

## CHAPTER ONE: INTRODUCTION

The study seeks to critically examine the contribution of entrepreneurship in sustaining disability organisations' operations in Zimbabwe. Over the past years, disability organisations have played a pivotal role in the alleviation of poverty among persons with disabilities and have advocated for the advancement of rights of persons with disabilities. However, anecdotal evidence on the ground shows that disability organisations have limited financial capacity as they normally find it hard to fulfil their mandates. This has been necessitated by dwindling of funding and many disability organisations in Zimbabwe have closed. Munyoro *et al.* (2017) stress the fact that entrepreneurship is very critical in sustaining every organisation's operation. From a more critical point of view, entrepreneurship is very critical especially due to dwindling of donor funding, limited support from the government and in an the environment where many such organisations have mushroomed over the past years, there is stiff competition for funding. Hence entrepreneurship seems to be the panacea in sustaining operations of disability organisations. The chapter provides an introduction, background to the study, statement of the problem, justification of the study, the main aim of the study, objectives, and the research questions to be answered in the study.

Zaks (2024) argues that since 1970s, there has been a paradigm shift on disability issues. Prior to the Disability Movements that started in the 1970s, persons with disabilities were viewed as charity cases and people who depend on their non-disabled counterparts for their survival (Barnes, 2011). The movement marked the beginning of new era with regards to how persons with disabilities must be viewed. This movement emphasized that there was need for persons with disabilities to enjoy their rights on an equal basis with non-disabled people. CBM (2012); Lawson and Beckett (2021) argue that disability organisations are one of the ways to advance fundamental rights of persons with disabilities.

Shredhar and Colaco (1995) cited in Karimanzira (2018) argue that starting an organisation is very easy but many people who start organisations find it hard to sustain those organisations. Over the past decades, many organisations have been formed across the globe, however, most of such

organisations have failed to stand the test of time. Just like any organisation, disability organisations face a myriad of challenges in their operations, and these emanate from factors such as lack of leadership skills, inadequate resources, and the prevailing micro-economic and macro-economic forces in a country.

Funding is a very pertinent issue in the existence organisations across the globe. Availability of funding determines the success and failure of an organisation (Karimanzira, 2018). There are several disability organisations across the globe and some of the roles of disabled persons organisations include identifying the needs of persons with disabilities (PWDs); advocating for the rights of persons with disabilities, conducting awareness campaigns on disability issues and providing support to persons with disabilities (Young *et al.*, 2016). Although the roles of disability organisations vary from disability group to disability group and from context to context, these roles of disability groups are generally unprofitable.

Traditionally, most of the organisations used to depend on donor funding to finance the activities of disability organisations. However, over the past years, disability organisations across the globe have been failing to raise adequate funding to finance its activities and this has resulted in some organisations closing. Availability of funding helps an organisation to fulfil its mandate hence failure of the organisation to mobilise resources cripples the running of the organisation (Odhiambo, 2019). Most of the disability organisations across the globe are not for meant for profit, hence they entirely depend on donor funding. However, due to a myriad of factors, most of the organisations have failed to get adequate funding from donors thus making it hard for disability organisations to shore up the financial a gap left by the government.

In Kisumu, Kenya organisations that deal with disability issues have been existing before 2000 (Odhiambo, 2019). Those organisations advance the rights of persons with disabilities in many ways; for example, through awareness campaigns and educating people about disability. The government partially support those organisations through funding; however, due to socio-economic challenges that have been faced by the country over the past decades, funds have dwindled, and this has made planning and

implementation of programs very difficult (Sera, 2010). Munyoro *et al.*, (2017) observe how many organisations face closure due to dependence on unsustainable sources of funding.

Odhiambo (2019) argues that many organisations in developing countries have experienced several challenges, chief among them, social and political challenges. Organisations operating in developing countries, especially in Africa, have been targeted by politicians, blaming them for not supporting them. Naidu (2018) cited in Odhiambo (2019) contends that xenophobia has affected the operation of many organisations in South Africa and due to xenophobia, many donors have withdrawn their funding. Due to dependence on donor funding, many organisations in South Africa have failed to fulfil their goals hence the need for entrepreneurship among organisations to sustain their operations. Concurrently, Munyoro *et al.* (2017) argue how organisations with unsustainable source of funding are always on the risk of closing.

