SURVIVAL STRATEGIES OF NON-PROFITABLE ORGANISATIONS IN SOUTH AFRICA:
A QUALITATIVE MULTIPLE-CASE STUDY

by

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DECLARATION

SURVIVAL STRATEGIES OF NON-PROFITABLE ORGANISATIONS IN SOUTH AFRICA: A QUALITATIVE MULTIPLE-CASE STUDY

I declare that the above thesis is my own work and that all the sources that I have used or quoted have been indicated and acknowledged through complete references.

I further declare that I submitted the thesis to originality checking software and that it falls within the accepted requirements for originality.

I further declare that I have not previously submitted this work, or part of it, for examination at Unisa for another qualification or at any other higher education institution.

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The quest with this research was to satisfy my need to determine how generous managers keep their NPOs going, as I know, from decades of involvement with marginalized people, how much they need support. During the interviews for this research, I met astounding and dedicated managers and board members. I am in awe of how they cope and make do with what they have, despite gruelling demands and circumstances, which now during the Covid-19 pandemic is even more so. They were emphatic that their services are geared towards excellence, and they settled for nothing less. The research depended entirely on these strangers and their organisation's participation in this research. I had no jurisdiction over their participation and approached them out of the blue. These participants gave up valuable working time for the interviews and provided documentation, which took time to sort. I perceived them to share their

knowledge honestly and without conditions, and all voiced their appreciation for the opportunity to contribute to my research.

Each of these managers, and many more like them, deserve accolades for their continued determination and commitment to serve their specific organisations. Such people are the backbone of society, with whom one can transform a hill into a mountain.

ABSTRACT

The study responds to calls for research within wider contexts. In particular, it is positioned within the South African non-profitable sector – non-profitable organisations (NPO) – in social care. The non-profitable sector is also called the Third Sector, and this research adopted the strategy-as-practice perspective to explore the strategy in this sector. The study investigates how managers and leaders of these NPOs strategise to sustain their organisations and services in a changing and demanding environment. The survival of NPOs is affected by a range of constraints linked to personnel, finances, resources, volunteering, and continuous increase in demand for social care. These constraints require managers and leaders of non-profitable organisations to devise strategies and practices to ensure success and sustainability.

The findings of this study confirm the need for resilience to survive over the long term. The findings indicate that NPOs need to adapt to the external and internal environments constantly. Leadership drives resilience through governance and maintains services that are fit-for-purpose for the ever-changing needs of the society they serve. Adapting practices should react to changes through training and retraining, meticulous reporting to partners and other financiers, and complying with their governing entities by applicable legal statures and strict financial control. Adapting is amongst the most important practices identified through this study. A leadership style that enables sustainability was specifically highlighted.

Through semi-structured interviews, the researcher uncovered strategic practices of longstanding NPOs to identify the strategies that contribute to long-term survival. Leaders in different management positions shared detailed descriptions of their practices, which served as the data for this research. The data provided the opportunity to research the strategy from a practical perspective, and were confirmed by secondary documents. Using the strategy as practice paradigm, the researcher identified strategic practices within drivers of value and found them to be contributing toward sustainability. The strategic practices were then organised in themes and assertions toward the theory of sustainability regarding these service organisations. The practices influence the stages of the organisational life cycle in a collective system of practices, leading to identifying a phase within the life cycle that contributes to resilience and renewal to aid survival and sustainability.

Implementation strategies in the organisations provide good governance inclusive of reporting adequately. They also provide good leadership to ensure stable personnel committed to working together as a team and establish a culture of fit-for-purpose in service delivery. Most important is adapting towards resilience in the short term and developing resources to provide financial stability.

KEY TERMS

Non-profitable organisations; Strategy-as-practice; Strategy; Strategising practices; Qualitative research; Volunteers; Resilience; Sustainability; Fit-for-purpose; Drivers of value; Organisational life cycle; Third Sector

OPSOMMING

OORLEWING-STRATEGIË VAN NIE-WINSGEWENDE ORGANISASIES IN SUID AFRIKA:
’N KWALITATIEWE VEELVULLDIGE GEVALLESTUDIE

Hierdie studie is in reaksie op die oproep om navorsing in breë kontekste onderneem. Dit is in die Suid-Afrikaanse sektor sonder winsoogmerk – organisasies sonder winsoogmerk (OSW’s) – in maatskaplike sorg onderneem. Die sektor sonder winsoogmerk word ook die Derde Sektor genoem. In hierdie navorsing word die strategie-as-praktykperspektief gevolg om strategieë in die sektor te verken. Die strategieë wat bestuurders en leiers van OSW’s formuleer om in ŉ veranderende en veeleisende omgewing hulle organisasies volhoubaar te bedryf en dienste te lewer, word ondersoek. OSW’s het met allerlei beperkings te kampe waaronder ŉ gebrek aan personeel, finansies, hulpbronne en vrywilligers benewens die immergroeiende vraag na maatskaplike sorg. Weens hierdie beperkings moet bestuurders van organisasies sonder winsoogmerk strategieë bedink en bepaalde praktyke toepas sodat hulle organisasies suksesvol en volhoubaar bedryf word.

Die bevindings van hierdie studie bevestig die noodsaak van veerkrag om op die duur te oorlewe. Die bevindings laat blyk dat OSW’s hulle voortdurend by die eksterne en interne omgewing moet aanpas. Bestuurders openbaar veerkrag in die wyse waarop hulle hul organisasies bestuur en doelgemaakte dienste volgens die immerveranderende behoeftes van die samelewing lewer. Praktyke moet deur opleiding en heropleiding volgens veranderings aangepas word. Voorts moet noukeurig verslag gedoen word aan vennote en finansiers, en bestuurders moet aan die wet voldoen en streng finansiële bestuur toepas. Aanpasbaarheid is een van die belangrikste praktyke wat in hierdie studie aangetoon word, en nadruk word gelê op ŉ leierskapstyl wat volhoubaarheid vooropstel.

Die navorser het halfgestruktureerde onderhoude oor die strategiese praktyke waaraan organisasies hul oorlewing te danke het, met gevestigde OSW’s gevoer. Leiers in verskillende bestuursposte het hulle praktyke uitvoerig beskrywe. Hulle beskrywings was die data vir hierdie studie. Die geldigheid van die data word in verskeie sekondêre dokumente gestaaf. Die bestuurspraktyke is uit ŉ praktiese oogpunt ondersoek. Volgens ŉ praktykparadigma is strategiese praktyke in waardedrywers aangetoon wat op grond van die bevindings tot volhoubaarheid bydra. Daarna is

die strategiese praktyke volgens tema en stellings oor die volhoubaarheidsteorie rakende hierdie diensorganisasies gerangskik. Die praktyke beïnvloed die stadia van ŉ organisasie se lewensiklus in ŉ kollektiewe praktykstelsel. Gevolglik kan ŉ stadium in die lewensiklus geïdentifiseer word wat tot veerkrag en vernuwing bydra met die oog op oorlewing en volhoubaarheid.

