



Entrepreneurship as an Anchor of the Operations of **DISABILITY** **ORGANISATIONS**

Notion Manzvera

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DEDICATION

To all persons with disabilities and Disabled Persons Organisations in Zimbabwe.

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For this academic journey to be possible, I am forever indebted to various people and organisations.

The following particularly deserve special mention in this section:

My village members in Masema village in Masvingo Province, thinking how deep-rooted poverty our community is re-energised my spirit of pursuing my academic journey given that education is the means to an end in our quest to emancipate our community from the shackles of poverty. i am forever indebted to the Disabled persons organisations in Zimbabwe for participating in this study.

Above all, I give glory to the Almighty for the wisdom and guidance.

BOOK SYNOPSIS

The study from which this monograph sprang from, critically examined the contribution of entrepreneurship in sustaining operations of disability organisation. The objectives of the study were: to investigate the significance of entrepreneurs, to assess the extent to which disability organisations have entrepreneurial culture, to assess sourcing used by disability organisations in funding their operations and to examine the effectiveness of those sources of funding in sustaining the operation of disability organisations. Qualitative research methodological approach was utilised in the study. In-depth interviews and key-informant interviews were used to collect data from fourteen participants who were selected using purposive sampling technique. The collected data was analysed using thematic data analysis. The study reveals that entrepreneurship is very important as it sustains operations of disability organisations. Entrepreneurship complements income of disability organisations. The study also brings to the fore the fact that disability organisations do not have entrepreneurship culture. Some of the sources of funding that were revealed in the study include donor aid, school fees and government support. The study has found that sources of funding disability organisations depend on are both ineffective and unreliable. This is due to donor fatigue and change in funding preferences. Disability organisations are facing several challenges; chief among them, poverty and lack of support from the government and failure of persons with disabilities to pay school fees. The study recommends that there is need for all disability organisations to be entrepreneurial. There is also need for donors to use empowerment model and desist from charity model that creates dependence. There is also need for government to support disability organisations.

Keywords: entrepreneurship, entrepreneurial culture, disability, disabled persons organisations.

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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 (Odhambo, 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 (Odhambo, 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

CHAPTER TWO: LITERATURE REVIEW

The chapter is dedicated to critically reviewing literature that was published by other scholars with a view to situating this study within the broader purview of such a growing canon of scholarship on the nexus between entrepreneurship and the funding of disability organisations. The concept of entrepreneurship and its importance will be discussed. The phenomenon of disability and the general situation of persons with disabilities in Zimbabwe and across the globe will be discussed in the chapter. Disability organisations, the roles of disability organisations and the challenges facing disability organisations are also discussed. The chapter starts by discussing the theoretical framework that underpin the study. The research gap that was identified in the study is also explored. The country's experiences pertaining to the phenomenon under study will also be discussed.

The researcher synthesised literature that was drawn from various sources. Journal articles, academic dissertations and books that were written about disability and entrepreneurship were thus synthesised. To search literature, the following words were used: disability, disability organisations, and models of disability, entrepreneurship, importance of entrepreneurship and theories of entrepreneurship. The documents that were reviewed were searched for both in the form of printed materials and online. Those words helped the researcher to synthesise scholar's views on contribution of entrepreneurship in sustaining operations of disability organisations. Databases that were used to review literature include Google Scholar and this search database helped the researcher to have comprehensive review contemporary literature. Literature was reviewed as follows. Literature regarding conceptualisation of disability, discussed the models of disability. Entrepreneurship was then conceptualised, looking at the alternative theories of entrepreneurship and its importance. In reviewing literature, more than 30 peer reviews scholarly journals were used, eight academic thesis and six reports.

Corporate Entrepreneurship (CE) is the theory that underpinning the study. Joseph Schumpeter's through is his concept of *creative destruction* (1934) is widely credited for coming up with Corporate Entrepreneurship

theory (Gidkli, 2019). Gidkli (2019) argues that there is need for every organisation to be entrepreneurial. Lumpkin *et al.*, (1996) cited in Gidkli (2019) observe how entrepreneurship must be cultural in every organisation for them to be successful. Some of the elements of corporate entrepreneurship include autonomy, being innovative, taking risks and competitiveness aggressiveness.

It is worth mentioning that over the past years competition has increased in every sector. The issue of competition did not in any way spare disability organisations (Odhiambo, 2019). Porter (1990) argues that for every business to survive in a competitive environment, it must strive to have competitive advantage. In addition, for every business to survive in a competitive environment it must be innovative (Gidkli, 2019). Disabled persons organisations, just like any organisation face a myriad of challenges. Munyoro *et al.*, (2017) contend that some of the challenges that are faced by not for charity organisations include dwindling donor funding that was exacerbated by donor fatigue, mushrooming of organisations thereby leading to increased competition for funds. Hence there is need for disabled persons organisations to become entrepreneurial and how to be innovative. Every organisation must strive to become entrepreneurial by adopting policies and awarding employees who advance corporate entrepreneurship. Drucker (2017) argues that organisations must focus on the challenges they are facing and take note of the opportunities that may arise.

If organisations become entrepreneurial, they will become entrepreneurial and will be able to sustain operations even in a competitive environment. Therefore, entrepreneurship culture is every critical organisation (Munyoro and Phiri, 2020). Accordingly, entrepreneurship should be adopted in every disability organisation to sustain operations. Bozkurt (2016) argues that entrepreneurship should be embraced in every organisation as it enables them to fulfil their mandate. Therefore, every organisation must be innovative and can see opportunities to complement income.

Many scholars assert that coming up with a universal definition of disability is a tour order (Gareth (2014; Mtetwa, 2015). For OECD (2009), there is no single definition of disability that is universally accepted across the globe and

across all disciplines. Despite the area of disability having become very popular among researchers, the definition of disability has proved to be elusive. There are several reasons why defining disability continues to be a daunting task. Brown (2014) avers that the definition of disability is elusive as it changes over time and varies from place to place. This implies what is called a disability in one place may not be regarded as a disability in other places. For example, traditionally disability has been viewed through the religious and charity models of disability that regarded disability as either a curse for sins committed or as a people who cannot cater for their own needs hence the need for non-disabled people to intervene and cater for the needs of persons with disabilities. However, in the contemporary there has been a paradigm shift as persons with disabilities are now viewed using the social model and the human rights perspective and these models emphasise the importance of advancing the rights of persons with disabilities and ensuring that such persons are able to enjoy their rights just like their non-disabled counterparts. Young *et al.* (2016) buttress the view that the complexity of the concept of disability emanate from the interactions that persons with disabilities have with their environments thereby impeding their participation in the society. This resonates with the social model of disability that argues that disability is not due to conditions such as handicap rather disability is a result of the environmental factors that prevent persons with disabilities from participate on equal basis with their non-disabled counterparts.

Due to the elusive nature of disability, several models have been propounded by scholars as they try to conceptualise disability. For one to have a comprehensive understanding of disability and how disability to understand the models as they determine how disability is viewed. These models have emerged as disability scholars try to explain the situation of persons with disabilities across the globe. Some of the modes that have emerged include medical model of disability, charity model of disability, social model of disability and the human rights model of disability

The medical model of disability is normally used in the medical field where disability is regarded as medical condition. This model views disability as a

medical or pathological condition and argues that persons with disabilities need to be rehabilitated for them to function at par with non-disabled people. This model views disability as a personal predicament that deviates those with impairments from functioning as non-disabled people do (Chataika, 2007). Goss *et al.* (2019) blames the medical model of disability for its over emphasis of disability as a pathologic condition thus viewing persons with disabilities as people who cannot take care of themselves as they have conditions that inhibit them from participating in mainstream activities that are normally performed by non-disabled people. Other renowned scholars in the area of disability such as Oliver (1990) denounces the model for viewing disability as people who need to be corrected. For Oliver (1990), disability is just a diversity and there is nothing that needs to be corrected on persons with disabilities; rather, more effort should be directed to address the social and physical factors that hinder persons with disabilities from participating at par with their non-disabled counterparts (Reindal, 2009). Medical model views persons with disabilities as people with reduced functioning hence the need to support persons with disabilities with relevant assistive devices to enhance and maximise their ability to function. The model argues that persons with disabilities are people with reduced functions.

