

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The study has investigated the contribution of entrepreneurship in sustaining the operation of disability organisations in Zimbabwe. The study utilized qualitative research approach and primary data was collected using in-depth interviews and key-informant interviews. Secondary data was also very useful in the study and the researcher used sources such as journal articles and textbooks. Having examined literature pertaining to the importance of entrepreneurship, the challenges facing disabled persons organisations and the opinions of research participants on the significance of entrepreneurship in sustaining the operation of disability organisations, this chapter synthesizes what was reviewed in the preceding chapters. Summary of findings of findings that were obtained in this qualitative inquiry are the first to be presented. Conclusions that can be drawn from the findings will then be presented thereafter. Recommendations that on the basis of the findings presented in the preceding chapter and conclusions of the implications of the research findings will also be proffered in this chapter.

The significance of entrepreneurship in sustaining the operation of every organisation remains the main thrust of the study. It can therefore be argued that, until disability organisations become entrepreneurial, all efforts and programmes that have been designed to emancipate and empower persons with disabilities in Zimbabwe through disability organisations will not be achieved.

The central argument running throughout this work is that most organisations, disability organisations not in exception are depending on unsustainable sources of funding and with the increase in competition and dwindling of donor funding, disability organisations will not be able to sustain their operations unless they become entrepreneurial. To this effect, the study argues that due to lack of funding as organisations continue to jostle for funding in the realm of donor fatigue and increased competition for donor aid, due to continuous mushrooming of disability organisations getting funding has increasingly become more difficult. The study explained

this by using the case study of one disability organisation.

- To achieve this, the following were the objectives of the study:
- To assess the significance of entrepreneurship in sustaining the operation of disability organisations;
- To establish the extent to that disability organisations in Zimbabwe have entrepreneurial culture;
- To examine how disability organisations are funding their operations;
- To establish the effectiveness of those sources of funding in sustaining the operation of disability organisations;
- To examine the challenges being faced by disability organisations in Zimbabwe;

Participants who were interviewed concurred that entrepreneurship is significant as it sustains the operation of disability organisations. It is of paramount importance because it helps the organisation to have sustainable income. The participants mentioned that entrepreneurship is important because due to dwindling of donor aid, disability organisations are finding it hard to sustain their operation. Through interviews that were held, it became apparent that entrepreneurship is important for disability organisations. This is so because the researcher noticed that the absence of source of funding makes it hard for disability organisations to fulfil their mandate.

Although donors are playing a critical role that needs to be applauded, there is need for other alternative sources of income. That would complement funding disability organisations are getting from donors. The study reveal, from participants' perspectives, that there are several challenges that are being encountered by disability organisations in trying to get donor funding hence there is need for alternative source of funding to sustain the operation of disability organisations.

Entrepreneurship enables an organisation to have its own income without necessarily depending on aid. Having a reliable source of income will help disability organisations to sustain its operation and to empower persons with disabilities.

The effects of the challenges that are being encountered as disability organisations try to get donor aid makes it hard for disabled persons' organisations to sustain their operations. Therefore, under performance of some disability organisations can be attributed to lack of funds to sustain the operation of disability organisations. This therefore shows that the charity model of disability is not efficacious thus vindicating the empowerment model that argues that persons with disabilities must not be treated as charity cases. Rather there is need to empower persons with disabilities and disabled persons organisations.

Another objective of the study was to establish the extent to which disability organisations have entrepreneurial culture. It was discovered that disability organisations in Zimbabwe do not have entrepreneurial culture. Disability organisations entirely depend on external funding.

The findings of the study show that donor aid is one of the sources of funding that is utilised by disability organisations in Zimbabwe. There was agreement among participants that donor funding is the main source of funding that is commonly used in disability organisations. It was found that there are several donors that give aid to disability organisations.

Funding from the government was identified as one of the sources of funding that is utilised by disability organisations. The participants applauded that although funding from the government is inadequate and is availed late, it will be difficult for disability organisations.