Die strategieë van die organisasies in hierdie studie kom neer op goeie bestuur en behoorlike verslagdoening. Bestuurders openbaar goeie leierskap, die bestendige personeel werk as ŉ span saam, en ŉ kultuur van doelgemaakte dienslewering heers in hierdie organisasies. Afgesien van aanpassing met die oog op veerkrag in die kort termyn, is die aanpassing en ontwikkeling van hulpbronne vir finansiële stabiliteit van die allergrootste belang.

KERNBEGRIPPE

Organisasies sonder winsoogmerk; Strategie-as-praktykperspektief; Strategie; Strategieberamingspraktyke; Kwalitatiewe navorsing; Vrywilligers; Veerkrag; Volhoubaarheid; Doelgemaak; Waardedrywers; Organisasie se lewenssiklus; Derde Sektor

TSHOBOKANYO

DITOGAMAANO TSA GO TSWELELA GO NNA TENG TSA DITHEO TSE DI SA DIRENG LOTSENO MO AFORIKABORWA: THUTO YA DIKGETSIDINTSI MME E LEBELELA MABAKA

Thutopatlisiso e tsibogela boikuelo jwa gore go nne le dipatlisiso tsa bokao jo bo anameng. Tota tota, thutopatlisiso e theilwe mo lephateng le le sa direng lotseno la Aforikaborwa – ditheo tse di sa direng lotseno (NPO) – mo tlhokomelong ya loago. Lephata le le sa direng lotseno le bidiwa gape Lephata la Boraro, mme patlisiso eno e tsere molemo wa togamaano-jaaka-tiragatso go tlhotlhomisa togamaano mo lephateng leno. Thutopatlisiso e batlisisa ka moo batsamaisi le baeteledipele ba diNPO tseno ba logang maano ka gona go tsweletsa ditheo le ditirelo tsa bona mo tikologong e e fetogang le e e lopang go le gontsi. Go tswelela go nna teng ga diNPO go amiwa ke ditlhaelo di le mmalwa tse di amanang le badiri, ditšhelete, ditlamelo, boithaopo, le go koketsego e e tswelelang pele ya topo ya tlhokomelo ya loago. Ditlhaelo tseno di tlhoka gore batsamaisi le baeteledipele ba ditheo tse di sa direng lotseng ba dire ditogamaano le ditiragatso go netefatsa katlego le go nnela ruri.

Diphitlhelelo tsa thutopatlisiso di tlhomamisa botlhokwa jwa kgotlhelelo go tswelela go nna teng mo pakeng e e telele. Diphitlhelelo di supa gore diNPO di tlhoka go nna di itlwaetsa seemo sa kwa ntle le sa ka fa gare. Boeteledipele bo bona kgotlhelelo ka taolo le go tsweletsa ditirelo tse di maleba tsa ditlhokego tse di nnang di fetoga tsa setšhaba se bo se direlang. Ditiragatso di tshwanetse go tsibogela diphetogo ka katiso le katisosešwa, dipegelo tse di matsetseleko go balekane le batlamedi ba bangwe ba ditšhelete, le go obamela ditheo tsa taolo ka melao e e maleba le taolo e e tsepameng ya ditšhelete. Go itlwaetsa seemo go magareng ga ditiragatso tsa botlhokwatlhokwa tse di supilweng mo thutopatlisisong eno. Go sedimositswe thata boeteledipele jo bo kgontshang go nnela leruri.

Ka dipotsolotso tse di batlileng di rulagane, mmatlisisi o upolotse ditiragatso tsa togamaano tsa diNPO tse di sa bolong go nna gona go supa ditogamaano tse di tshwaelang mo go tsweleleng go nna teng mo pakeng e e telele. Baeteledipele ba ba mo maemong a a farologaneng a boeteledipele ba neetse ditlhaloso ka botlalo malebana le ditiragatso tsa bona, tseo di dirileng jaaka data ya patlisiso eno. Data e tlametse ka tšhono ya go batlisisa togamaano ka mogopolo wa tiragatso mme

e tlhomamisitswe ke dikwalo tse dingwe. Ka tiriso ya togamaano ya molebo wa tiragatso, go supilwe di tiragatso tsa togamaano mo ditsamaising tsa boleng mme go fitlhetswe di tshwaela mo go nneleng leruri. Morago go ne ga rulaganngwa ditiragatso tsa togamaano ka meono le dipolelo go ya kwa tioring ya go tswelela go nna teng malebana le ditheo tseno tsa tirelo. Ditiragatso di tlhotlheletsa magato a sediko sa botshelo jwa setheo mo thulaganyong e e kokoantsweng ya ditiragatso, mme di lebisa kwa goreng go supiwe mo sedikong sa botshelo, legato le le tshwaelang mo kgotlhelelong le ntshwafatsong go thusa go tswelela go nna teng leruri.

Go diragadiwa ga ditogamaano tse di fitlhetsweng mo ditheong tsa thutopatlisiso eno di tlamela ka bolaodi jo bo siameng jo bo akaretsang go dira dipegelo ka tolamo. Gape go tlamela ka boeteledipele jo bo siameng go netefatsa gore go nna le badiri ba ba tsepameng e bile ba itlamile go dira mmogo jaaka setlhopha go tlhama setso se se siametseng tlamelo ya ditirelo. Sa botlhokwatlhokwa ke go itlwaetsa kgotlhelelo mo pakeng e e khutshwane le go itlwaetsa le go dira gore go nne le ditlamelo tsa tsepamo ya ditšhelete.

MAREO A BOTLHOKWA

Ditheo tse di sa direng lotseno; Mogopolo wa togamaano jaaka tiragatso; Togamaano; Ditiragatso tsa togamaano; Patlisiso e e lebelelang mabaka; Baithaopi; Kgotlhelelo; Go nnela leruri; Go nna maleba/go siamela tiro; Ditsamaisi tsa boleng; Sediko sa botshelo jwa setheo; Lephata la Boraro

GLOSSARY

Africa Stroke Organisation	An association for African countries that focuses on the treatment of individuals who have had a stroke
Broad-Based Black Economic Empowerment	BBBEE (short version BEE) is the guideline used for transformation towards socio-economic equity, in accordance with South African Act no 55 of 1998 (SA, 1998a)
Corporate Sustainability	Corporate sustainability entails meeting the needs of a firm's direct and indirect stakeholders (shareholders, employees, clients, communities) without compromising its ability to meet the needs of future stakeholders (Dyllick & Hockerts, 2002). Such sustainability is referred to as the Triple Bottom Line, or the Three P's (people, planet, and profits) (Edgeman, Eskildsen & Neely, 2015)
Corporate Social Responsibility	Organisational principles for management to act responsibly towards personnel, society peace, and the environment as a whole, not only for financial gain (Veldsman, 2019; 2014:90; Kantola, Barath, Nazir & Andre, 2016)
Computer-Assisted Qualitative Data Analysis Software	Data analysis software programs used as tools to manage data for qualitative research
Culture or Organisational Culture	Organisational culture is "the collective programming of the mind, which distinguishes the members of one organisation from another" (Hofstede, 1998:478)
Data, Information, Knowledge, and Wisdom	DIKW principles: Data, Information, Knowledge, and Wisdom (Dennis, Carspecken & Carspecken, 2013)