The charity of disability has dominated in the traditional era. This model views persons with disabilities as people who cannot cater for their needs and people who deserve sympathy and to be pitied. Accordingly, this model views persons with disabilities as people who need charity, and it is the duty of non-disabled people and the society in general to cater for the needs of persons with disabilities. For Edmonds (2005), the charity model of disability was the dominant model during World War 2 when several disability organisations mushroomed. The model was used by organisations as they tried to mobilise resources for persons with disabilities. The organisations that emerged during that era were trying to mobilise resources for persons with disabilities to start income generating projects. This model argues that there is need to raise funds for persons with disabilities as they need help, and they depend on other people for their survival. Resultantly, this model led to the disenfranchisement of persons with disabilities as they

were regarded as people who were not equal to their non-disabled counterparts.

The religious model views disability as a curse or punishment due to sins that have been committed by an individual or by forefathers. This model argues that disability is a result of sinful acts such as adultery or infidelity that have been committed by an individual, forefather or close relatives hence disability is a form of punishment for wrongdoing. For Oliver (1990), in societies where dogmatic beliefs are still prevailing, disability is likely to be regarded as something that came because of witchcraft. As argued by Choruma (2007), disability is still received as a result of witchcraft in Zimbabwe.

The social model of disability emerged as persons with disabilities tried to ensure there is a paradigm shift on how disability was perceived in the traditional era. The model was a result of lived experience of persons with disabilities who had suffered due to stigma and discrimination that was fuelled by archaic models of disability. The model came to light in the late 1960s and in the 1970s and this model coincided with the period when disabled persons organisations started existing. Unlike the models discussed in the preceding paragraphs that emphasised on individual deficiencies, the social model of disability blames the society for creating a disabling environment that hinders persons with disabilities from participating at par with non-disabled counterparts. For Munsaka (2012), there is need for to create a conducive environment and address all factors that precipitate discrimination of persons with disabilities. This resonates with Oliver (1990) who argues that there is need for.

Young *et al.* (2016) define a disabled persons' organisation as an organisation that is formed to serve the interests of persons with disabilities. These organisations are normally governed and managed by persons with disabilities. Disabled persons organisations can be formed to serve one type of disability for example disabled persons' organisations that only serve those with physical disability, visually impaired, people with hearing impairment or people with albinism. Disability organisations undergo formal registration

and most of them have structures that are put in place to govern disability organisations.

For Young *et al.* (2016), the functions of disability organisations differ from place to place and from time to time. Some of the main roles of disabled person's organisations include advocating for the rights of persons with disabilities, advancing the rights of persons with disabilities and awareness campaigns on disability issues. Further to that, disability organisations also provide social support to persons with disabilities and their families. Accordingly, Mtetwa (2015) argues how the main role of disabled persons' organisations is to champion disability issues.

Chronicling the history of disabled persons' organisations, Lang and Murangarira (2009) argue that disabled persons organisations came against the backdrop that persons with disabilities were traditionally marginalised, and these organisations were created as disability movements gained momentum in its quest to address discriminations against persons with disabilities. Many scholars such as Oliver (1990); Mtetwa (2015) concur that disability organisations are very critical if persons with disabilities are to be emancipated from the deep rooted stigma and discrimination that currently prevail across the globe. Disability organisations are also very critical as they complement individual efforts that are taken by different people as they try to advance the rights of persons with disabilities. Disability organisations work hand in glove with other stakeholders such as government, schools and other organisations as they try improve the rights and welfare of persons with disabilities. Dhungana and Kusakabe (2010) underscore the fact that forming a disability organisation is very critical in reducing poverty among persons with disabilities. Through disability organisations, persons with disabilities will have some savings and disabled persons organisations will facilitate persons with disabilities' access to loans, something that hinder persons with disabilities from having income generating project because it is difficult for persons with disabilities to access loans.

Young *et al.* (2016) assert that disabled persons organisations face a myriad of challenges as they try to fulfil their objectives. Griffiths *et al.* (2009) argue that many disability organisations both in the developed and in developing

countries face financial constraints and lack of human resources and this vehemently affect the capacity of disability organisations. Hemingway and Priestley (2006) aver that most of disability organisations are not managed by experienced and skilled people. Griffiths *et al.* (2009) observe that disability organisations in developing countries face more challenges as compared to disability organisations in developed countries. In developing countries, people still have negative attitude towards persons with disabilities thereby fuelling discrimination of persons with disabilities, lack of transport and conducive venues for persons with physical disabilities also makes it hard for disability organisations to have meetings with persons with disabilities in developing countries.

Over the past years, the concept of entrepreneurship has gained popularity among scholars. Munyoro *et al.* (2017) define an entrepreneur as someone who exploit opportunities that exist in the market by being innovative. The scholars credit Schumpeter as the first person to include the issue of innovation on the definition of entrepreneurship. Haxhiu (2015) argues that an entrepreneur is someone who takes risks in a bid to make profit. Entrepreneurs assemble resources though there is no guarantee that they will make profit either in the short term or in the long term. Although there is lack of universal definition among scholars on the definition of entrepreneurship, many scholars identify issues such as innovativeness, risk taking and making profit as key issues in entrepreneurship. In the study, entrepreneurship will be defined as being innovative and taking risks as the organisation try to make profit in a bid to achieve its goals and objectives.

UN's proclamation on "International Year of Disabled People" was a major stepping stone for persons with disabilities in Britain as persons with disabilities were able to set up disabled persons' organisations to advance and promote the rights of persons with disabilities (Greater Manchester Coalition of Disabled People GMCDP, 2010). The disabled persons' organisations that were formed through funding obtained from United Nations were at the forefront in the call for laws that incriminates discrimination of persons with disabilities and advocating for universally accessible environment. The organisations were very influential in passing of Disability Discrimination Act of 1995 (GMCPD, 2010). Funding was,

however, cut in the early 2000s due to different factors and cutting of funding inevitably affected disability organisations. Some of the organisations either closed or downsized.

Kuraman *et al.* (2013) observe how disabled persons organisations in India managed to start income generating projects for persons with disabilities and those income generating projects increased income of persons with disabilities. Armstrong argues that disability organisations such as Ability Bhutan Society, have improved the employability of persons with disabilities through training programmes that it offers to persons with disabilities.

Miles *et al.* (2012) report that in Brazil disabled persons organisations play a pivotal role to ensure inclusion of children with disabilities in the mainstream economy. Over the past years, disability organisations have been organising workshops to conduct awareness on the importance of children with disabilities. Some of the main roles of disabled person's organisations in Brazil include being a contact point for children with disabilities, educating children with disabilities about their rights and teaching children with disabilities braille. Deepak *et al.* (2013) contend that disabled persons organisations also train and educate persons with disabilities. However, due to dwindling of donor funding that those organisations depend on in their daily operations, they have not been able to fulfil those roles as some of the organisations have since closed down.

From the above discussions, it is clear that disability organisations in developed countries are better than those in developing countries. Developing countries' dependence on donor funding makes it hard for them to sustain their operation. Hence there is need for those countries to be entrepreneurial as that will help the disability organisations to sustain their operations.

Disable persons organisations in Malaysia were formed to advance the rights of persons with disabilities in Malaysia (Armstrong, 1993). Those disabled persons organisations are very critical as they help persons with disabilities in Malaysia into meet their needs. For example when a tsunami that wracked havoc on the South Asian in the early 2000s, disabled persons organisations

came to the rescue of persons with disabilities who were affected. During those years, disabled persons organisations were getting aid from mainstream relief organisations (Hemingway and Priestley, 2006). However, due to completion assistance that those organisations were receiving have since dwindled (Cobley, 2013) thus making it hard for those organisations to meet the needs of persons with disabilities in Malaysia.