Throughout the study, it was made clear that several organisations depend on donor aid to sustain their operations. However, over the past years donor funding has dwindled. Competition has also increased due to mushrooming of disabled persons organisations. Most of sources of funding that are used by disability organisations are not effective and unsustainable. This shows that there is need for entrepreneurship to complement the sources of funding that are currently being used by disability organisations in Zimbabwe. School fees paid by persons with disabilities enrolled at the institution for differentiates vocational training courses is another source of funding used by disability organisations in their operations. However, the findings from

the study confirms that disability and poverty are interlink phenomenon. Those who were interviewed revealed that they were struggling to make ends meet. The challenges currently bewildering those with disabilities make it hard for them to pay their fees and for those who can pay their school, they are not able to do so in time. Failure by service users to pay their school fees in time has implications on operations of the organisation.

Government's fund is another source of funding that is utilised by disability organisations in Zimbabwe. Considering that this organisation is complementing the role of the government, the organisation is entitled to get funding from the government. However, despite this entitlement, funding from the government will be inadequate and is not availed early. Availing funds late has implication on the performance of disability organisations in Zimbabwe. Zimbabwe is currently experiencing one of the highest inflation rates ever hence if funds are availed late, the organisation will not be able to sustain its operations. Though participants acknowledged that the government plays a pivotal role in sustaining the operation of disability organisations, there is a general feeling that the government must contribute more to supporting disability organisations in Zimbabwe.

Taking it from the discussions presented in the preceding sections, the study draws the following conclusions:

Firstly, entrepreneurship is of paramount importance in sustaining the operation of disability organisations in Zimbabwe. Although donors play very critical role in the operation of disability organisations, solely depending on donor aid is not sustainable due to several reasons that will be mentioned. If disability organisations fail to become entrepreneurial, they would continue facing challenges given that entrepreneurship will help them to complement funding they currently depend on in their operations. Thus, if they continue to entirely depend on donor aid and fail to have entrepreneurial culture, they will continue failing to sustain their operation.

Disability organisations continue facing financial challenges because they depend on donor aid that has proven not be sustainable for many years. Participants also revealed that some organisations have since collapsed

because they were entirely depending on donor aid and increase in competition led to closure of some organisations as they failed to get aid to sustain their operation. Evidence from in-depth interviews, key-informant interviews and documentary analysis indicated that organisations that entirely depend on donor aid are at risk of facing financial challenges and some have even collapsed because they didn't have funding. In-addition, entrepreneurship helps to complement funding that disability organisations currently depend on in their operation.

Churches have already noticed that entirely depending on sustainable sources of funding will not sustain their operations. Some churches have already started their own projects as initiatives to sustain their operation. Disability organisations in Zimbabwe can take a leaf from Pentecostal churches that have embraced entrepreneurial culture, and this has helped them to sustain their operation. Through qualitative research approach, it was discovered that organisations with entrepreneurial culture performs better than those that do not have entrepreneurial culture. Disability organisations with entrepreneurial culture have increased income as compared to those that do not have entrepreneurial culture.

Disability organisations in Zimbabwe hardly have an entrepreneurial culture. Disability organisations continue to depend on unsustainable sources of funding that is one of the reasons why most of them continue to underperform. The study recognizes the significance of having entrepreneurial culture if they are to sustain their operation. The findings of this standard seem to resonate with findings by many studies that revealed that there is nexus between poverty and disability. One of the sources of funding disability organisations depend on is school fees that is supposed to be paid by persons with disabilities undertaking different vocational programs. However, the participants point out that due to poverty, it is extremely difficult for them to pay their school fees, and this leaves disabled persons organisations in quandary. Persons with disabilities in Zimbabwe are still living in the shackles of poverty. Disability organisations were formed in a bid to ensure there is eradication of poverty among persons with disabilities. However, if these organisations are to realise their mandate, there is need for them to be entrepreneurial so that they will be able to

emancipate persons with disabilities. If they continue depending on donor funding as they are currently doing, the situation currently prevailing among those with disabilities will remain as it is.

