876	Magda Laubsher
<u>Down Syndrome</u>	54 Hofmeyer Avenue, Lyttelton Manor	012 664 8871	M Lourens/Marinda Lingenfelder

<u>Association</u>	Centurion	082 789 2356	
<u>Doxa House Jnr</u>	Skietpoort Avenue Salvokop	012 328 6107 083 442 1594	Frik Botha
<u>Doxa House Junior Queenswood</u>	Queenswood	012 328 7672 083 267 6420	Pastor Bennie Erasmus
<u>Education for life</u>	297 Jorrisen Street Sunnyside	012 343 0111	Sr F Grogan
<u>Eersterust Care & Training Centre</u>	Oranje Straat Eersterust	012 806 8552	
<u>Eersterust Kindersorg</u>	Kanna Street Eersterust	012 806 7045	Ina Venter
<u>Emellang Protective W/S Mamelodi</u>	Stand no Mamelodi East	012 801 1448	
<u>Emily Hobhouse S/C</u>	Malherbe Street Capital Park	012 323 4891	Sandra Smith
<u>Eugene Marais Hospital</u>	Les Marais	012 334 2777	Ms Marinda/Marie Smuts
<u>Faerie Glen Hospital</u>	Faerie Glen	012 348 8811	
<u>Family & Sexuality Education</u>	Lynnwood	012 361 1956 082 684 3717	Dr Nelia Louw
<u>Family Violence, Child Protection & Sexual Offences Unit</u>	ICS Building Pretoria	012 334 4366	Supt Wiese
<u>FAMSA</u>	137 Bronkhorst Street, Brooklyn Pretoria	012 460 0733	Petro Theron
<u>FAMSA Mamelodi</u>	Cnr Seaparankwe Street Phase 5 Stanza Bopape Mamelodi East	012 460 0733 /8	Petro Theron
<u>FAMSA Soshanguve</u>	Block TT, Boikhutsong Centre Soshanguve	012 460 0733 /8	Petro Theron
<u>FAMSA, Pretoria</u>	137 Bronkhorst Street, Brooklyn Brooklyn	012 460 0733 /8	Petro Theron
<u>Fatima House</u>	Stiata Street Dorandia	012 546 5856	Sr Delorus
<u>Femina Clinic Hospital</u>	Arcadia	012 328 3838	Ms S Wharren
<u>Forum for Traditional Healers</u>	Heald Road Meadowlands	011 936 4413 083 964 5458 Nomsa Dlamini	Mr Lesley Moropodi

<u>FR Michael D'Annunci Information Centre</u>	2885, Unit 8, Garankuwa Rosslyn	012 703 3670 072 134 2435	Ms Victoria Sofala
<u>Ga-Rankuwa Young Adults Against HIV/AIDS</u>	259 Zone 2, Dr Leeuw Surgery Ga-Rankuwa	012 703 9059 073 176 5584	David Marakalla
<u>Gauteng Health Rehabilitation</u>	cnr 21st and Bengal Street Laudium, 0037	012 374 4021 082 777 8568	H Rajee
<u>Gauteng North Ass for the deaf</u>	C/o DF Malan Drive & Proes street Pretoria West		
<u>Global Aids Communication</u>	Job Avenue Eersterust	012 806 7000	Ms Lilian Daniels
<u>Good Hope Community Centre</u>	1138 Lebanon Winterveldt	012 702 6637 082 8497 322	Mary Loate
<u>Good Hope Community Organisation</u>	Mountainview	012 702 6637 082 849 7322	Ms Mary Loate
<u>Good Shepherd Mmakaunyane</u>	Plot E1286, Bakhanyane	012 702 5235	Sr Naomi
<u>Health Systems Trust</u>	8th Floor Norvic, House 93 Braamfontein/Winterveldt	011 403 2415	Ms Nomsa Mmope
<u>Heart Beat Centre for Community Development</u>	The Willows	012 807 5010	Ms Sunette Pienaar
<u>Hermon House</u>	Gen de Wet Street Pretoria North	012 546 6688	Mnr Willie Engelbrecht
<u>HIV/AIDS Programme</u>	Komane Street Atteridgeville		D Mohasoa
<u>Hlolanang Home Based & Community Care</u>	Atteridgeville	012 373 6948 082 2134 745	F Montoedi
<u>Hlonanang Home Based Care and Community Based Care</u>	Saulsville	072 292 6364 / 012 373 6948 Sophy Mafolo	Elizabeth D Mashige
<u>Holy Cross</u>	Moshesh Street Suiderberg	012 379 6067 /2	
<u>Hospice</u>	Lekgema stand Madidi	N/A 082 2024 772	Christina Khoza
<u>Hospivision</u>	Pretoria Academic Hospital	012 329 4420	D A de la Porte
<u>Huis Davidtz</u>	Proes Street	012 321	Ms Strydom