Disabled persons organisations in Liberia from 2010 to 2013 came up with up with a community-based rehabilitation initiative to support the formation of self-help groups to improve the lives of persons with disabilities (AIFO, 2018). Those self-help groups wanted to come up with several initiatives to improve the lives of persons with disabilities through training persons with disabilities, piggyery, and poultry. However, the organisation did not receive any funding from the government, thus that initiative a white elephant.

Despite facing insurmountable challenges, Mtetwa (2015) acknowledges that disability organisations in Zimbabwe have made commendable successes. For example, disability organisations are credited for making sure the constitution enshrines the rights of persons with disabilities. For example, through pressure and lobbying of disability organisations, Zimbabwe enacted the Disabled Persons Act

Although disability is a well-studied area, very little has been written on how entrepreneurship can be used to emancipate persons with disabilities from shackles of poverty. On empirical evidence focusing on country experiences, it is worth noting that nothing much has been done on disability organisations in different countries, hence there is need for more literature pertaining to disability organisations in different countries.

In conclusion, this chapter has focused on reviewing literature in the corpus of scholarship on disability organisations entrepreneurial initiatives and the various schools or models of trying to conceive of disability which have emerged from World War 2 to date.

CHAPTER 3: STUDY DESIGN AND METHODOLOGY

This chapter discusses the methodology that was utilized in the study to obtain information from the participants. Research philosophy grounding the research methodology will be examined first; thereafter, the research approach is also looked at and justification for utilising inductive research approach in the study is proffered. Sampling procedure, data collection procedure for primary data and sources of secondary data, research instruments that were used to collect data from participants are also discussed. How data was analysed, ensuring trustworthiness and ethical consideration that guided the researcher are also detailed.

The study adopted constructivism as its research philosophy. Prior to the emergency of constructionism or interpretivism philosophical assumptions, objective epistemological philosophy associated with realism dominated research. Constructivism that was adopted in the study emerged as a new philosophy, trying to challenge positivism that dominated social science research for long (Rooney, 2005). For Constructivists, knowledge does not exist mind independently, but knowledge is mind dependent and people interpret "reality" differently. Saunders *et al.* (2009) argue that when using interpretivism, researchers must take an empathetic stance and try to understand a phenomenon from the way it has been experienced and interpreted by participants. In addition, Burke (2007); Saunders *et al.* (2009) also argue that interpretivism is very ideal when conducting business research due to the complexity associated with conducting business research studies where the researchers attempt to have an in-depth understanding of how people are experiencing a phenomenon.

Saunders *et al.* (2009) identify inductive and deductive reasoning as the main research approaches that are used in research. While deductive approach is more concerned with theory testing, inductive approach is mainly concerned with collecting data, analysing the collected data, and then come up with a theory (Guba and Lincoln, 1994). Collis and Hussey (2003) observe how deductive research approach that seeks to test a theory is dominant in natural sciences while inductive research approach is dominant in social

sciences. Social science research scholars criticize deductive research approach for using rigid methodology that does not offer explanations of a phenomenon and does not allow participants to fully express themselves. Saunders *et al.* (2009) aver that inductive research approach is adopted by researchers who want to have an in-depth understanding of how people have experienced a problem, when researchers want to collect qualitative data and when the researcher is not mainly concerned with generalization of findings (Robson, 2002).

Gray (2007) describes a research design as a plan that guides the researcher when conducting a study. For Flick (2009), research design guides a researcher on how they are supposed to collect and analyse data. Flick (2010) describes it as a research plan for that is followed to collect and analyse data that will be used to answer research questions that the researcher is supposed to answer. From these definitions, research design comprises issues such as the aim of the study, study objectives, research questions that the study seeks to answer, theoretical framework, methodology to be used to collect data (Flick, 2010). Case study design was adopted as the research plan in the study. Payne and Payne (2011) define a case study as a detailed investigation of a single phenomenon. Gray (2004) recommends the use of case study research design when the researcher want to have an in-depth understanding of a phenomenon especially those who want to answer the how and why questions. Flick (2010) argues that a case study research design is normally used when want to investigate a phenomenon where very little known. Accordingly, the study was exploratory in nature hence case study research design was the most ideal research plan.

Having adopted inductive approach as the research approach in the study, the qualitative research methodology was conducted utilised in the study. Flick (2010) argues that qualitative research has no universally accepted definition. For Denzin and Lincoln (1994), qualitative research involves studying a phenomenon in its natural setting. This implies in qualitative research studies; people are studied in their natural setting. Qualitative research was conducted in the study because it is ideal if one intends to have a comprehensive understanding of human experiences. In addition to that, qualitative research was used because it helps the researcher to investigate

personal experiences of persons with disabilities who have experienced the phenomenon, to capture the narratives of participants without limiting them to certain responses, it is naturalistic, and it puts participants at the centre of the study by viewing them as the experts.

Despite of some weaknesses of qualitative research such as time consuming (Creswell, 2013), the approach was arguably the most suitable one in the study. Flick (2010) recommends the use of qualitative research approach when nothing or very little is known about the phenomenon under study. Literature review and the research gap identifies shows that very little is known about the contribution of entrepreneurship in sustaining the operation of disability organisations hence qualitative research approach was the most ideal one in the study.

The study was conducted at Danhiko. Danhiko was chosen because it is one of the biggest disability organisations in Zimbabwe, housing persons with disabilities from all corners of Zimbabwe. Danhiko is a registered nongovernmental organisation that offers vocational training to persons with disabilities for persons with disabilities and non-disabled people. Danhiko was founded in 1981, one year after independence. Danhiko was formed against the backdrop that many people sustained injuries during the armed struggle hence there was need to rehabilitate those who had sustained injuries to provide them with opportunities to participate in the mainstream economy just like their non-disabled counterparts. The main mandate of Danhiko is to educate persons with disabilities to improve their employability. The fact that Danhiko houses people from across Zimbabwe, the findings could somehow be generalised to all persons with disabilities across Zimbabwe. Danhiko was chosen as the area of study because as a disability organisation, has been finding it hard to sustain its operations over the past years due to dwindling of donor funding. Danhiko also gets its funding from the government through the ZIMDEF fund, however due to myriad of factors such as budget constraints and inflation, the organisation has not been getting adequate funding over the past years. Danhiko is in the Eastern side of Harare in the suburb of Masasa.

Gray et al. (2004) define target population as the entire collection of units under study that the researcher wishes to investigate and make conclusions on. Saunders et al. (2009) define population as the full set of elements from that a sample is selected. The study targeted persons with disabilities at Danhiko and social workers who deal with disability issues.

As argued by Flick (2010), sampling can be defined as a process of selecting research participants. There are several reasons why researchers must select a sample, chief among them saving time, resources and to generalize findings to the entire population. Considering that qualitative research methodology was adopted in the study, non-probability sampling technique was utilized to select participants. Purposive sampling was used to select participants. Using own discretion, the researcher selected those participants whom he deemed to be knowledgeable about the phenomenon under study. Saunders et al. (2009) observe how purposive sampling enables researchers to select elements who are capable to answer research questions. Through this sampling technique, the researcher purposely drew participants from the population. Padgett (2008) defines purposive sampling as a sampling procedure where the researcher uses own discretion to deliberately select participants who have potential to provide data that is necessary for the researcher to answer research questions. The sampling method enabled the researcher to select participants with in-depth information.