There are several positives that can be realised if disability organisations become entrepreneurial. These include, among other benefits, increased income. If disability organisations have entrepreneurial culture, they will have increased income, and this enhances their performance. Sources of funding that are currently being used by disability organisations have been found to be unsustainable in the operation of disability organisations. Some of the reasons that make those sources unsustainable include, but are not limited to, competition and dwindling of donor funding. It was observed due to increase in the number of disability organisations in Harare and across Zimbabwe, accessing funding has become increasingly difficult. Change of donor preference was also identified as another reason why depending on donor aid is not sustainable as they can change their preference anytime. Although disability organisations are entitled to receive funding from the government, participants commented that the money is availed late, and this makes it hard for disability organisations to sustain their operation because of hyperinflation.

Disability organisations are facing several challenges chief among them poverty, change in donor priorities and lack of awareness. Some donors have ceased giving aid to disabled persons organisations, leaving disability organisations that entirely depend on donor funding for their survival in financial quagmire. Lack of government support is another challenge that is faced by disability organisations in Zimbabwe.

This research contributes to literature about entrepreneurship. Although scholars such Munyoro *et al.* (2017) and Munyoro and Gumisiro (2017) deserve recognition as they have done a lot of research in entrepreneurship, in their previous studies, they focused on the significance of entrepreneurship in churches and in NGOs only, thus leaving a gap on the contribution of entrepreneurship in sustaining the operation of disability organisations. The study reveals that entrepreneurship is of paramount importance in sustaining the operation of disability organisations.

Taking the findings presented in the last chapter into account, the study gives the following recommendations:

Disabled persons organisations must embrace entrepreneurship. They must devise their own income-generating initiatives and desist from solely depending on donor aid. Disabled persons organisations must not fold their hands while their organisations are failing to sustain their operations. There is need for them to technical expertise on how to apply for funding to start their own projects rather than folding their hands waiting for charity. Disabled persons organisations must have entrepreneurial culture as it enhances the performance of disability organisations Entrepreneurship be made a requirement When hiring managers of disability organisations. The situation in Zimbabwe and across the globe now requires all organisations to be entrepreneurial due to donor fatigue. Disability organisations will find it helpful if they hire people who are entrepreneurial as they will help organisations in coming up with entrepreneurial programs that will be very helpful in sustaining the operation of disability organisations.

Given the significance of entrepreneurship in sustaining the operation of disability organisations, people responsible for managing those organisations must be entrepreneurial. Entrepreneurship has ubiquitously become very important hence those responsible for managing disability organisations must be entrepreneurial. They must be well versed with entrepreneurial issues such as how to write a business proposal, how to source funding and finally they must be well acquainted entrepreneurial marketing.

There is need for the government to continue supporting disability organisations given that those organisations are playing a paramount role as the government strives to realise the rights of persons with disabilities as enshrined in the constitution. Governments should capacitate disabled persons organisations to ensure that they fulfil their mandate. This should be done by making sure they come up with entrepreneurial programs. That way disability organisations will be able to sustain their operation. The government through its disabled person's affairs department should establish a desk of financing disabled persons organisations entrepreneurial initiatives. If this desk is established, it will play a consultative role for entrepreneurial

activities in disabled persons' organisations. The governments must avail funds in time to disability organisations for them to be able to sustain their operations.

The study commends the good work being done by donors in giving aid to disabled persons organisations, it is recommended that they use empowerment approach by capacitating disabled persons organisations. Using charity model creates dependence among disabled persons organisations hence there is need for them to be capacitated for them to become independent and sustain their operations.

The study was premised on investigating the significance of entrepreneurship in sustaining the operation of disability organisations. The study recommends that there is need for more studies on the significance of entrepreneurship in sustaining the operation of other organisations that deal with vulnerable groups. For example, more studies can be conducted on the significance of entrepreneurship in sustaining the operation of children's homes or the significance of entrepreneurship in sustaining the operation of old people's homes.

In summary, the study has concluded that disabled persons organisations are failing to sustain their operation because they hardly possess entrepreneurial culture. Therefore, it can be argued that they must have entrepreneurial culture. The chapter has managed to give the summary of findings, conclusions, and recommendations. The chapter has also highlighted the contribution of the study to theory and the areas for further study were also suggested.