<u>Huis Ester/Neo Birth</u>	Pretoria Park Street Arcadia	9039 012 343 6401 / 3937	L van Schalkwyk
<u>Human Sciences Research Council</u>	Pretoria	012 302 2999 012 467 2211/03	Prof Olive Shisana
<u>In-come Generating projects</u>	Chiloane stand Winterveldt	012 362 0041 082 202 4770	Emily Mashiane
<u>Irene Homes</u>	Cnr Arnold & Pioneer Street Irene	012 667 1035	Mr Cox
<u>Itumeleng</u>	Vos street Sunnyside	012 343 1373	Peter Mashiolane
<u>Jabulani House (Tsosoloso)</u>		7012 90 3313/ 5	
<u>Jacaranda Haven</u>	Charles Bramley Street Baileys Muckleneuk	012 460 5267 /8	D Jansen van Rensburg
<u>Jacaranda Kinder en Gesinsorg Maatskappy</u>	Talitha Kumi Street East Lynne	012 800 4700	Thinus Erwee
<u>Jakaranda Hospital</u>	213 Middleburg Street Sunnyside	012 343 2366	Mr K Blignaut
<u>Jubilee Trauma Centre</u>	Jubilee Road Hammanskraal	012 717 2011 x205	Gale Keetsi
<u>Karmel</u>	Troye Street Sunnyside	012 440 5341 /2	Matrone Angelo
<u>Kopano Ke Maatla</u>	Bophelong clinic Saulsville	012 378 0613	Ms Annah Maako
<u>Kungwini Welfare Organisation</u>	Zwavelpoort	012 809 0020 012 371 9463	Thea de Bruyn
<u>Lapa la Thuso Home Based Care</u>	9 Mosalo Street Atteridgeville, 0008	012 373 5310 Onica Maila 072 102 9259	Mrs Petra Lekganyane
<u>Latwiel</u>	Green Street Parktown	012 335 6802	
<u>Laudium Mental Health</u>	203 Maxwell Road, Claudius, EXT 1 Laudium	012 374 3002 082 670 2300	A Soonka
<u>Leamogetswe Centre</u>	Saulsville Swimming Pool Atteridgeville		M Makhubela
<u>Leamogetswe Safety Home</u>	Saulsville	012 375 8845 Mrs S Choene 082 267 1776	Motlakal Joyce Makhubela
<u>Lebuwe Centre (NPO)</u>	379A Maunde Street Atteridgeville	012 373 8929	MM Molala/ LE Molefe (S Maloba)