However, Wazed (2012) blames non-probability sampling techniques for its weaknesses. For Wazed (2012), data collected from participants collected through non-probability sampling cannot be generalized to the entire population. In addition, Neuman (2005) argues that elements selected using purposive sampling are not statistically representative. Despite of the weaknesses of non-probability sampling techniques such as purposive sampling, the use of purposive sampling technique to select participants in the study is very justifiable since generalization of findings is beyond the scope of qualitative studies. Accordingly, the study was qualitative in nature hence generalization of findings was beyond the scope of the study. In addition, Creswell (2013) hails the use of purposive sampling because it is economical and less time-consuming.

Cohen *et al.* (2011) posit that there is no consensus on the ideal sample size. However, despite of lack of consensus on the size of the sample, Creswell (2003) is of the view that researchers must consider issues such as the topic under study, purpose of the study, the target population, the research approach adopted in a study, time, and resources available. In addition, Flick (2011) argues that although there is no clear-cut answer on how big the sample size should be, the sample size must be big enough for the researcher to analyse data. In the study, the researcher selected 15 participants, and this was based on the principle of saturation. Through the principle of saturation, the researcher stopped collecting data when no new themes were emerging.

Ritchie and Lewis (2003) contends that when conducting a study using qualitative research, they endeavour to collect data that is detailed and rich in text. Flick (2014) is of the view that there are several methods that can be used to collect primary data. Some of the methods of collecting primary data that have been suggested by Patton (2012) when collecting primary data include in-depth interviews, telephone interviews, focus group discussion, observation, and questionnaires. As argued by Creswell (2013), there is no data collection that can be singled out as the best data collection technique. When collecting data, the researcher must carefully select those methods that are most appropriate to answer the research questions that the study seeks to answer.

However, the choice of a data collection technique is determined by several factors' chief among them, type of data the researcher intends to collect, resources available at researcher's disposal, time and the research approach chosen by the researcher. Trigueros *et al.* (2017) prescribe that qualitative researchers must use research methods such as interviews, observation and focus group discussions to collect primary data. In-depth interviews and key-informant interviews were conducted to collect qualitative data. Those data collection techniques were chosen because they resonate with qualitative research methodology, interpretivism research philosophy and inductive research approach.

Creswell (2013) defines an in-depth interview as a face-to-face interaction between a researcher and a participant. Through in-depth interviews, the researcher managed to have direct interaction with the participants. Flick

(2011) argues that a researcher using case study design must have direct interaction with the participants. Saunders et al. (2009) argues how in-depth interviews are very good research methods if the participants want to collect detailed information from the participants. In-depth interviews are ideal to have in-depth understanding on the contribution of entrepreneurship on sustaining the operation of disability organisations. In-depth interviews also enabled the researcher to probe and seek clarity. In-depth interviews also have high response rate and high flexibility. However, despite of the advantages of in-depth interviews, in-depth interviews have several weaknesses such as time consuming and bias. Yin (2003) also argues that when using in-depth interviews in a study, one cannot make statistical inference of the findings to the entire population.

The study sought to have an in-depth understanding of the contribution of entrepreneurship in sustaining the operation of disability organisations. To have a comprehensive understanding of the phenomenon under study the researcher saw it very critical to collect information from key-informants who are well versed with disability organisations, how they are operating, the challenges they are facing and how entrepreneurship can sustain the operation of disability organisations. Key-informants were selected using purposive sampling technique. Through purposive sampling, the researcher used own discretion to select key-informants who are well acquainted with entrepreneurship disability issues.

To collect data while conducting in-depth interviews, an interview guide was used to collect data from participants. The researcher designed an interview guide with a list of open-ended questions that were orally asked to the participants (Creswell, 2013). This guide helped to ensure there is consistency on the questions that were asked. However, to maintain flexibility the questions on the interview guide were not religiously followed. Designing open-ended interview guide questions did not limit how the participants were to respond to the questions that were asked. Those questions also allowed the participants to clarify their answers. Through in-depth interview guide, the researcher managed to capture the attitude and the lived experiences of participants (Flick, 2010).

A key informant interview guide with open ended questions was designed to solicit information from key informants. The open-ended key informant interview guide helped the researcher to probe and gave the key informants the room to fully express themselves.

Creswell (2013) avers that although secondary data have become increasingly unpopular among scholars as most of them prefer primary data sources when conducting their studies secondary data sources are normally used to integrate the methods and compare data that have collected through primary data sources and data already existing. Through secondary sources of data, the researcher was able to complement primary data that was collected through different sources. Secondary data was very critical in the study as it enabled the researcher to have comprehensive understanding of the situation of persons with disabilities in Zimbabwe and across the globe. Secondary sources of data also enabled the researcher to have an understanding on the general importance of entrepreneurship. Secondary sources of data that were utilized in the study also helped the researcher to come up with the background of the study and the secondary sources of data also helped the researcher in coming up with the problem statement.

Flick (2014) emphasizes that when choosing secondary sources to use in a study, researchers must take cognizance of the authenticity and credibility of the sources that they use in a study. Hart (2018) identifies textbooks and journals as some of the most authentic sources of data that researchers must consult when conducting their studies. Books on disability and entrepreneurship were consulted in the study and some of the advantages of using textbooks as sources of data include being cost effective, saving time and high authenticity. Internet accessibility has made it easy for the researchers to access secondary data in the comfort of their homes.

Journals were also utilized as sources of secondary data in the study. Creswell (2013) defines a collection of articles about a certain topic. Saunders et al. (2009) argues that journals are also popularly known as periodicals. Journal articles are normally published on regular basis and the publication of journal articles on daily basis enabled the researcher to take

note of the trends and changes, something that most primary sources of data cannot do. Journals that were used in the study were in printed form and those that were accessed online. Saunders *et al.* (2009) recommends the use of journal as they describe journals as 'vital source of information for any research' In addition, the regular publication of journals implies they have relevant information. In addition, journals are very authentic as they are peer reviewed by experts in the area before they are published.

Secondary sources of data are generally cost effective. Blumberg *et al.* (2008); Saunders *et al.* (2009) argue that secondary sources of data are generally cheap as compared to primary sources of data. In addition, secondary sources are unobtrusive, and this enables researchers to collect data of high quality. Secondary data makes it easy for researchers to conduct longitudinal and cross-sectional studies, something that is difficult if the researcher decides to use primary sources of data.

However, just like primary sources of data, secondary sources also have several weaknesses. Saunders *et al.* (2009) caution that when using journal articles as sources of data, researchers must be cautious as some of the information published in journal articles may be biased towards the authors' views or the organisation they represent. In addition, some of the sources of secondary data in existence may not suit the aim of the study and this will make it hard for the researcher to answer the research questions and meet the objectives of the study (Blumberg *et al.*, 2008). In addition, although most of the secondary sources are readily available; Saunders *et al.* (2009) lament that some of the sources of secondary data are not always readily available, especially data collected for commercial purposes.

Creswell (2003) identifies conversation analysis, discourse analysis, content analysis and thematic data analysis as some of the most common ways of analysing qualitative data. Thematic data analysis was utilised as the method of analysing data. For Braun and Clarke (2006), through thematic data analysis, the researcher identifies, analyses, and reports the themes that emerge from data collected. Through thematic data analysis, the researcher captured themes that emerged especially the responses that resonates with

the research objectives. To determine the themes, the researcher used his own discretion since there is no clear-cut answer on what must become a theme.

The first step after in that was taken to analyse data was familiarization with the data that was collected using different data collection techniques. To make sure that he became familiar with the data, the researcher read the observes how were taken while collecting data and played the audios recorded several times. Thereafter, the researcher created initial codes by taking down ideas that emerged and then organising the data into group to show a pattern that exists. After having generated initial themes, the researcher then searched for meaningful themes by collating themes initially identifies. After searching for meaningful themes, those themes were then reviewed and refined. After refining those themes, the researcher then wrote a report, and this was the last stage in analysing data.