Drivers of Value	Value is the best indicator of an enterprise's performance results and integrates the internal and external environment (Kazlauskienė & Christauskas, 2008:23)
Emergent Strategy	Strategic actions that develop from a predetermined plan (Mintzberg & Waters, 1985)
First (Economic) Sector	The business sector that is managed for financial gain
Fit-for-purpose	Continuous assessment and implementation require changes to an organisation's strategy to allow for changes that become the suitable outcome (Veldsman, 2019:404–405): fit-for-purpose
Governance	To govern is to manage and lead. Using a governance operating model enables the board and executive leadership to organise the structure and mechanisms to govern consistently (Baret, Hida, Hatfield, Sandford & Vazirani, 2013:1)
Leadership	The strategic process of influencing people so that they will strive willingly and enthusiastically towards the achievement of the group's mission (Lynch, 2006:809)
Management	It consists of individuals who are responsible for performing the functions of planning, organising, leading, and controlling (Gibson, Ivancevich, Donnelly & Konopaske, 2009:16)
National Lotteries Commission	The National Lotteries Commission was established under the amendment of Act no 32 of 2013 to regulate funding and enable lotteries to raise funds to be allocated to organisations by distribution agencies (SA, 2020)
Non-profitable Organisation (NPO)	Not-for-profit operates without profit but for the common good. NPOs are independent of the state; they are usually for charities, trusts, and similar institutions (Lynch, 2006:643). NPOs are interchangeably called the Third Sector. The Third

	Sector is in answer to the public and private sectors: the First and Second economic sectors.
Non-Governmental Organisation (NGO)	In South Africa, an NGO is regarded as an NPO, but these organisations need not register with the Department of Social Development (DSD). Many individuals use the terms NGO and NPO interchangeably. An NGO is often referred to as a Community Based Organisation (See SA, No date 1997c)
Organisational Life Cycle Or Life Cycle	Adapted from the biological stages of life. In an organisational context, it loosely comprises a set of organisational activities and structures that change over time as an organisation grows and matures owing to internal and external circumstances. Organisations may revert to earlier stages or remain in a particular stage of development or progress towards decline or demise. There are many versions of a life cycle, but it is mostly divided into five stages (Lester, Parnell & Carraher, 2003:340)
Practices	Practices refer to the actual strategising and organisation of work (Jarzabkowski, Balogun & Seidl, 2007)
Practitioners	Practitioners are the individuals who are involved in the process or practice of strategising (Jarzabkowski, Balogun & Seidl, 2007)
Praxis	Praxis is the flow of activities that achieves strategy (Jarzabkowski, Balogun & Seidl, 2007)
Non-Profitable Organisation concerned with social care	An organisation that is registered as an NPO and renders services to the frail sector of community. It is not concerned with politics (SA 1997c)
Resources	A means of aid, support, capacity for finding means (Hayward & Sparkes, 1984:976)

Rewards	The result of a successful strategy that adds value to the organisation and the individual (Lynch, 2006:14) A means of aid, support, capacity for finding or devising means (Hayward & Sparkes, 1984:983)
Resilience	To spring back, rebound, resume its original shape (Hayward & Sparkes, 1984:97)
Second (economic) Sector	The public sector or governmental bodies
South African Department of Social Development (DSD)	Registration department of NPO's; it oversees Acts of welfare, children, the aged and women (SA 1997c). Executive managers and senior managers referred to DSD as the 'Department.'
Strategising	Strategising is the practical doing (actions) of those involved with strategy (Jarzabkowski, 2004). Also known as strategising practices
Strategy-as-practice	Strategy-as-practice (SAP) is how people do strategy, who does what, and how. SAP is a direction of research on strategy (Jarzabkowski & Spee, 2009)
Strategy-as-practice and process	Strategy processes and practices re-establish the relationship between Strategy-as-Practice and strategy processes as an interrelated combinatory view for future research and provides possible frameworks for researching strategy (Burgelman, Floyd, Laamanen, Mantere, Vaara & Whittington, 2018)
Sustainable	Within the context of this research, the meaning is longstanding, surviving, persevering, persistent, long duration
Third (Economic) Sector	Refers to an NPO or NGO that plays a role in civil empowerment and as a local economic developer (von Schnurbein, Perez & Gehringer, 2017:8,11; Maier, Meyer & Steinbereithner, 2016; Coatham, & Martinali, 2010:1,4,5). This

	is in answer to the public and private sectors, which are the First and Second Economic sectors
United Nations	A global collection of nations, with the main mission being the maintenance of international peace and security
Value	Value reflects external and internal changes in the environment and is an indicator of an organisation's performance (Kazlauskienė & Christauskas, 2008:23)
Villagers	The participating organisation calls their beneficiaries who live in the facility "villagers."
Voluntary associations	Associations registered as NPOs with the DSD but are too small to register with a board or as an Article 21 company or trust.
Volunteer	One who enters any service of his/her own free will to offer or to undertake voluntarily, to serve as a volunteer, without gratuity (Hayward & Sparkes, 1984:510,1257). Remunerated volunteers in SA resort under the Occupational Health and Safety Act No. 85 of 1993. Related terms are volunteerism, volunteering, volunteer

LIST OF ACRONYMS

Broad Based Black Economic Empowerment	BBBEE or BEE
Corporate Social Responsibility	CSR
Continuous Professional Development	CPD
Data, Information, Knowledge and Wisdom	DIKW
Gross National Product	GNP
National Lotteries Commission	NLC
Non-Profitable Organisation	NPO
Non Governmental Organisation	NGO
South Africa	SA
Department of Health	DoH
Social Affairs and Citizenship	SOC
Department of Social Development	DSD
Strategy-as-Practice	SAP
United Nations	UN
United Nations World Commission on Environment and Development	UNWCED
United Nations Economic and Social Council	ECOSOC
Voluntary Associations	VA
World Health Organisation	WHO

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PREAMBLE

The year 2020 will be remembered forever; it has brought hardships and highlighted the social disparity throughout the world due to the Covid-19 pandemic. Further, it exacerbated the need for social support to the poor and those with special needs: a section of society that will always be there and always have needs that must be met.

When South Africa went into lockdown, every news bulletin and most talk shows discussed these social problems. Interviews with spokespeople of non-profitable organisations (NPOs) raised their concerns and indicated that the pandemic only worsened their problems. On SABC radio and television programmes, NPO spokespersons highlighted that they were aware of the exact needs of their beneficiaries, but they were overlooked for additional financing during the Covid-19 crisis (SABC, 2020BBB). Nonetheless, they tried to continue supporting those in need. The Covid-19 crisis accelerated many underlying problems, and closure was becoming a greater reality for many NPOs.