<u>Legae la bona E.L Centre</u>	Winterveldt	012 702 0806 083 686 1229	Dikeledi Moja
<u>Legae la Kistso</u>	Komane Street Att.ville Atteridgeville		Adolph Kekana
<u>Legae Trauma Centre</u>	Block M Mabopane	012 797 8067 / 012 797 8077 082 462 1783	Mr B Baloyi
<u>Lerato</u>	Andries Street Pretoria	012 323 4806	Welma de Beer
<u>Leratong E.L. Centre</u>	Mabopane, 0190	012 702 0806 073 305 9326	Emily Nomvula Phosa
<u>Leratong Streetwise</u>	Mamelodi East	012 801 3478 012 320 2231	Molatlhegi Mashishi
<u>Letsema La Sechaba/Ilima Lesizwe</u>	Vermeulen street Atteridgeville	012 325 2991 082 425 9964	Dr AA Ngwezi
<u>Life Line</u>	Colbyn	012 342 9000	Ms Hanlie van der Vyfer
<u>Little Company of Mary</u>	Groenkloof	012 452 9400	
<u>Lodewyk Spies Old Age Home</u>	Soutrivier Avenue Eersterust	012 806 7011	
<u>Lofdal S/C</u>	Alethea Street Lyttleton	012 664 5001	Pastor WC Cloete
<u>Lokgoga Care Centre</u>	Legae private clinic, 8560 Unit M Mabopane	012 797 8067	Thabita Mosito/ Mathlodi Modiga
<u>Louis Botha C/H</u>	Brisco Avenue Queenswood	012 333 6184	Thinus Erwee
<u>Louis Trichardt Old Age Home</u>	Dan Rd Danville	012 386 5310	Matrone Bester
<u>Love in Action</u>	Block N Mabopane	083 725 4859 073 183 5571	Rev Mmarnatsinda
<u>Maboloka HIV/AIDS Awareness Organisation</u>	Maboloka Tribal Office Maboloka		Mr IM Mmelene
<u>Mabopane Law & Human Rights Centre</u>	Block A Mabopane	012 701 5022 082 764 6943	B.R Sefolo
<u>Machteid Postmus Home</u>	Alexandra Rd Brooklyn 0181		

<u>Machteld Postumus Complex</u>	Mackenzie Street Brooklyn 0181	012 346 2418	Ronel van Gas
<u>Magaretha Ackerman</u>	Vom Hagen Street Pretoria West	012 327 4358	Mev AL Jansen
<u>Magnolia Haven</u>	White Street Bailey's Muckleneuk, 0181	012 460 6093	Mr Brian Buckley
<u>Mahube HIV/AIDS Project</u>	Wesley Methodist Church Pretoria	012 332 7428	Ms Heidi Pidcoke
<u>Mahube Youth Development Forum</u>	Soshanguve (Medicross)	012 799 6922	Mr Penuel Kunene
<u>Maliria Old Age Home</u>	Saulsville	012 375 6168	Mirriam Tshabalala
<u>Mamelodi Centre for the Aged</u>	Ikageng Mamelodi East	083 460 5623	
<u>Mamelodi Child Welfare</u>	Tshweu Street Mamelodi	012 805 4334	Nicoleen Melton
<u>Mamelodi Community Against Human Abuse (MACAHA)</u>	Maphuta Street Mamelodi West	012 805 5166 082 336 8595 / 082 797 6635	Emma Moloko / Elizabeth Kekana
<u>Mamelodi Hospice</u>	Mini Munitoria Mamelodi West	012 805 7637 082 2004 158	Ms Pauline Matlala
<u>Manger Marine Oasis</u>	31 van der Hoff road, Uitsig	012 376 2269 / 2976	Richard Coetzee
<u>Medunsa</u>		012 521 4796	Mr SH Sebola
<u>Melgisedek</u>		012 328 3108	
<u>Mental Health Northern Gauteng</u>	Waverley	012 332 3927	Ms J Fourie
<u>Mercy AIDS Project</u>	Plot 1080 Winterveldt	012 704 0463	Sr Jane Ndhlovu
<u>Mercy Clinic - Winterveldt</u>	Winterveldt	012 704 0463 Dr A Khan 521 4848	Sr Christine Jacob
<u>Mercy House</u>	Flowers Street Capital Park	012 329 6682	Sr Mary / Sr Goretti
<u>Mercy in Action</u>	Winterveldt Winterveldt	012 704 0519 082 470 4045	D Molefe
<u>Metheo-Ya-Sechaba</u>	Welfare Offices: Atteridgeville	012 358 5032 083 460 7146	R Huma
<u>Mirtehof S/C</u>	Van Riebeeck Street Daspoort	012 379 9008	Willie Engelbrecht