As argued by Creswell (2003), while quantitative researchers are more concerned with reliability and validity, qualitative researchers are more concerned with addressing trustworthiness of the collected data. Guba (1981) argues that data credibility, dependability, confirmability, and transferability are the four main constructs of ensuring data trustworthiness. Furthermore, Guba argues that ensuring data credibility is the most important aspect in ensuring trustworthiness of collected data. To improve data credibility, there researcher triangulated methods by using different methods to obtain findings from the participants. In-depth interviews, key-informant interviews and documents were used to obtain data from participants. Participants voluntarily participated in the study. No participant was coerced to take part in the study. They had the right to refuse to participate in the study. In addition, participants had the right to withdraw anytime.

Saunders *et al.* (2009) define ethics as the appropriateness of researchers' behaviour on those whom he or she is studying and those who are going to be affected with a study. Rubin and Babbie (2012) observe how ethics determines what is right and what is wrong. Ethics implies the principles

that guide researchers when conducting their studies. Bogolub (2010) is of the view that social researchers must adhere to ethical standards when conducting research. Accordingly, the researcher conducted the study in line with ethical standards.

After selecting participants, the researcher then sought for their consent to participate in the study before collecting data from them in vernacular. The researcher told the participants the purpose of the study and the time that would be taken to collect information from the participants. The participants were also told of their rights at this stage and some of the rights of the participants include the right to refuse to participate in the study, right to withdraw at any time and the right to refuse to answer questions asked by the researcher. How data collected from participants was going to be kept confidential and the issue of sharing collected data with the supervisors was also discussed with the participants while seeking for their consent to take part in the study. Technical jargons were also avoided in the study to ensure participants fully understand the purpose of the study. After the participants fully understood the purpose of the study, nature of the study and their rights, they were then asked to sign informed consent forms.

Having promised the participants that the information that they were going to give him was going to be kept confidential, the researcher kept his promise and kept the information given by the participants confidential. Flick (2011) defines confidentiality as keeping the information and identities of participant's secret. Accordingly, the information that was given by the participants and their identities were kept confidential. To achieve this, participants' names were not recorded on the records and the consents forms that were signed by the participants were not stored together.

In the study, the researcher took measures and ensured that all participants who took part in the study were not exposed to any form of risk.

This chapter has managed to look at the methodology that was used to obtain findings from the participants. The research philosophy which underpins the study has been discussed. Selection of participants, data collection techniques and ways of analysing data were also looked at. Ways

of ensuring trustworthiness of data such as triangulation of methods were also discussed in the chapter. Ethical issues such as informed consent, confidentiality and no harm were also looked at, showing the significance of ethics in research. With the chapter having managed to look at the methodological issues that underpinned the study, the next chapter focuses on presenting findings of the study, analysing and discussing those findings.

CHAPTER FOUR: PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

The study examined the contribution of entrepreneurship in sustaining the operations of disability organisations focusing on Danhiko as the case study. The chapter presents findings that were obtained through qualitative research methodology using in-depth interviews and key-informant interviews. The findings of the study will also be presented in line with literature that was canvassed in chapter two. The findings will be presented in terms of themes that have emerged from the study and these themes will be presented in line with the objectives of the study.

Twelve persons with disabilities and five key-informants participated in this qualitative study. Of the twelve participants with disabilities who participated in the study, seven participants were female and five of them were male. Participants who took part in the study also had different forms of disabilities, five of them, have physical disabilities, three of them are visually impaired, two of them have hearing impairment, one of them have multiple disabilities and the one has albinism. These participants were purposively selected. The youngest participant was aged twenty and the oldest was aged fifty-five.

This section presents themes that emerged as the researcher sought to investigate the contribution of entrepreneurship in sustaining the operation of disability organisations. Using qualitative research approach, several themes on the contribution of entrepreneurship in sustaining the operation of disability organisations. The themes that emerged will be presented per objectives of the study.

This section presents the theme that emerged in trying to pursue the first objective and as the study tried to answer the research question. The need for all organisations to have sustainable source of funding to sustain the operations of all organisations was the main argument of the study. This emanates from empirical and anecdotal evidence that points out that if organisations such as disability organisations continue to depend on

unsustainable funding for their operations, disability organisations will perennially continue failing to fulfil their mandates. In their studies, Munyoro *et al.* (2017); and Munyoro and Ncube (2020) highlight the need for all organisations to be entrepreneurial. Several scholars such as Moore (2005) and Emmerson (2015) point out that depending on unsustainable sources of funding as one of the main factors causing failure of many organisations in developing countries. Taking it from the arguments put forward by the scholars, the study sought to interrogate the significance of entrepreneurship in sustaining the operation of disability organisations. This is so because the researcher advocates that there is need for disability organisations to depart from the culture of depending on donor funding for survival.

Entrepreneurship is very critical in sustaining the operation of organisations, disability organisations not in exception. Over the past years, donor funding has been dwindling and several organisations have emerged, and this led to immense competition for funding. Apart from disability organisations, other institutions advancing the welfare of different groups such as children's homes, old people's homes and other organisations must have entrepreneurial culture as that helps in sustaining their operation.

The participants and key-informants who took part in the study confirmed that entrepreneurship is very critical in sustaining the operation of disability organisations. Those who participated averred that disability organisations must be entrepreneurial as that will help in sustaining the operation of disability organisations. Entrepreneurship helps in complementing donor funding that many organisations depend on for their day-to-day operations. Through entrepreneurship, organisations will have a sustainable source of income.

Confirming the importance of entrepreneurship in sustaining the operation of disability organisations, one of the key-informants revealed that:

Organisations must be entrepreneurial as that will help in their operation.

Commenting on the same issue, another participant who worked for a disability organisation for many years revealed that entrepreneurship is very important in sustaining the operation of disability organisation. The key-informant revealed that:

Over the past years, getting funding has been difficult due to competition... organisations must start income generating projects to fund their operations

There was a consensus on the significance of entrepreneurship among participants and key-informants who were interviewed in the study. They agreed that entrepreneurship is central if disability organisations' operations are to be sustainable. This is so because solely depending on donor aid has proved to be not sustainable. Narrating on the importance of entrepreneurship, one of the key-informants advocated that there is need for all managers of disability organisations to be trained to become entrepreneurial. The sentiments put forward by the participant were against the backdrop that disability organisations depend on donor funding, and this has proved to be very unsuitable. Some disability organisations that depended on donor funding have even collapsed due to the dwindling of donor aid.

From the selected narrations and discussions above, entrepreneurship is very significant. The quotations are given above clearly shows that entrepreneurship is very critical in sustaining the operation of disability organisations. Bergmann, (2010) argues that entrepreneurship strengthens the income of disability organisations and complement other sources of funding. Some sources of funding such as donor funding may dwindle due to competition and other factors but if organisation has other sources of income, it will be able to sustain its operation. This resonates with Munyoro *et al.* (2017) who argue how entrepreneurship is of paramount importance in every organisation. Munyoro *et al. (ibid)* further buttress the fact that entrepreneurship is very critical especially due to dwindling of donor funding that most organisations depend on. Entrepreneurship is therefore very critical in sustaining the operation of disability organisations. In a study conducted by Munyoro and Phiri (2019) It was discovered that entrepreneurship helps organisations to sustain their operations as it helps

organisations to have income even if donor funding is not available. Entrepreneurship is therefore very critical as it can be used as safety net for disability organisations in Zimbabwe.

Keeping in thrust with the qualitative research approach that was utilised to have an in-depth understanding of persons with disabilities' perceptions and key-informants' opinions and lived experiences on the importance of entrepreneurship in sustaining the operation of disability organisations, the participants and key-informants expressed that entrepreneurship is very significant in sustaining the operation of disability organisations. Their perceptions clearly show that disability organisations must not solely depend on donor aid to sustain their operations. Bromideh (2011) concludes organisations that solely depend on donor aid face many challenges.