NPOs originated from the philanthropic idea of aiding those in need in an organised manner. The value of support to those in need cannot be underestimated. It is a global concern, not only in South Africa. Some of the common challenges faced by NPOs worldwide are dwindling resources and increasing demands. The declining interest show, which finances the sector to a great extent, is now attempting to implement their own social involvement programmes, meaning that the already precarious funding for established services is under even more stress. The changing societal attitudes exacerbate financial problems, affecting the availability of volunteers. South African labour laws and insurance for professionals also contribute to financial problems because they affect human resource capacity. Long before the current pandemic, SustainAbility (2003) argued as follows:

> *NGO's are entering a huge opportunity space, but they also face growing competition. Like it or not, NGOs are experiencing a paradigm shift. The environment in which they evolved – and boomed – is now mutating. Some trends are in their favour, others not.* (SustainAbility, 2003:6,7)

As a volunteer at a caregiving group, the Stroke Support Group in Pretoria, and other groups, the researcher observed a shift in altruistic attitude over several decades, affecting available volunteers and donations. Consequently, several organisations have stopped functioning. However, some NPOs managed to survive and continue meeting the needs of their beneficiaries, despite having similar challenges. For NPOs to survive is even more important now than before, as it is evident that the needs of society will escalate during and after the Covid-19 pandemic. This study aims to determine how surviving NPOs strategise, and what they do to remain sustainable to support such good work.

The research aimed to answer some of the questions related to how organisations overcome their external and internal environment challenges. As a volunteer and executive manager in this sector for close to five decades, the researcher set out to gather and analyse data directly from the leadership of the NPOs within the South African context. The researcher focused on NPOs active in social care because of their need and lack of funding. By determining the successful practices of leaders, other embattled organisations could benefit from their experiences. Whatever the solution for sustaining services, survival is an arduous task.

> *Strategy implementation is far too complex to be explained by prescriptive linear models. In order to understand implementation issues and make the right choices, it is essential that researchers and practicing managers should place themselves in a position where they can make informed judgements about the process of strategy implementation. To be able to do this, managers and researchers are advised to employ a holistic approach to viewing the formulation and implementation of strategy, and then evaluate how the implementation factors interact with each other and how they impact on the process* (Okumus, 2003:879).

CHAPTER 1 RESEARCH ORIENTATION

> *The NGO community faces particular management challenges distinct from those faced by governments or the for-profit sector. NGOs have a social change mission and specifically work with vulnerable people and marginalized groups who have often been ignored or overlooked by government services and the mainstream social services and leadership in this sector should be researched regarding the 'highly personalized nature' in this sector.* (Hailey & James, 2004:344, 345).

This chapter describes the research context, followed by the problem statement (see 1.3), research purpose (see 1.4), and research questions (see 1.5). It further outlines the research approach (see 1.6), contribution (see 1.7), relevance (see 1.7), delineation of the study (see 1.8), and assumptions of the study (see 1.9). The chapter then discusses research ethics (see 1.10) and concludes by presenting a conceptual framework or outline (see 1.11).

For the current research, the term 'non-profitable organisation' (NPO) is used. These organisations are registered and therefore have to comply with the prescribed statutes to stay registered. These organisations are often referred to as 'non-governmental organisations' (NGOs), which do not necessarily imply registration with the South African Department of Social Development (DSD) but may be registered through other legal entity mechanisms. Furthermore, while NPOs serve in many aspects of life in South Africa, such as addressing cruelty to animals or responding to political objectives and other causes, the focus in the current research was on NPOs concerned with social care, for reasons provided in section 1.1.

1.1 Introduction to the research context of NPOs concerned with social care

South Africa has a rich history of NPOs that serve communities, uplift, and support specific population sectors. Some of these NPOs have been active since the 19th century. Globally, NPOs, often referred to as NGOs, serve needs within the community, as governments cannot meet and provide services that address all the special needs of a population. Special needs are met by NPOs, mostly established by concerned individuals (Dugle, Akanbang & Salakpi, 2015). Examples of SA organisations with specific purposes are the Parkinson's Association of South Africa and the South African Women's Federation.

The Third Sector is usually called the non-profitable sector or non-governmental sector. It is in co Sector is involved in civil empowerment and local economic development (Coatham & Martinali, 2010; Maier, Meyer & Steinbereithner, 2016; Von Schnurbein, Perez & Gehringer, 2017:8, 11). In South Africa, as in the rest of the world, there has been exceptional growth in the Third Sector. In 2011/12, there were 82 248 NPOs registered with the DSD, which increased by 80% to 155 367 in 2015/16. From April 2015 to March 2016, 32 249 organisations applied for new registration (Lehola, 2017b), an astounding average of 2 570 applications per month or 128 applications per day. Of these, 20 592 (64.9%) were successfully registered, an average of 82 per day (Lehola, 2017b). Figures for 2018 indicated one organisation for every 365 individuals in the South African population (56 500 000 ÷ 155 367 registered organisations).

The need for social care and the maintenance of the Third Sector is evident from SA population statistics (see Lehola, 2017a; Maluleke, 2019). Unfortunately, due to the Covid-19 pandemic, the 2020 mid-year report and the expected four-yearly poverty report are only expected to be released late in 2020 or may even be postponed until 2021 (Ruch, 2020). The mid-year population report of 31 July 2017 (Lehola, 2017a) was the most comprehensive one, whereas the 2019 report (Maluleke, 2019) was only an estimate. For this reason, the 2017 report is quoted most frequently in the current research. The 2017 mid-year population report estimated the population at 56.5 million people, adjusted to 58 775 022 on 29 July 2019 (Maluleke, 2019). In 2017, the percentage of those aged above 60 increased to 8.01% from 6.61% in 2002, a total of 4.6 million people (Lehola, 2017a). In 2018, the percentage increased to 8.1%, and in 2019 to 9% (Maluleke, 2019). The increase is a clear indication of an ageing population. The 2017 report also indicated that 7% of the population lived with a disability (Lehola, 2017a). Many elderly and people with disabilities face the limited-service provision by the SA government. Therefore, service organisations are needed to support the population (Clarke, 1998:36–40; Lehola, 2017a). According to the 2017 report, which uses only one measure of poverty, there is some improvement in the situation of the poor older people. However, indications are that the over-65 age group still struggles to make ends meet, as the 2017 report indicated an increase in the number of old-age grant recipients. Of the aged in South Africa, 67.7% are regarded as poor. The 2017 mid-year population report further acknowledged that the growing proportion of elderly is indicative of a demographic and health transition and highlighted the emergence of new social, health, and financial demands. The 2019 report indicated a growth of 3% in the number of elderlies from 2018 to 2019 and an increase in life expectancy since 2007. Ageing increases the likelihood of disability due to degenerative diseases and constitutional health disorders, such as heart problems, diabetes, and strokes. Furthermore, alarmingly, one-third of people over the age of 65 are likely to fall annually, which often also leads to injuries, such as fractured hips and arms, necessitating additional care or loss of independent living (Shellpoint, 2012).