<u>Mmakaunyama Progressive Primary Health Healers</u>	Next to Boipaakanyong Pre School Mabopane	012 702 6683 073 146 1537	Lucky Mosana
<u>Mohau Centre</u>	Kalafong Road, Atteridgeville Kalafong Hospital	012 318 6729	Tikie de Vos
<u>Montana Hospital</u>	Montana Park	012 548 0567	Nelia Jacobs
<u>Monument S/C</u>	Delaney Street Danville	012 386 5562 012 386 5729	
<u>Moot Hospital</u>	Gezina	012 330 0324	
<u>Mothwa Haven</u>	Booyesen Street Eloffsdal	012 335 0853	Mrs Fouche
<u>Muelmed Hospital</u>	Arcadia	012 440 2362	Tony Muller
<u>National Youth Development Outreach</u>	St Joseph Avenue Eersterust	012 806 8880	
<u>Nazareth House</u>	Queen Wilhelmina Avenue Waterkloof, 0181	012 460 3074	Sr Bredea
<u>Nebahof</u>	Troye Street Sunnyside	012 440 5341	Matron Angelo
<u>Nederduitsch Hervormde Kerk van Afrika Bejaardesorg</u>	Capital Park	012 325 1857	Mr Johan van Huyssteen
<u>New Birth Pregnancy Crisis Centre</u>	Arcadia	012 343 6401	Mrs H Chapman
<u>NICRO</u>	C/O Visagie & Prinsloo Street Pretoria	012 322 7419	Delia Nation
<u>North Gauteng Mental Health</u>	Fry street Waverley	012 332 3927	Kate Lenahan
<u>Odi Community Law Centre</u>	Zone 16 Garankuwa	012 703 0292 083 731 2724	Cry Modipa
<u>Ondersteuningsraad</u>	Malherbe Street Capital Park	012 325 2320	Suzaan/Adri
<u>Ons Tuis Old Age Home</u>	Soutpansberg RD Riviera	012 329 3623 /4	Matrone Mans
<u>Out Gay and Lesbian Organisation of Pretoria</u>	Arcadia	012 344 6501	Mr Dawie Nel
<u>Paul Jungnickel Home</u>	Swavelpoort		
<u>Pebifsa (Project</u>		012 324	Mr A Mebe

<u>Helpsa) Health Learning Forum of SA</u>	Pretoria, 0002	7210 083 590 2932	
<u>People Against Human Abuse (PAHA)</u>	Balegogeng Centre Mamelodi	012 805 7416	Ms CK Makhoere
<u>Phutamogale Protective W/S Mamelodi</u>	Makhubela Street Mamelodi West	012 805 5598	Damaris Segooa
<u>President Kruger C/H</u>	31st Avenue Villieria	012 332 1366	
<u>Pretoria and District Child and Family Welfare Society</u>	220 4th Avenue Laudium	012 374 4873/ 012 374 3491 082 849 7005	Fatima
<u>Pretoria Child & Family Society</u>	Von Willigstreet Centurion	012 664 2177	Nina Decares
<u>Pretoria Child & Family Society</u>	Vosstreet Sunnyside	012 343 7255 012 343 1373	Henda van der Merwe
<u>Pretoria Child & Family Society (Pretoria)</u>	Cnr Vermeulen & Schubart Street Pretoria	012 328 2308	Magda Jordaan
<u>Pretoria Child & Family Society Atteridgeville</u>	cnr Motau & Komane Street Atteridgeville	012 373 8131	Ms N Motau
<u>Pretoria Child & Family Society Eersterust</u>	Kamas Street Eersterust	012 806 7045	Ms Ina Venter
<u>Pretoria Child & Family Society Groenkloof</u>	Schroeder Street Groenkloof	012 460 9236	Leon Lambrecht
<u>Pretoria Child & Family Society Mamelodi</u>	Thweou Street Mamelodi	012 805 4334	Ms Milton
<u>Pretoria Child and Family Care Society (Pretoria Central)</u>	c/o Schubart & Vermeulen Street Pretoria	012 328 2308/012 328 9071/012 328 9072	Henda vd Merwe/ Magda Jordaan/Driekie J van Rensburg
<u>Pretoria Council for the Care of the Aged</u>	Church Street West Pretoria	012 328 6045 /6	Mr Syd Eckley
<u>Pretoria East Hospital</u>	Garsfontein Drive Moreletta Park	012 422 2300	Elize Jamneck
<u>Pretoria Mental Health</u>	7 Leshai Street Atteridgeville	012 373 5409	N Mashego
<u>Pretoria Sungardens Hospice</u>	18 Twig Street Lynnwood	012 348 1934 082 2004 213	Ms Sue Cameron
<u>Pretoria Upliftment Project (POPUP)</u>	Salvokop	012 328 6107	Ms S Struwig