Those who were interviewed in the study contended that entrepreneurship has several benefits. One of the key-informants contended that entrepreneurship is of paramount importance as it ensures disability organisations will not solely depend on donor funding, something that has proved not to efficacious for many years. In an interview with the researcher, the key-informant emphasised that all disability organisations must be entrepreneurial as that ensures that they will not entirely depend on donor funding.

Implicit to the above submissions is the fact that just like other entities, disability organisations must take entrepreneurship issues very serious. The reason being if they continue to entirely depend on donor funding, they will fail to sustain their operations especially in the environment where several disability organisations have emerged and donor funding continues dwindling, there is need for all organisations to have their own reliable source of funding that will enable them to sustain their operations. If they continue depending on donor funding, some of them will end up closing as was witnessed over the past decade.

This and other narratives that were given by participants and key-informants clearly shows that entrepreneurship is of paramount importance in sustaining the operation of disability organisations. The participants'

arguments clearly show that there are several advantages of being entrepreneurial. They contended that if disability organisations become entrepreneurial, they will be able to fulfil their mandates without necessarily depending on charity. Participant 4 argued that:

If disability organisations become entrepreneurial, they will be able to champion the rights of persons with disabilities and they will be able to educate them about their rights.

However, most disabilities are not able to conduct workshops with persons with disabilities and to implement programs to empower them because disabled persons organisations are not entrepreneurial thus making it hard for them to emancipate persons with disabilities. Drawing from the above narratives, it can be argued that those who took part in the study generally concurred that entrepreneurship is very significant. For them, entrepreneurship enables disabilities to sustain operations and it they have pinned their hopes on disabilities becoming entrepreneurial as that will help in empowerment of persons with disabilities. Oliver (1990) emphasises on the importance of empowerment if persons with disabilities to reduce poverty among persons with disabilities.

In the study, the researcher discovered that disability organisations do not have entrepreneurial culture, and this makes it hard for the organisations to sustain their operations. Entrepreneurial culture has become increasingly important, especially in a complex, uncertain, volatile, and uncertain (VUCA) environment. The importance of entrepreneurial culture in every organisation resonates with Munyoro *et al.* (2017) and Guiso *et al.* (2015) who argue that having entrepreneurial culture helps to enhance the income of those organisations thus making them financially stable. An increase in competition among organisations that was worsened by dwindling of funding is a clear indication that organisations need to have entrepreneurial culture as that will help them to sustain their operation.

Having entrepreneurship was observed to be very critical for organisations as that gives them resilience and have better financial position to sustain their operation. The dwindling of donor funding is a wakeup call that clearly indicates that there is need for better sources of funding. Munyoro *et al.* (2017) argue that organisations with entrepreneurial culture are better off as

compared to those that solely depend on donor funding. Participants felt that although having entrepreneurial culture is of paramount importance. However, participants bemoaned that there is no entrepreneurial culture in disability organisations, and this is one of the key factors contributing to the failure of disability organisations.

In line with the second objective of investigating the extent to that disability organisations have entrepreneurial culture, the study sought to investigate the difference it will make if disability organisations have entrepreneurial culture. Participants and key-informants in the study revealed that if disability organisations have an entrepreneurial culture, they will be able to fulfil their mandates without necessarily begging for donations. This will in a long run emancipate persons with disabilities from the shackles of poverty that are precipitated because most persons with disabilities are ill-prepared for the working world.

The participants revealed that there are several if disability organisations become entrepreneurial, they will be able to advance the rights of persons with disabilities. Testifying on the need for disability organisations to have entrepreneurial culture, one of the key-informants revealed that:

If disability organisations have resources, they will be able to educate persons with disabilities about their rights'. Another participant revealed that if disability organisations have resources, they will be able to come up with and implement programs that empower persons with disabilities... due to resource constraints some of the programs remain white elephants

Several scholars revealed that entrepreneurship is very critical as it improves the financial status of organisations. With better financial positions, disability organisations will be able to fulfil their mandates, something that most of the disability organisations are failing to do due to lack of funding. Another participant also revealed that:

If disability organisations have resources, they will be able to conduct workshops to ensure everyone and those who are in leadership positions understand policies and programs for persons with disabilities...

On the same note, one of the female participants perceived lack of entrepreneurship as the chief cause of failure of disability organisations to sustain their operations. In her submission on why entrepreneurial culture is of paramount importance among disability organisation in Zimbabwe, the participant argued that there is need for disability organisations to move from the culture of depending on charity as it has proved to be unsustainable for many years. She said that if disability organisation adopts entrepreneurial culture, they have a reliable funding that they will use to fund their operations, something that most organisations are failing to do due to high dependence on donor fund. Therefore, it can be argued that there is need for disability organisations to have entrepreneurial culture because if they continue depending on unsustainable funding, they will not be able sustain their operations Akuegwu and Nwi-Ue (2016) cited in Munyoro and Phiri (2019) argue how entrepreneurship is of paramount importance as it contributes to economic growth.

The narrations given above show that although disability organisations hardly have entrepreneurial culture, the participants clearly acknowledge the significance of entrepreneurship culture. With donor funding dwindling, it is critical for disability organisations to have entrepreneurial culture. Traditionally, churches entirely depended on tithe and money paid by the congregants (Munyoro *et al.*, 2017). However, over the past years there has been a paradigm shift as churches now have entrepreneurial culture, a clear indication that every organisation must have entrepreneurial culture. A tour of children's homes and prisons and correctional services shows that entrepreneurial culture has improved in many organisations. It can therefore be argued that disability organisations must not fold their hands while entirely depending on donor funding, there is need for them to embrace entrepreneurial culture because it will help to sustain operations (Agere, 2014). The above arguments clearly show that disability organisations do not have entrepreneurial culture. As a result of lack of entrepreneurial culture, disability organisations are finding it hard to sustain their operations.

In the study, the researcher discovered that disability organisations depend on several sources of funding for their operations. Persons with disabilities

depend on donor funding, school fees paid by students enrolled for different courses at Danhiko, funding that comes from the government

In the study, donor funding was discovered to be one of the sources of funding disability organisations depend on to fund their operations. Donors give disability organisations aid in form of cash and in kind. Key-informants who took part in the study discovered that disability organisation depend on donor funding to fund their operations.

Narrating donor funding as one of the sources of funding, one of the key-informants who works at one of the disability organisations in Zimbabwe for many years revealed that donor funding is very critical in the day-to-day operation of disability organisation. The key-informant narrated that:

donor funding is one of the sources of funding that disability organisations depend on in their day-to-day operations... donors donate funding, food handouts and clothing to disability organisations and this helps very much....

Despite warning organisations not to depend donor funding due to inherent weaknesses of depending on donor funding, Munyoro *et al.* (2016) acknowledges that many organisations depend on donor funding. Odhiambo, L. A (2019) observe how most disability organisations across the globe still depend on donor funding. Donors give them aid in monetary and non-financial aid.

People who enrolled at Danhiko Projects for different vocational training courses pay tuition and that tuition is used to fund operations. One of the participants who took part in the study told the researcher that they pay fees at Danhiko and that fees is used to buy the needs of persons with disabilities institutionalised at Danhiko. Chronicling fees paid by persons with disabilities as one of the sources of funding used to fund the operations at the disability organisation the participant revealed that:

pano hatigari mahara tinobhadhara mari... mari yatinobhadhara ndiyo inozoshandiswa kutenga zvatinoshandisa pano...

(We don't stay for free here.... We pay... the money that we pay is the one that is then used to buy what we use while we will be here...)

Another participant revealed that she has been paying school fees at the disability centre

Participant 1 narrated that:

kubva ndichitanga kugara pano ndaigobhara mari... handina kana gore randakambagara mahara...(I have always been paying ever since I enrolled here I have never stayed here for free...)

Although many scholars have concluded that disability organisations solely depend on donor funding as their source of funding, this discovery clearly shows that disability organisations do not depend on one source of funding for their operations.