The poor, the elderly, and those living with physical disabilities are not the only groups reliant on additional care, as was demonstrated by the 2016 Esidimeni tragedy (Makgoba, 2017) when 146 mentally ill people died in Gauteng after being transferred from private institutions to NPOs for care. An alarming fact was that only one death was due to mental illness, while others were due to bad management (Makgoba, 2017). Mentally ill individuals are part of the 7% population who live with disabilities (Makgoba, 2017). Their plight is one example of the limited access to services provided by the government. Social care for persons living with disabilities is often only provided by NPOs due to the need for services not delivered anywhere else by the state. In addition, the need for NPOs has been accentuated globally and locally by the Covid-19 pandemic. The current research was in its final stages by the time the Covid-19 pandemic reached its peak in South Africa. NPOs stepped up to this challenge but voiced concern because the financial implications were evident. Some problems were particular to certain organisations in terms of the needs of their constituents. NPOs with a global reach, such as Oxfam and Action Aid International, announced the need for global help (South African Broadcasting Co-operation [SABC] TV, 2020).

Locally, concern for the financial strain and increased need to provide help to the poor communities all over South Africa was voiced by NPOs. Some NPOs also needed to respond to particular concerns. The SA Society for the Blind, for instance, warned constituents to be guided by their walking sticks or to use their aid's shoulders as a guide. The society advised its constituents to avoid the normal practice of holding onto the guide's elbow, which the SA Department of Health (DoH) advises coughing into, as the guide's elbow could be contaminated by the virus (SABC, 2020a, 2020b). The SA National Deaf Association voiced the concern that their constituents cannot lip-read through a material mask. These two instances are singular examples of how NPOs respond daily at the grassroots level and are examples of many instances reported daily on SABC radio and TV stations at the start of the SA emergency lockdown period due to the Covid-19 pandemic that began on 27 March 2020. How these organisations react to crises is of interest, but they are essentially guided and controlled by specific legislation.

The SA Non-Profit Organisations Act 71 of 1997 (see SA, 1997c) guides the DSD as the registration body of NPOs and oversees their compliance and governance. Other Acts, such as the Children's Act 38 of 2005 (see SA, 2005a), the National Health Act 61 of 2003 (see SA, 2003), the Older Persons Act 13 of 2006 (see SA, 2006), and the White Paper on Rights of Persons with Disabilities (SA, 2016) guide NPOs in their particular fields of service. For example, they control statutes of court representations for child adoptions and safekeeping (see SA, of 2005), or their registration at the Department of Health (DoH) if the organisation has nursing facilities or provides medical or nursing care (see SA, 2003). Furthermore, the health professionals who render services for the NPOs need to comply with their professional boards for continued registration, such as continuous professional development (CPD) per the Health Professions Act 56 of 1974 (see SA, 1997b). As such, NPOs must ensure that their health professionals comply with the statutes and that both the employed and volunteering professionals meet the requirements (see Daries, 2000; Lynch, 2006). Libby and Deitrick (2017:2) call these factors "organisational complexity".

Several NPOs have existed for a long time despite constant service challenges such as the Covid-19 pandemic, floods, changes in treatment protocols for diseases (i.e., tuberculosis), and the special needs of constituents in response to these changes. Examples of such long-standing NPOs, known to many South Africans, are Child Welfare and the National Institute for the Deaf. Organisations such as these could serve as the knowledge centre for adapting and surviving in the long term and may also be regarded as adapting their services to fit the needs of their constituents (see Lewis, Lewis & Soufleé, 1991). Gaining insight from the implied or tacit knowledge of the practitioners within long-standing NPOs provides the opportunity to contribute towards the body of knowledge on strategising for survival. Baldridge, Floyd, and Markóczy (2004:1063) called attention to the gap between academic quality and the practical relevance of managerial research more than a decade ago. Later, following on this line of reasoning, Pratap and Saha (2017:1, 3) investigated the research gap of the "strategic corporate sustainability of NPOs in greater depth", while Guthrie, Ball, and Farneti (2010) point to a lack of research in this particular field of business practice. Eyben (2006) emphasises the need to reflect on practices to further challenge mature practices. From these remarks, it becomes evident that the knowledge of the practices within the Third Sector and how it responds to the needs of its particular constituents are possibly unique. Therefore, organisations with a history of successful adaptation and survival over the long term would contribute to business management.

Despite the demonstrated need for and value of the Third Sector, 241 organisations in South Africa were deregistered between 2015 and 2016, either voluntarily or due to non-compliance (see Lehola, 2017a). It is not clear how many organisations choose to discontinue registration. At the end of March 2016, 56% of organisations were deregistered due to non-compliance (Lehola, 2017a). The inability to comply with statutory requirements may be due to internal factors, such as administrative challenges, succession, financial restraint, and imprecise objectives (see Lehola, 2017a). External challenges may be due to, amongst others:

- the changing environment, such as shrinking income, both locally and globally;
- the growing number of refugees in Europe;
- the growing population worldwide (Lehola, 2017a), and
- a different set of values among younger generations (Lynch, 2006:661).

Normally, the financing of these NPOs comes from private donations or support from the First (private) Sector as financiers and Second (public) Sectors in the form of subsidies or grants from the state (see Lehola 2017b). The National Lottery Commission of SA (NLC) was established in 1997 to aid the state's financial shortfall in supporting social needs (such as NPOs). However, it is becoming increasingly difficult for NPOs to procure funding from NLC (SABC 2020a; 2020b). An example of this is the closure of the (local) Stroke Aid of Johannesburg, which existed from 1983 to 2018; it depended on the NLC subsidy. The failure of this NPO had consequences for individuals affected by stroke, their families, and their caregivers in the greater Johannesburg area. Difficulty in procuring funding from the NLC was also voiced by a spokesperson in their immediate quest to distribute food parcels, sleeping, and social isolation facilities for the homeless throughout South Africa at the start of the emergency lockdown due to the Covid-19 pandemic. An interviewee in George described how they responded by introducing a different food scheme for children who normally had a meal at school, but which was stopped due to the Covid-19 lockdown. A representative from the NPO voiced concern regarding their ability to continue with this additional service without immediate financial support. Their concern was for both the social isolation period itself and after it. It is projected that the needs of the poor will be even greater due to eminent job losses after the lockdown period. As the world is currently facing the Covid-19 pandemic, which will inevitably influence the global economy, information is not yet available, but corporate sponsorship is likely to be affected.

A further concern is that the First Sector (the for-profit sector) increasingly manages social services of their own accord to make their corporate social investment directly visible, and therefore withdraw NPO funding (Coetzee, 2020). Other causes of failure may be the lack of strategy or business plan, ineffective management, or a change in mission (Maier *et al.,* 2016:12). Whatever the cause, the failure of any NPO that provides special services and care leaves people who need such supportive services in the lurch. The current research aimed to identify successful strategies and practices to prevent such failures.

1.2 Introduction to the research field

The Third Sector has provided a contextual basis for the current research. Scholarly research requires that contextual problems be situated in both the practical and theoretical fields (see Pratap & Saha, 2017). A theory of business, which includes strategy, has dominated business management since the twentieth century. In the first publication of the Harvard Business Review in 1922, Donham (1922) asked how the practices of businesspeople could be made available. His concern may be regarded as the beginning of theorising on the subject and determining how to implement the strategy in business. Initially, strategic management was based on economic variables and policies, but the strategy is now widely acknowledged in business management sectors. Furthermore, after the publication of the Brundtland Commission report, as commissioned by the United Nations World Commission on Environment and Development, a more human-centric contribution to strategy emerged to include environmental and social responsibilities. In the First

Sector (where financial gain is the ultimate objective), environmental sustainability and social responsibility are now taken into consideration, together with their economic objectives, when planning a strategy in response to the watershed brought about by the Brundtland Commission report.