<u>Pretoria workshop for the Blind</u>	Derdepoort Rd Silverton	012 804 1412 /3	Emmy Boshoff
<u>Procure Trauma Clinic</u>	Waverley	012 332 0161	Ms EL Engelbrecht
<u>Progressive AIDS Project</u>	Block B Mabopane	012 701 2904 083 673 8463	Maggy Mahlangu/ST Mtsoko
<u>Protective W/S</u>	C/o DF Malan Drive & Proes street Pretoria West		
<u>Protem</u>	Cullinan	012 734 1033	
<u>PTA Urology Hospital</u>	Pretorius Street Pretoria	012 342 9510	Sarie Venter
<u>Queenswood Methodist Home</u>	Brisco Avenue Queenswood	012 333 2957 / 012 333 4740	
<u>Retired Nurses Association</u>	12 Thabane Street Atteridgeville	012 373 0278	Sara Phala
<u>Retired Teachers Association</u>	Atteridgeville		Mr Mofolo
<u>Roger Stephen Protective W/S</u>	Van der Stel Building/Pretorius Street Pretoria	012 321 8090	Ms Booysen
<u>Rubunleng</u>	Atteridgeville	012 375 8845	Ms S Raphuti
<u>Ruimte S/C</u>	Euufes Street Pretoria North 0182	012 546 6653	Mev ESC Kazazis
<u>SA Legion</u>	Atteridgeville	012 375 5036	Mr Maredi
<u>SA Military Health Pastoral Service</u>	Embankment Street Centurion	012 671 5411	Col J Dill
<u>SA Red Cross Society</u>	Arcadia	012 323 1493	Mr Fanie Mnisi
<u>Salvation army</u>	Church Street Pretoria West	012 327 3005 /8	Pastor Fourie
<u>SANCA Eersterust</u>	Cnr Charles Leyds & Rienie Avenue Eersterust	012 806 7535 012 806 8067	Peter Campbell
<u>SANCA Sitara</u>	Maxwell Street Laudium	012 374 3002	Adilla
<u>SAVF</u>	41 Hospital Road Arcadia	012 325 3920	T Wessels/Mrs van Oudtshoorn
<u>SAVF Huis Silversig</u>	Jasmyn Avenue Silverton	012 804 8064 /6	Mr Andre van Heerden
<u>SAVF Johanna Raath S/C</u>	Leyds Street Sunnyside 0002	012 344 1815	Magriet Claasen
<u>Secure the Future HIV/AIDS fellowship</u>	National School of Public Health Medunsa	012 521 4613	Mr G Setswe