Though many scholars revealed that disability and poverty are heavily interlinked concepts, this finding clearly shows that some persons with disabilities are not living in absolute poverty and this is contrary to findings by UN (2017) that argued that there is a strong relationship between disability and poverty. The study discovered that some of them can afford to pay for their own school fees. Some of the participants who were interviewed by the researcher revealed that they have never defaulted paying their school fees, a clear indication that some of them are not living in absolute poverty. School fees by those who have enrolled for different courses at disability organisations is therefore an important source of funding as it helps to complement donor funding that most organisations normally depend on. However, donor funding has since dwindled thus making school fees paid by persons with disabilities a very important source of funding.

Funding from the government is another source of funding that disability organisations in Zimbabwe depend on for their operations. Although the participants who were interviewed bemoaned that funding from the government is inadequate, they are getting financial assistance from the government.

One of the participants narrated that as a disability organisation they have been getting funding from the government for many years. The interviewee acknowledged that although this funding is inadequate, funding from the government helps in the operation of disability organisation. The interviewee said:

.... Although funding from the government is not immediately availed, funding from the government help our organisation ...

Another participant revealed:

the government is one of the main funders of our operations... without support from the government it will be difficult for us to get funding...

This finding does not resonate with Furphy (2013) who argues organisations operating in developing countries are not getting funding from the government. In the study, it was discovered that although the funding from the government is not adequate, the government give a hand in the funding of disability organisation.

With the last section having presented sources of funding disability organisation depend on to fund their operations, this section presents the sustainability of those of funding. Through in-depth interviews, the researcher discovered that most of the sources of funding that disability organisations are not sustainable.

Although disability organisation depends on donor funding, the study discovered that this source of funding is not sustainable due to n several factor. Over the past years, there has been an increase on the number of disability organisation. There increase in the number of disabilities inevitably led to competition for funding thereby making dependence on donor funding not sustainable. Narrating on depending on donor funding as not sustainable, one of the key-informants who worked at a disability organisation for many years revealed that the increase in the number of disability organisations has led to competition. The key-informant narrated that:

over the past years many disability organisations have emerged ... some of the donors whom we used to depend on for our funding are now funding those

disability organisations that have emerged, and this makes it hard for us to get adequate funding

Narrating on the same issue of depending on donor funding as being unsustainable, one of the participants revealed some of the donors promise funding but most of them fail to fulfil their promises. The participant echoed that:

there are some donors who promise to buy goods and what is needed at disability organisations but some of them fail to fulfil their promises.

The testimonies that were given by participants clearly shows that disability organisations still depend on donor aid to sustain their operations. This finding is the same as was discovered by Moore (2005) cited in Munyoro *et al.* (2017) who argues that organisations in developing countries generally depend on donor funding for their survival. However, depending on donor funding is not a sustainable especially due to dwindling of donor funding and increase in competition for funding due to increase in competition for funding. Those managing disability organisations must be in a position to know the weaknesses of depending on donor funding. Over the past years, donor funding has dwindled (Munyoro *et al.*, 2017) and with the outbreak of pandemics, funding may continue dwindling as more resources will be channelled towards the pandemic. Thus organisations that entirely depend on donor funding will find it hard to survive. Due to dwindling of donor funding, some organisations across the globe, Zimbabwe not in exception have either downsized or closed. It can therefore be argued that disability organisations must not entirely depend on donor funding for their survival.

The study discovered that school fees paid by people who have enrolled for different vocational training courses is one of the sources of funding used by disability organisations. Although the institution ideally enrolls both persons with disabilities and non-disabled persons, persons with disabilities constitute the majority of those who have enrolled for different vocational courses. This is so because persons with disabilities are the main target group as the organisation strives to emancipate persons with disabilities from the shackles of poverty.

However, many persons with disabilities find it hard to pay school fees. Takunda, one of the participants who took in the study revealed that it was difficult for him to pay school fees needed at the institution. He revealed that he has defaulted payment of fees for very long period of time. The participant narrated that:

...tinofanira kubhadhara school fees asi nyenya yekushaya mari ndakapedzisira kubhadhara pave nenguva...

(we are supposed to pay school fees here but due to financial constraints, I last paid school fees long back.)

This finding resonates with UN (2015); World Bank (2018) that concurs that there is a strong nexus between poverty and disability. Due to disability, persons with disabilities and the families of persons with disabilities live in absolute poverty thus making it hard for them to have disposable income to pay school fees needed at disability organisations. Failure by persons with disabilities to pay fees that is needed at disability organisations inevitably makes it hard for disability organisations to have sustainable finance.

Through the study, the researcher discovered that disability organisations are facing a myriad of challenges. This section presents the challenges that are being faced by disability organisations and factors that precipitate those challenges.

Poverty is one of the main challenges that is faced by disability organisations in Zimbabwe. This challenge has short term and long term effects. One of the key-informants revealed that poverty is one of the main challenges that is faced by disability organisations. The key-informant revealed that:

many persons with disabilities live in poverty hence they find it hard to pay their school fees... most of them eventually drop-out of school because of financial constraints...

This finding is in tandem with World Bank (2015) that reports that there is nexus between poverty and disability. The issue of poverty among persons with disabilities makes it hard for them to pay their school fees and this disadvantages service providers because the service provider will be in need of that school fees to sustain the operation of the organisation where those who are failing to pay school fees will be enrolled at.

The study discovered that one of over the past years, there have been changes on donor priorities. Some donors who have been giving aid to the disability organisations have since ceased doing so, leaving disability organisations that entirely depend on donor funding for their survival in quagmire. Some disability organisations have since closed down while some even suffered a still birth due to changes in priorities. The change in donors' priorities was confirmed by the participants in the following.

In an interview with the researcher, one of the social workers who worked for a disability organisation for many years revealed that due to myriad of challenges that have emerged over the past years, some donors who used to contribute in the operation of disability organisations have since withdrawn thereby making it hard for disability organisations to survival. The social worker revealed that:

kune ma donor akwanda aimbobatsira ma disability organisation asi mamwe ave kubatsira mamwewo ma organisations (there are several donors who used to help disability organisations in many ways but they are no longer helping disabled persons organisations)

Another participant who was interviewed said over the past years donors have changed their priorities. The interviewee revealed that some events and the outbreak of pandemic made some donors to change their priorities. The participant said:

...In the 1980s, there were several donors that were supporting disability organisations as they tried to assist those who were left handicapped because of war... However, due to HIV/AIDS pandemic some donors who were giving aid to disability organisations started channelling their resources towards fighting of HIV/AIDS...

The narrations given above shows that change in donor funding has severely affected disability. This so because disability organisations depend on donor funding. The emergence of other challenges has prompted donors to channel their resources towards more pressing issues. This finding resonates with Parks (2008) who argues that entirely depending on one donor is very dangerous because if donor's priority changes, an organisation will be severely affected, and some will even close. The selected narrations show that

changing in donors' priorities have caused some disability organisations to close. Therefore, it can be argued that entrepreneurship is very critical in sustaining the operation of disability organisations as it helps the organisations not to entirely depend on donor funding for survival.

Lack awareness of another challenge faced by disability organisations that was discovered in the study. There are several windows of opportunities available for disability organisations to apply for funding. However, due to lack of funding, disability organisations do not apply for funding. This was confirmed by the following narrations.

One of the participants who managed different disability organisations over the past years revealed that one of the main challenges faced by disability organisations is lack of awareness. The participant revealed that:

I have worked for many disability organisations in Zimbabwe and across the region, while I was working there, I was not aware of the funding available and due to lack of awareness we were not applying for funding for funding...

Confirming lack of awareness as one of the challenges faced by disability organisations in Zimbabwe, another participant revealed that some disability organisations are not aware of the funding that is available and for those who are aware of the funding that is available, they are not aware of how to apply for the available funding. The interviewee revealed that:

...most disability organisations are not aware of how they can apply for funding.... funding may be there but if disability organisations do not know how to apply for funding, they will not be able to apply for the available funding...