Since the attainment of independence, non-governmental organisations have played a pivotal role in the complementing government's efforts in service delivery (Munyoro *et al.*, 2017). One of the organisations that was formed after the attainment of independence is Danhiko Project that was formed in 1981 to empower people who had become disabled during the armed liberation struggle. Over the past years, Danhiko has made commendable strides in the improvement of the situations of persons with disabilities as it has managed to educate many people with disabilities. The institution has managed to equip persons with disabilities thereby improving their employability. However, despite of the number of commendable measures that have been taken by the government and non-state actors to improve the welfare of persons with disabilities, disability organisations continue to experience a myriad of challenges especially emanating from budget constraints in the disability organisations. Munyoro *et al.*, (2017) posit that lack of funding and having unsustainable funding have led to the closure of many organisations in Zimbabwe. It is against this backdrop that the study seeks to critically investigate the importance of entrepreneurship in sustaining the disability organisations' operations. For disability organisation in Zimbabwe, it is critical for them to have entrepreneurial culture if they are to thrive in a

volatile, uncertain, complex, and ambiguous (VUCA) environment.

Agere (2014) identifies availability of funding as one of the main critical factors in the survival and running of social welfare organisations because it affects service delivery. As argued by Agere (2014), most of the social welfare organisations operating in Africa depend on donations and due to dwindling of donor funding across Africa, many organisations have since withered. Thus, lack of funding has made it hard for disability organisations in Africa, Zimbabwe not in exception to meet their goals and objectives. Therefore, the study aims to ascertain the contribution of entrepreneurship focusing on Danhiko.

Young *et al.* (2016) identify advocating for the rights of persons with disabilities and ensuring their substantive participation in the spheres of life at par with non-disabled people, are some of the main objectives of disability studies and initiatives. Mtetwa (2015) however observes that disability organisations in Zimbabwe have registered little success in their quest to improve the welfare of persons with disabilities. Many organisations across the globe lack entrepreneurship culture. For many years, organisations especially non-governmental organisations have been depending on donor funding. Too much dependence on donor funding has made it difficult for them to fulfil their mandate. Dwindling of donor funding, competition for funding, mushrooming of disability organisation have made competition for funding stiff.

High dependence on donor funding has left many organisations across the globe, of which Zimbabwe not an exception, unable to sustain their operations. Funding is very critical as disability organisations endeavour to sustain their operation. Organisations with sustainable funding are very effective in fulfilling their objectives. For Munyoro *et al.* (2017), funding is very critical in sustaining every organisation. As argued by Kiambi (2019) and Munyoro (2020), many non-governmental organisations are dependent on donor funding for its operations. However, factors such as politics, competition among organisations for funding and limited capacity, are some of the factors that hinder organisations from getting adequate funding. Disability organisations in developing countries find it hard to sustain their

operations due to lack of entrepreneurship culture to sustain their operations. Too much dependence on donor funding inevitably lead to challenges in sustaining their operations as they entirely depend on funding that has been dwindling over the years. Although there are cross-cutting issues leading to the failure of many disability organisations in Zimbabwe, a mere tour of disability organisations in Zimbabwe shows that lack of funding has been a heavy blow to disability organisations. Many disability organisations in Zimbabwe operate in old, dilapidated buildings furnished with dilapidated furniture, a clear indication that those organisations do not have funding to sustain their operations. Entrepreneurship play a pivotal role in every organisation. Munyoro *et al.*, (2016) observe how entrepreneurship benefits every sector as it fosters creativeness, innovativeness thereby contributing to businesses success . Disability organisations are therefore encouraged to have entrepreneurial culture as that will sustain its operations.

Munyoro *et al.* (2017) suggest that depending on donor aid renders organisations that solely depend on donor aid. Gweru (2011) cited Munyoro *et al.* (2017) argues that many organisations that depend on charity, government subsidy, donor funding face experience financial challenges in their operations. Therefore, there is need for studies to be conducted on whether entrepreneurship contribute to sustainability in sustaining operations of disability organisations and this study contemplates contributing to the scholarship canon on the efficacy of entrepreneurship in funding disability organisations. Hence, this study aims to establish the contribution of entrepreneurship in sustaining disability organisations operations.