programme Medunsa

<u>Senior Citizens of Atteridgeville</u>	Dutch Reformed Church Atteridgeville	012 373 6168	Peggy Mogale
<u>Seniors Tuis</u>	Soutpansberg RD Riviera	012 329 3707	Dalene Hornsveld
<u>Sinoville Crisis Centre</u>	Sinoville	012 543 9000	Dr P du Toit
<u>Sisters of Mercy</u>	Winterveldt	012 704 0463	Ms Winnie Matwa, Sr Christine Jacob, Tshildzi Thw
<u>Sitera Clinic</u>	Bengal Street Laudium	012 374 2100	Y Badenhorst
<u>Sizanani Community Network</u>	Soshanguve South	082 643 7309	Seabelo Kgorosi
<u>Skemervreugde Dienssentrum</u>	Booyesen Street Eloffsdal	012 335 0277	
<u>Sonitus School</u>	Jan Coetzee Street Jan Niemandpark	012 800 1161	
<u>Sonskyn S/C</u>	Church Street Pretoria West	012 328 6045	Mr Syd Eckley
<u>SOS Children's Village Mamelodi</u>	Sibande Street Mamelodi East	012 801 1737	Jacob Skhosana
<u>Soshanguve</u>	College RD/Block H Gezina	012 799 6001	
<u>St Peter's Mandlenkosi Community Health Company</u>	Ndaba stand Winterveldt	012 704 1600	Sr T Mzamane
<u>Stabilus Behandelingssentrum</u>	Haarhoff Street Oos Moregloed	012 333 7702	Mr TJ Visser
<u>STH Consortium</u>	Tom Jenkens Drive Rietondale	012 329 6908	
<u>Stigmatine</u>	c/o South and Waterbok Street, Plot 53, Ninapark	012 542 1601 082 399 7446	Mrs Mojapelo
<u>Success Support Group (YMCA)</u>	Mamelodi	012 318 6762 072 251 5795	Ms Tina Magongwa
<u>Sunshine Hospice - HIV/AIDS Awareness Centre</u>	887, Lutheron Church Premises Garankuwa	012 703 5714	Mrs Johanna Tlhoane
<u>Susan Strijdom</u>	Gordon Rd Colbyn	012 430 5508	Mev Louw
<u>Tateni Home Care Nursing Service</u>	Old Vista Building Mamelodi	082 8195 195	Ms Veronica
<u>Thembelisha Community Support</u>	Face 4, Ext 7 Stanza Bopape	012 801 8247 072 351	Mrs Mothoti

<u>Network</u>		9089	
<u>Thileba Bolwetse Project</u>	Hebron Clinic Hebron	082 626 2038	Oupa Mothilene
<u>Tholulwazi</u>	Soshanguve	073 1694 195	T Nkosi
<u>Thusong Women & Child Project</u>	Plot 1356 Winterveld	012 326 0041	Dr S Carpenter
<u>Tirelo setshaba</u>	1 Molope street Atteridgeville		Mr Sefolasha
<u>Transoranje School</u>	Church Street Pretoria West	012 386 6072	Mr AW Dill
<u>Tsholofelo Early Learning Centre</u>	Winterveldt	012 701 2567 082 539 2707	Charlotte Dlamini
<u>Tshwane Deaf Association</u>	Arcadia	012 324 0950/2 012 321 5690	Mrs MP Ramonnye
<u>Tshwane Metro police Employee Wellness</u>	Rondalia Building, Pretoria	012 358 7073 012 358 7165 Japie Taute	Johan Jooste
<u>Tuinhuis</u>		012 440 3137	
<u>Tumelong Hospice & Haven</u>	Duxbury Rd Hilcrest	082 204 4769	Vivian Msiza Christina Khoza
<u>Unica School for Autism</u>	Cecelia Straat , Ashley Gardens Pretoria	012 346 1103	Christine Coldstar
<u>Unitas Hospital</u>	Lyttelton	012 677 8000	Susan Kleinsmit
<u>Van Rensburg Old Age Home</u>	Delaney Street Danville	012 386 1201	Matrone van Tonder
<u>Vergenoeg House</u>	33rd Avenue Villieria	012 332 1763 012 332 1764	Dr Dawid Deviljee
<u>VIS HEALTH Vista University</u>	Vista University Mamelodi	012 663 3475 082 202 2112	Dr DN Edwards
<u>Vista Clinic</u>	Centurion	012 664 0222	Ms E Venter
<u>Vulingqodo AIDS Centre</u>	Ndaba stand Winterveldt	012 704 1600 082 839 5745	Eunice Mphelo/Thule Mzamane
<u>WACA</u>	Block C Mabopane	012 701 7799 083 423 5478	Mabatho Lesho