The findings clearly show that lack of awareness is one of the main challenges faced by disability organisations. This resonates with Schieneiker (2016) who argues that some organisations are not aware of funding that is available. Due to a lack of knowledge, disability organisations fail to apply for the available funding. is of the view that many organisations across the globe depend on donor funding for their survival. Disability organisations in Zimbabwe are not in any way spared on the issue of depending on donor

funding for their operations. Therefore, if disability organisations are not aware on the available funding and the procedures, they must take to apply for funding, it will be difficult for disability organisations to sustain their operation.

Donor preference is another challenge that is faced by disability organisations in Zimbabwe. It was discovered that donors prefer to fund well known organisations and organisations that are undertaking programs that benefit most people. Considering that disability is a cause of concern among donors, donors prefer to give aid to other organisations as compared to giving aid to disability organisations. This was confirmed by the participants in the following narrations.

One of the participants who was interviewed revealed that;

Donors prefer to fund organisations that are well known, and this makes it hard for emerging organisations to get funding

Another participant added that:

... many donors don't know disability organisations... they give to organisations that are popular for example organisations that deal with orphans and vulnerable children...

The narrations that were given by the participants clearly show that donors' preference to give aid to other organisations is one of the main challenges faced by disability organisations in Zimbabwe. Mtetwa (2015) argues that in an uncertain and competitive environment where several organisations compete for resources, it is difficult for disability organisations to get financial support. This is so because donors prefer to give aid to organisations that are dealing with issues that are viewed as a cause of concern.

It was discovered that lack of government support is another challenge faced by disability organisations in Zimbabwe. Participants and key-informants who were interviewed revealed that the government is not supporting them, and this makes it hard for them to sustain their operation. The participant revealed that although they are entitled to get funding from the government, the government is not giving them adequate support thus

making it hard for them to sustain their operations. The selected participants' sentiments confirmed that the lack of government support is one of the main challenges faced by disability.

One of the participants bemoaned that:

...The government is not giving us support and this makes it hard for us to run our organisation...

Confirming the same issue, another participant revealed that:

.... Previously the government used to support us in many ways... we used to get funding from the government and the funding that we were receiving from the government helped us to fund our operations and to improve the lives of persons with disabilities...

The selected narrations given above clearly shows that lack of government support is one of the main challenges faced by disability organisations in Zimbabwe. This finding is in tandem with Furphy (2013) who argues that governments in developing countries do not support organisations that are complementing them. Furphy (2013) further criticises the governments in developing countries for failing to give financial resources to organisations to organisations that are filling the gap left by the government.

The study discovered that competition is another challenge that is faced by disability organisations. Over the past years, several organisations have emerged, and this inevitably made increased competition among organisations operating within the same sector. Organisations that have emerged have led to increase in competition for funding. Emerging of new organisations is a challenge because some organisations are finding it hard to get funding. The issue of competition as one of the main challenges faced by disability organisations in Zimbabwe was confirmed by the participants in the following selected narrations.

One of the participants revealed that several disability organisations have emerged over the past years, and this has led to increase in competition. The participant lamented that:

Over the past years several organisations have emerged and that intensified competition for funding...

Commenting on the issue of competition for funding as one of the main challenges experienced by disability organisations in Zimbabwe, another participant commented that:

.... Disability organisations in Zimbabwe used to be very few but now they have increased... the increase in the number of disability organisation obviously led of competition for funding...

This finding resonates with Batti (2014) who acknowledges that over the past decade several organisations have emerged and this led to increase in competition. The selected narrations above clearly show that several disability organisations have emerged in the past and this led to increase in competition. Before many organisations started mushrooming, there were very few disability organisations in Zimbabwe hence it was very easy for those organisations to get funding because very few organisations would compete for funding. It can therefore be argued that increase in competition is a very big challenge for disability organisations as it makes it hard for disability organisations to get funding. The issue of competition that has intensified over the past years clearly shows that there is need for disability organisations that are sustainable because with competition for funding on the rise due to mushrooming of disability organisations, competition for funding will continue to increase hence the call for disability organisations to become entrepreneurial.

Given that disability organisations are complementing government's efforts to improve the welfare of persons with disabilities and they are entitled to get funding from the government. What leaves the researcher with more questions is why disability organisations are finding it hard to sustain their operation. From participants and key-informants' perspective, perceived lack of importance of disability organisations as one of the main reasons why disability organisations are not getting adequate support from the government and other stakeholders.

With the issue of perceived lack of importance of disability organisations as one of the main reasons why disabled persons organisations are finding it hard to get funding, the key-informant commented that:

The main challenge that is faced by disability organisations is that they are viewed as organisations that do not make any meaningful contribution....

Concurring to the submissions above, another participant revealed that:

I have worked for disability organisations for many years... while working there I have seen very few calls for proposals for disabled persons organisations to apply for funding... but in have seen several calls for other organisations to apply for funding...

From the above findings, how the government and other stakeholder erroneously perceive disabled persons organisations as organisations that do not make any meaningful contribution are the main reason why disabled organisations are struggling. The above finding does not resonate with government vision 2030 and sustainable development goals' main promise of 'leaving no one behind'. Participants' narratives clearly show that despite having signed and ratified several conventions that as a promise to emancipate persons by supporting organisations that deals with persons with disabilities, the situation on the ground clearly shows that more needs to be done to improve how disabled persons organisations are viewed. The finding is in line with Munska (2012) who discovered that persons with disabilities are not seen as people who do not make any meaningful contribution.

This chapter has successfully managed to present the findings of the study that were obtained through different research instruments. From the findings presented above, there is a consensus among participants and key-informants that entrepreneurship is very important in sustain the operation of disability organisations. The findings also reveal that disability organisations do not have entrepreneurial culture hence a clarion call for them to have entrepreneurial culture. The findings were analysed and discussed in line with literature reviewed in chapter two with the chapter having managed to present, analyse, and discuss findings, the next chapter is dedicated to giving a summary of the study, study conclusions and then proffer recommendations. Those recommendations will be proffered to different stakeholders. The recommendations to be proffered will be derived from the findings of the study that have been presented.

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.

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Synopsis

The study from which this monograph sprang from, critically examined the contribution of entrepreneurship in sustaining operations of disability organisation. The objectives of the study were: to investigate the significance of entrepreneurs, to assess the extent to which disability organisations have entrepreneurial culture, to assess sourcing used by disability organisations in funding their operations and to examine the effectiveness of those sources of funding in sustaining the operation of disability organisations. Qualitative research methodological approach was utilised in the study. In-depth interviews and key-informant interviews were used to collect data from fourteen participants who were selected using purposive sampling technique. The collected data was analysed using thematic data analysis. The study reveals that entrepreneurship is very important as it sustains operations of disability organisations. Entrepreneurship complements income of disability organisations. The study also brings to the fore the fact that disability organisations do not have entrepreneurship culture. Some of the sources of funding that were revealed in the study include donor aid, school fees and government support. The study has found that sources of funding disability organisations depend on are both ineffective and unreliable. This is due to donor fatigue and change in funding preferences. Disability organisations are facing several challenges; chief among them, poverty and lack of support from the government and failure of persons with disabilities to pay school fees. The study recommends that there is need for all disability organisations to be entrepreneurial. There is also need for donors to use empowerment model and desist from charity model that creates dependence. There is also need for government to support disability organisations.

About the Author



Manzvera Notion is a holder of Masters of Science degree (Msc) in Social Work from the University of Zimbabwe. He is also a holder BSc degree in Social Work from the same institution. He is also registered social worker who currently works at Zimbabwe Ezekiel Guti in the department of Social Work as a lecturer. Manzvera Notion has over seven years' experience of teaching and supervising social work students. His research interests are disability, social protection, women empowerment, socio-economic development, entrepreneurship, livelihoods and survival strategies.