Despite of the importance of entrepreneurship, Zimbabwe is still lagging behind on the studies on the importance of entrepreneurship in disability organisations. The study will therefore reduce the knowledge gap that exists in this regard. The findings of the study will reveal how entrepreneurship can be very critical in sustaining the operations of disability organisations. The findings will enable those managing disability organisations to have entrepreneurial culture in their organisations rather than for them to entirely depend on donor funding that has been dwindling over the years. Organisations that have entrepreneurial culture have been fund to be very

effective in sustaining their operations as they do not entirely depend on donor funding that has been dwindling over the years.

The study was also motivated by the fact that despite the mushrooming of disability organisations in Zimbabwe, persons with disabilities in Zimbabwe continue to wallow in poverty as disability organisations have failed to improve their welfare despite that being one of the core mandates of disability organisations (Mtetwa, 2015). Over the past years, many disability organisations have been formed but most of them have failed to survive due to over dependence on donor funding thereby failing to sustain their operations. Despite of many disability organisations that have been formed over the years, however they have failed to improve the welfare of persons with disabilities. It is against this argument that this study argues that entrepreneurship is very critical in sustaining the operations of disability organisations.

The importance of entrepreneurship in disability organisations will be identified through the findings of the study. The study analyses how entrepreneurship contributes to sustaining of disability organisations' operations in Zimbabwe. The main assumption of the study is that disability organisations in Zimbabwe depend on donor funding for their operations. Donor funding has been dwindling over the past years (Munyoro *et al*, 2017) thus making it hard for organisations to sustain their operations through donor funding hence there is need for entrepreneurship initiatives among disability organisations if they are to sustain their operations. The main argument which runs through this study is that even though many organisations depend on donor funding, donor funding has been dwindling over the years and the increase in the number of non-governmental organisations is likely to worsen the situation.

The study aims to examine the contribution of entrepreneurship in sustaining the operations of disability organisations. To achieve this aim, the following were the objectives of the study:

1. To assess the contribution of entrepreneurship in sustaining the operations of disability organisations;

2. To establish the extent to that disability organisations in Zimbabwe have entrepreneurial culture;
3. To examine how disability organisations are funding their operations;
4. To establish how sustainable are those sources of funding in sustaining the operations of disability organisations; and
5. Examine the challenges faced by disability organisations in Zimbabwe

Research questions informing the study are:

1. How can entrepreneurship contribute to sustaining the operations of disability organisations in Zimbabwe?
2. To what extent disability organisations in Zimbabwe have entrepreneurial culture?
3. How are disability organisations financing their operations?
4. How sustainable are those sources of funding in sustaining the operations of disability organisations?
5. That challenges are faced by disability organisations in Zimbabwe?

The study focuses on the contribution of entrepreneurship in sustaining the operations of disability organisations focusing on Danhiko as the case study. Although there are many disability organisations in Zimbabwe, Danhiko Projects was chosen because it has stood the test of time and the organisation has enormous potential to emancipate persons with disabilities in Zimbabwe from the shackles poverty due to the programs that are undertaken by the organisation.

The study comprises five chapters:

**In chapter one**, the introduction of the study is presented. The background to the study is also presented. Having looked at the background to the study, the statement of the problem is then articulated in the chapter and the statement of the problem is anchored on the basis that what disability organisations are currently depending on in sustaining their operations is unsustainable due to many factors. Justification of the study has also been given and the justification of the study has been furnished. Aim of the study and objectives of the study were also clearly spelt out in chapter one.

In chapter two literature that has been published by other scholars is critically reviewed. The chapter starts by critiquing the theoretical framework that underpinned the study. The types of entrepreneurship, importance of entrepreneurship will be presented in the chapter. The concept of disability and disability organisations is also looked at in the chapter. The chapter then concludes by giving the conclusion of the chapter.

In chapter three, the research methodology is presented. Research design that was used in the study is discussed. After having looked at the research design, the research approach is then examined, interrogating the applicability of qualitative research approach in the study. Population, sampling issues, steps to collect data and data analysis process are also discussed in the chapter

Chapter four presents, analyse and discuss the findings of the study.

Chapter five gives the summary of findings, conclusions of the study and proffers recommendations that were derived from the findings of the study. The chapter also presents contribution of the study to theory, suggestions for further study and limitations of the study. The last chapter concludes by giving a chapter summary