<u>Westelike Christen Sentrum</u>	Uitsig	012 376 2243 /10 072 1227 870	H Roos/Rodney
<u>Wilgers Hospital</u>	Lynnwood Ridge	012 807 0019	Rene Dohse
<u>Women Against Community Abuse (WACA)</u>	1049 Mabopane	012 701 7799 Sipho Maphnga	Louisa Molema
<u>Women Against Community Abuse Advice Centre</u>	Garankuwa	012 700 0511	Ms D Nkitseng
<u>Women's Health Information Services</u>	Block B Mabopane	012 702 1464	Emelda Boikanyo
<u>Yama</u>		012 543 2140	Annette
<u>Youth AIDS Awareness Programme (YAAP)</u>	Mamelodi	012 805 4534 012 805 2430	Mr Lucky Legodi
<u>Zanemphilo Home Based Care Training and Service</u>	Atteridgeville	012 373 7177 072 1266 405	Mrs J Kedibone

**Service Delivery Management and Support
Overtime Authorization Form**

Name : Stephen Mokete Employee # : 2421755

FIR / SCN # : C0019970 Project Name : SYSR - CSF move

Description / Reason for Overtime

To fix output jobs, due to Streamweaver error.

<u>Times</u>	<u>Sunday & P. Holiday Times</u>				
	Date	hh:mm		Date	hh:mm
Time Called		:	Time Called		
Time Traveled			Time Traveled		
Time Started			Time Started	26/08/2007	21:00
Time Ended			Time Ended	27/08/2007	1:00
Overtime / Callout Time			Overtime / Callout Time		

System Manager Authorization

Name : _____ Cost Centre : _____

Signature : _____

Date : _____

Procedure:

Permanent Staff: This form is to be completed, authorized and handed to the departmental secretaries every Monday Morning to enable them to complete the weekly overtime consolidation.

Contract Staff: This form is to be completed, authorized and attached to the contractors businessman timesheets and presented with the invoice.



**PARKTOWN BOYS' HIGH SCHOOL
ROWING CLUB GOLF DAY – 28 AUGUST 2007**

Dear Golfer,

Herewith some detail pertaining to next week's golf day so you can inform your fourball.

- 1. Format** **FOURBALL ALLIANCE with 2 SCORES TO COUNT**

- 2. Handicaps** Ladies maximum 36
 Gents maximum 24

 As at 1 July 2007 the handicap system in SA changed and subsequently the betterball handicap allowance. What this means is that all golfers will play off 75% of his or her full handicap. So a player who has a 6 (full) handicap will now play the betterball competition off a 5 handicap, while a 24 (full) handicap golfer will play off an 18.

- 3. Caddies** Foundation R15.00
 Halfway R15.00
 Minimum R75.00
 Carts R150.00

- 4. Halfway House** This will be catered for and will be served on the course between the 1st and 10th tees.

- 5. Prize-giving** Dinner and prize-giving will take place in the clubhouse at 18h30. All fourballs qualify for a prize.

- 6. Raffle** As the golf day is a fundraiser for the rowing club we hope that you will participate in the RAFFLE as we have a number of wonderful prizes. Tickets are R10 each and will be available from the registration desk.

- 7. Address & Directions** **40 Fore Street, New Redruth, Alberton**
 Travelling from JHB on the N3 South in the Germiston direction, take the N12 Kimberley / Vereeniging and take the Voortrekker Road off-ramp in Alberton. Turn left and bear right at the top of the off-ramp and turn right at the next traffic light into Ring Road West. Cross over 2 sets of traffic lights, 3rd set of traffic lights is Fore Street, turn right and cross over 2 sets of stop streets. Turn into Fore Street where the club is situated.