Input for strategic planning in the First Sector comes from all levels of the organisation, thereby incorporating knowledge of a practical nature (Huy, 2011). The view that strategy occurs on all levels of an organisation, and in all three sectors, is acknowledged by several scholars such as Huy (2011), Mantere and Vaara (2008), and Rouleau and Bologun (2011). Additional research on public or Third Sector strategising is encouraged (Kong, 2007:291; Pratap & Saha, 2017:1,3).

The strategy-as-practice (SAP) perspective, which focuses on people doing strategy, is still evolving in the form of practices, praxis, and practitioners (Johnson, Langley, Melin & Whittington, 2007:3; Netz, Svenson & Brundin, 2020; Whittington, 1996; 2017). By adopting a strategy-as-practice perspective, this research includes practitioners' strategy, especially in the not-for-profit context, which has not been previously researched (World Stroke Organisation [WSO], n.d; Begkos, Llewellyn & Walshe, 2020).

1.3 Problem statement

Limited information is available on how NPOs adapt strategy and activities (Kong, 2007:229; Guthrie *et al.,* 2010). There is a need for research on the organisational life cycle and different leadership styles regarding NPOs sustainability (Montogmery, 2015:102,104).

Managers or leaders as practitioners are the physical coordinators of intra-organisational activity. They influence extra-organisational activities as part of their social and historical selves (Whittington, 2006); research from this viewpoint of SAP in the Third Sector is lacking, as evidenced by the absence of mentioning of the Third Sector in research and practice trends (Burgelman *et al.*, 2018; Stander, 2018; Whittington, 2017). The problem, which the current study sought to address, was how to bolster the literature around the embedded, tacit strategic knowledge of the sustainability of NPOs from the viewpoint of their managers and leaders. The researcher also contextually aimed to understand how NPOs cope with and adapt to their external and internal challenges. Challenges are complex and internal and external, such as financial procurement, legislation, social media, novice technologies, and the challenges of staff, professionals, and volunteers (Merk, 2014; Montgomery, 2015). Earlier, Guthrie *et al.* (2010:451, 456) highlighted "a neglect of theoretical research and in-depth investigations of sustainable practice." They further argued in favour of sustainable management practices for both public and NPOs being "a necessity in the current economy" (Daub, Scherrer & Verkuil, 2014:3253). A further knowledge gap exists in terms of how to aid organisational sustainability to help waylay the tendency of closure and to meet the expressed need of managers of NPOs for guidelines on how to maintain sustainability (Montgomery, 2015:104).

In line with these tenets, the research problem may be summed up in this thesis statement as follows:

> *There is an ostensible dearth of knowledge on the sustainable strategic practices of the leaders of NPOs active in social care in South Africa.*

1.4 Research purpose

The current study aims to enhance organisational practice theory, practice contexts, and strategic practices. It considers the views of practitioners of long-standing NPOs regarding their successful management practices.

> *The researcher explored how strategic practitioners, within long-standing NPOs, strategise for survival and sustainability.*

The researcher aimed to extend the management theory of strategising practices of South African NPOs associated with social care. The findings should supplement theories of adaptive practices while delivering practical relevance that is fit for a particular purpose in the life cycles of NPOs. The purpose implied exploring practical strategies for the optimal management and survival of NPOs, which have to provide quality services under difficult circumstances. Having a deeper understanding of these strategising practices may also provide knowledge on the leadership qualities needed in the different stages of the organisational life cycle. Ultimately, such knowledge may be important for survival and forms part of the study's objectives.

1.5 Research questions

The research problem and purpose prompted the following research questions.

1.5.1 Primary research question

How do practitioners within long-standing NPOs strategise for survival and sustainability?

1.5.2 Research sub-question

What are the successful strategic implementation practices for the long-term survival of NPOs?

1.6 Research approach

It is expected that leaders or managers of sustainable organisations can unlock their practical expertise for theoretical analysis. In support of this notion, Baldridge *et al.* (2004) and Worren, Moore, and Elliott (2002:1227) claim that managers rely primarily on tacit, procedural knowledge derived from direct trial-and-error experience. Acting in this manner is referred to as "organisational articulation" (Pratap & Saha, 2017:1, 3) or so-called 'tacit knowledge' (see Worren *et al.,* 2002). Tacit knowledge is about the how, who and when within the context of each organisational representation (Pratap & Saha, 2017:31–32), and how this knowledge intersects with the strategy process and SAP traditions (Whittington, 2017). Ultimately, the knowledge is used to adapt the services to best fit the purpose of the organisation to fulfil the needs of the constituents as the receivers of social care. There is a need to best fit the services and adapt to the complex requirements of organisational survival. The know-how of the participants in the study was elicited by collecting their responses to relevant interview questions. Interview questions guided by the research questions and research approach were based on the philosophy of interpretative-constructivism (Denzin & Lincoln, 2005).

Interpretative-constructivism assumes that researchers make sense of the reality of the research field from how they engage with the world from a social perspective and the participants as providers and owners of the tacit knowledge (Crotty, 1998). The intention is to identify and understand the various roles and views of different individuals in their social situations (Creswell, 2014; Saunders, Lewis & Thornhill, 2009). The researcher then examines the content of the participants' contributions and how they interpret the practice of their social reality (Denzin & Lincoln, 2005). Practically speaking, this implies that a researcher interprets the data, and while doing the research, the researcher is directly involved in the situation and the resultant data. Qualitative research provides an appropriate means to probe and argue this implicit and explicit knowledge (Denzin & Lincoln, 2005).

Qualitative research infers that the researcher's subjectivity is intimately and inseparably linked with the research process in the social setting of the research, which subsequently influences how knowledge is understood (Yin, 2011). Peshkin (1988:17, 18) further argues that subjectivity is present during the entire research process. The author further advises researchers to monitor their emotions throughout the research to avoid criticism regarding their subjectivity. Other scholars, such as Cihelkova (2013:2), view subjectivity as a particular and individual element of human nature. Therefore, criticism regarding subjectivity is avoided when a researcher pays attention to the axiological voices of the interviewees and writes reflexive memos to support interpretative processes (see Saldaña, 2013).

1.7 Contribution and relevance of the study

The current study adopted the strategy-as-practice perspective and therefore followed practitioners (managers or board members) to focus on management from the practical, micro-strategising perspective. The study is concerned with the Third Sector, an under-researched business management sector, where social services are implied, with no economic outcomes (see Merk, 2014). The focus on service delivery as the sole outcome is an under-researched aspect of management, and in this context, it also contributes towards the SAP perspective (Burgelman *et al.*, 2018; Stander, 2018; Whittington, 2017), which has no theory of the Third Sector up to date. The current research focused on the practical knowledge of managers in the sector and is grounded in their particular experiences towards strategising for survival. As stated previously, there is a shortage of research on the practical knowledge of managers in the NPO sector, more so in the SA context. Ongoing social services are essential to service this community. The current study could inform the practices of NPO leaders, managers, and boards to survive in a changing environment and be sustainable over the long term.