JOB	JESJOBNO	STARTTS	ENDTS	SPIN
DDREDIRC	13325	18AUG07:05:00:10.51	18AUG07:05:38:35.71	NO
DDREDIRC	24385	20AUG07:05:00:09.19	20AUG07:05:32:33.28	NO
DDREDIRC	00387	21AUG07:05:00:05.65	21AUG07:05:35:23.02	NO
DDREDIRC	08134	22AUG07:05:00:11.80	22AUG07:05:34:58.48	NO
DDREDIRC	25431	23AUG07:05:00:05.50	23AUG07:05:37:52.82	NO
DDREDIRC	27152	24AUG07:05:00:03.81	24AUG07:05:42:35.51	NO
DDREDIRC	25176	25AUG07:05:00:04.73	25AUG07:05:36:16.34	YES
DDREDIRR	13950	18AUG07:05:30:06.34	18AUG07:05:32:36.44	NO
DDREDIRR	24891	19AUG07:05:30:03.78	19AUG07:05:31:23.42	NO
DDREDIRR	24728	20AUG07:05:30:21.04	20AUG07:05:32:28.47	NO
DDREDIRR	00892	21AUG07:05:30:20.96	21AUG07:05:32:10.31	NO
DDREDIRR	08635	22AUG07:05:30:03.55	22AUG07:05:32:18.35	NO
DDREDIRR	25742	23AUG07:05:30:21.21	23AUG07:05:32:41.81	NO
DDREDIRR	27470	24AUG07:05:30:01.75	24AUG07:05:32:35.86	NO
DDREDIRR	25546	25AUG07:05:30:04.26	25AUG07:05:32:54.15	YES
DDREDIRR	25444	26AUG07:05:30:02.11	26AUG07:05:31:22.11	YES
FCGGER08	08346	18AUG07:01:01:39.02	18AUG07:01:10:27.14	NO
FCGGER08	13312	18AUG07:05:00:19.62	18AUG07:05:02:44.70	NO
FCGGER08	13003	19AUG07:14:15:09.83	19AUG07:14:24:49.61	NO
FCGGER08	24374	20AUG07:05:00:23.06	20AUG07:05:02:49.85	NO
FCGGER08	45624	21AUG07:00:56:50.04	21AUG07:01:05:31.18	NO
FCGGER08	00373	21AUG07:05:00:21.05	21AUG07:05:02:56.33	NO
FCGGER08	05817	22AUG07:02:29:21.89	22AUG07:02:39:37.79	NO
FCGGER08	08102	22AUG07:05:00:22.24	22AUG07:05:03:49.34	NO
FCGGER08	22073	23AUG07:01:21:02.63	23AUG07:01:30:35.76	NO
FCGGER08	25422	23AUG07:05:00:11.19	23AUG07:05:02:37.54	NO
FCGGER08	21375	24AUG07:01:11:41.61	24AUG07:01:22:48.63	NO
FCGGER08	27140	24AUG07:05:00:14.09	24AUG07:05:02:58.75	NO
FCGGER08	19624	25AUG07:01:20:22.41	25AUG07:01:36:20.48	YES
FCGGER08	25168	25AUG07:05:00:12.76	25AUG07:05:02:43.59	NO
FCGGER08	21779	26AUG07:23:40:13.63	26AUG07:23:48:23.90	YES

NAME

Stephen Mokeke

DEPT

Output Management

GRADE

IS06

	DATE	TIME IN	TIME OUT	AFTER HRS IN	AFTER HRS OUT	CALLOUT		HRS WORKED	HRS OT	HRS U/T	SIGNATURE
						1st/2ND					
MONDAY	20-Aug-07	9:00	19:30								
TUESDAY	21-Aug-07	8:00	16:40								
WEDNESDAY	22-Aug-07	8:15	16:30								
THURSDAY	23-Aug-07	8:05	16:40								
FRIDAY	24-Aug-07	7:00	16:25								
SATURDAY	26-Aug-07				7:00					8:30	
SUNDAY	26-Aug-07				21:00	1:00am					

DATE
SIGNED

PHILLIP FRONEMAN

Service Delivery Management and Support Overtime Authorization Form

Name : Stephen Mokete Employee # : 2421755

FIR / SCN # : C0019970 Project Name : SYSR CSF move

Description / Reason for Overtime

To change output job libraries and before the weekend batch

Times

Sunday & P. Holiday Times

	Date	hh:mm		Date	hh:mm
Time Called		:	Time Called		
Time Traveled			Time Traveled		
Time Started	25/08/2007	7:30	Time Started		
Time Ended	25/08/2007	21:00	Time Ended		
Overtime / Callout Time		1:30	Overtime / Callout Time		

System Manager Authorization

Name : _____ Cost Centre : _____

Signature : _____

Date : _____

Procedure:

Permanent Staff:

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