In a developing economy, the Third Sector must adjust to external and internal challenges and changes, which are intricate and mostly connected with resources, such as staff and finances, legislative rulings, and changes in need of constituents to sustain services (Coetzee, 2020). Such challenges are particular to the SA's Third Sector concerned with social care. The managers' knowledge of how they adapt their practices is deemed critical for sustainable strategic management (Kong, 2007:4). Therefore, the current study aimed to determine the how, when, and where of strategising practices within the specific but unique context of business management (Jarzabkowski, 2004:529).

1.8 Delineation of the study

NPOs are human-centred; they lack research from a practitioner perspective, which calls for scholarly support (see Daub *et al.*, 2014:3253). To confirm this shortage of research, Pratap and Saha (2017:1, 3) ask why research has not yet covered the strategic corporate "sustainability of NPOs in greater depth". Theoretical insights from the current research could contribute towards the proposition that strategy is ephemeral (Mirabeau, Maguire & Hardy, 2017) and that continuous renewal happens, which re-vitalises the life cycle of service organisations in the Third Sector. The summative findings in chapters 4 and 5 address these insights.

The current study focused only on strategic practices within purposively chosen long-standing South African NPOs involved with social care. The choice was to use this particular field as these NPOs serve the poor and people with mental or physical challenges. Only NPOs, which were older than 30 years at the time of the research, were incorporated in the research field because they have a proven history of sustainability or long-term survival and have been subject to changes in legislation during their existence. Therefore, the setting was a specific context of social settings in the real world and human activities that produced rich and deep data for identifying and interpreting the relevant practices.

Data for the research were collected through semi-structured interviews with individual managers or leaders of various organisations. The context of the organisations was that they had to be registered, long-standing NPOs, and render services of social care in South Africa. The purposefully selected participants were the leaders or managers as practitioners, who knew the practical aspects of managing for survival.

1.9 Assumptions of the study

The basic assumption of the current research was that practitioners' tacit knowledge would answer the research question related to relevant strategising practices (see Johnson, Melin & Whittington, 2003). Qualitative research would be the most appropriate methodology to reveal these practices and semi-structured interviews with participants from the selected case organisations would provide deep sets of data. The research focused on social service organisations because they would have similar strategies in the same environments and circumstances. Data sets from these sources would provide interesting and similar trends in terms of practices.

1.9.1 Theoretical assumptions of the study

Each NPO was considered individually and represented by its leadership because leadership influences how the strategy is implemented to best fit the external and internal demands. The study assumed that the data gathered from five participating organisations would be sufficient to contribute to the literature of strategising practices. The assumption was that these leaders, as managers, could explain how they adapt strategy to the changes in the environment. Evaluating these adaptive mechanisms would lead to an understanding of strategy implementation. Theory of this nature is limited, despite decades of strategic research (Paroutis & Heracleous & Angwin, 2013).

The current research provided a broad theory of assimilated practices to answer some of these complex problems with do-able practices – how and what the participating managers as leaders or as so-called 'champions' *do*. Such theory could act as a guide for embattled organisations. The knowledge of doing would be knowledge of what 'successful' NPO's *have* as organisational architecture, and, seminally, that the practical *doing* could be transformed into business practices.

The research topic provided a theoretically and conceptually compelling answer to societal problems and a personal quest, as suggested by Tracy (2010:840).

1.9.2 Methodological assumptions of the study

The assumption was that ‘how’ and ‘what’ questions, particular to the qualitative paradigm of SAP, would result in the research questions being answered. It was assumed that different primary data sets, derived from individual participants, would provide adequate rich data for analysis to answer the research questions. The study also assumed that interviews would provide different perspectives from different levels of leadership and management and that secondary data sources – in the form of documentation received from the participating organisations – would be available for verification to confirm data from the interviews. To ensure the credibility of this qualitative research, the researcher will compare the analysis of the data with that of an independent co-coder and implement member-checking for validity purposes. Confirmation with different data sets, reflection, and co-coding all assisted in enhancing the credibility of the research. In the current study, the participants vetted their transcriptions as verification and member-checking, to ensure trustworthiness and validity. A combination of measures helped ensure the credibility, authenticity, and trustworthiness of the results (Creswell, 2014:201; Hesse-Biber & Leavy, 2011:51).

1.9.3 Interpretative assumptions

Reflecting on individuals’ contributions provides them with the opportunity to realise the complexity of their daily practice and leads to insights into their situation (Kouamé & Langley, 2017:16). Eyben (2006) recommends reflection to challenge and develop mature practices even further. For the current study, the epistemological assumption was that there would be some subjective interpretation of the strategic practices from the participants’ perspective and the researcher’s findings. Such an assumption was spot on because the qualitative theory allows for multiple versions of reality or the interpretation, depending on the context and viewpoint (Cihelkova, 2013:2).

1.9.4 Practical assumptions

Providing theory with a possible practical application would address a need expressed by scholars who identified the applied context as a gap (Baldridge *et al.*, 2004:1063). Contribution to the knowledge on how to achieve an extended life cycle, particularly when applied to the Third Sector, would contribute to three critical stakeholder groups: society, employment, and staff, and volunteers (Matthiesen & Binder, 2009:52,53).

1.10 Ethics

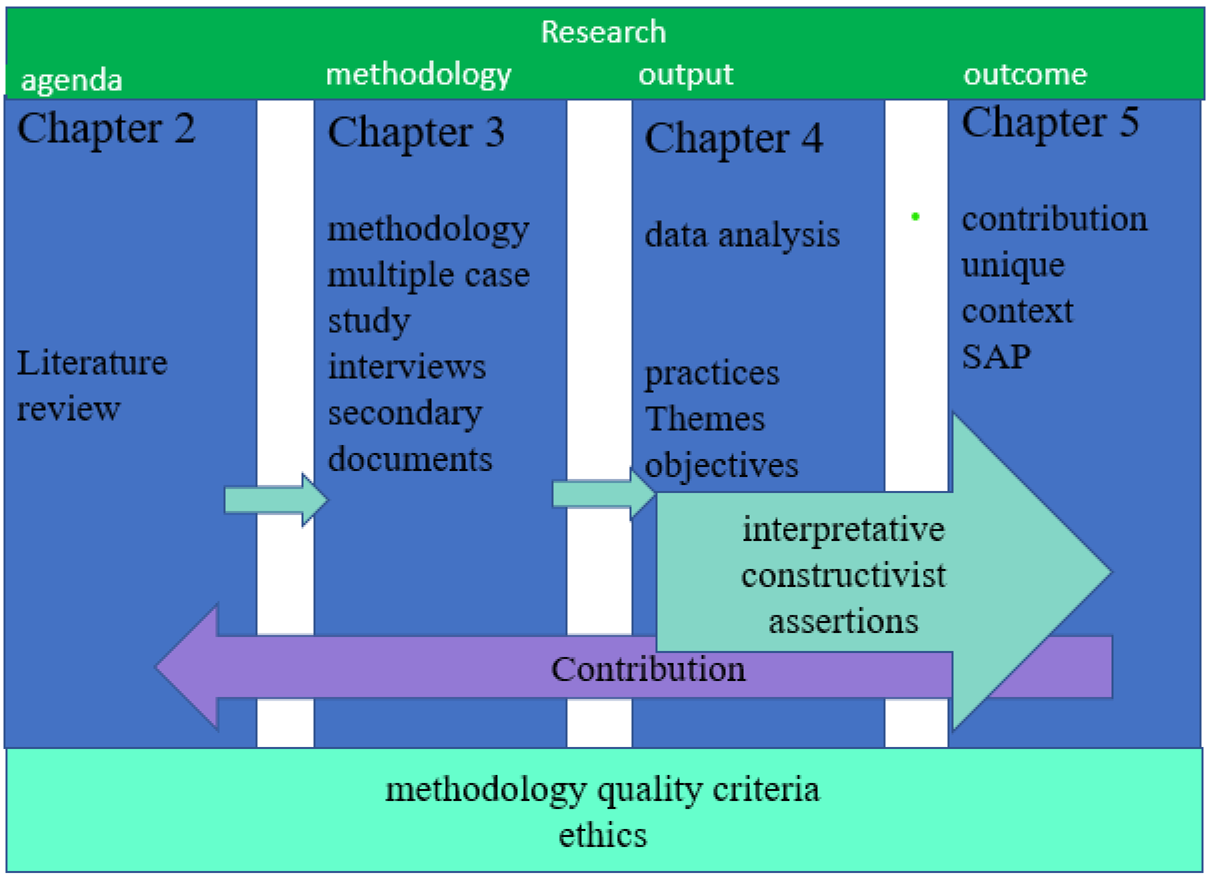
The current study conformed to generally accepted norms and values of research. Research ethics and the implementation thereof are discussed fully in Chapter 4. They include the researcher's research, participants, responsibilities, ethical considerations, informed primary and secondary data gathering, and how data were handled and stored. All the participating organisations and their respective managers contributed voluntarily and confirmed this by signing the consent form for both the organisation and individuals after receiving an information guide. Equally, all individuals who handled the data, such as the transcriber and co-coder, followed the directives of confidentiality, which were included in an agreement that they signed.

Ethical clearance was granted by the College of Economic and Management Sciences (CEMS) Research Ethics Committee in March 2019. The ethical clearance certificate number used on all documentation was 2019_CRERC_010 (FA), appended as Addendum A.

1.11 Research outline

Figure 1.1 shows the entire research process. At the start of every chapter, an introduction will serve as a guide to the reader. Chapter 1, the current chapter, introduced and expounded the thesis, and Chapter 2 provides the background and a review of the literature, which was deemed important. At the end of Chapter 2, the conceptual framework is presented, which guides the design, methodology, and presumed coherence of the research contribution. Chapter 3 provides a detailed account of the research process, and Chapter 4 presents the findings in relation to the value drivers and organisational life cycle. Finally, Chapter 5 integrates the findings, describes the research limitations and strengths, and makes recommendations for future research. The list of references and appendices is provided at the end of the thesis. The appendices include a list of possible NPOs, the information pack sent to the organisations, and an explanation of the researcher's interest in the research topic.

Figure 1.1 Research diagram



Source: Author's own compilation

1.12 Conclusion to Chapter 1

The first chapter presented a synopsis of the current research. It introduced the research problem, which originated from a practical and theoretical perspective, and presented the research questions and problem statement. Delineations were noted to show the parameters of the research field, namely, semi-structured interviews of leaders of NPOs active in social care. Assumptions about the research were outlined, including the methodology, which fell within an applied qualitative paradigm. Using SAP directives as an applied qualitative methodology helped contribute to business management theory from a practical perspective of strategy in a research field infrequently studied by scholars. The research sought to elicit the tacit practical knowledge of the participants regarding how they adapt strategy to sustain their operations and services. The study has a practical relevance since the research focused on a sector within the field of business management, which lacks research and has not yet been studied within the strategy-as-practice (SAP) paradigm. Practitioners in this environment and the other sectors have to adjust their strategy to external and internal challenges through the critical steps of knowing how, when, and where (Jarzabkowski, 2004:529) to be sustainable (Kong, 2007:4). The contribution from the current study will add to the theory of Business Management and Economics.

CHAPTER 2 LITERATURE REVIEW

> *The rapid growth of the non-profit sector, and the significant and increasing economic, social, and cultural impacts that non-profit organisations have on communities and societies across the world, suggest that consideration and approaches to support non-profit organisations are due* (Kevin, Jones & Mucha, 2014:1470).

Following the introduction of the study in Chapter 1, Chapter 2 introduces the background of the NPO sector and discusses the theory of business management. The chapter provides the context of the research field, starting the global occurrence and development of NPOs and the global coordination of their services. Further, it provides a regional overview, using two examples of larger countries with extensive Third Sector services. Last, the chapter examines the situation in South Africa, which is the context of the current study. The researcher presents a review of the literature on developing strategy, followed by the SAP perspective. SAP helps with understanding the contribution of individuals on implementation and adapting of strategy. Drivers of value that were considered to contribute to the sustainability of NPOs through strategising practices and the way NPOs fit as part of business management are discussed. The chapter concludes with a discussion of the organisational life cycle linked to NPOs and the assumed operational management practices.

Globally, there is a growing need for NPO services and the Third Sector. The current global Covid-19 pandemic and its resulting economic strain may cause further growth of the sector – as was the case after the Great Depression of 1933 (Libby & Deitrick, 2017:102). Despite growing needs that can only be met through NPOs, not all NPOs are sustainable (see 1.1; 1.3). The current study was within the realities of the sustainability of NPOs. The study aims to understand how some of these organisations survived. Montgomery (2015:26, 43) found the sustainability of NPOs to depend on their leadership, organisational culture, and decision-making ability. Montgomery (2015:104) focused mainly on leadership and leaders' abilities and reported that the managers of NPOs in his study needed to know how to maintain sustainability. The current study was done from a more pragmatic viewpoint, focusing on the drivers of value and how these were present in the organisational life cycle of surviving organisations participating in the current research while exploring the practices of leaders within various NPOs.

2.1 Non-profitable organisations

This section deals with the global occurrence of NPOs. First, the discussion is of organisations that functioned under the auspices of the United Nations (UN) at the time of the current research, followed by regional organisations from the European Union (EU) and African Union (AU), as all had different modi operandi. The United States of America (USA) and the United Kingdom (UK) were used to explain how developed countries were structuring their services. Last, the situation of NPOs in South Africa is discussed. The discussion covers the services globally to set the macro environment and a global footprint in South Africa. Issues such as support from the government and registration are different in South Africa and therefore needed to be considered. South African statistics of employment were not available at the time of the current study. However, the Third Sector serves as a training opportunity for individuals to develop particular skills for management and professional services. It provides an opportunity for volunteers to gain experience, affirming the contribution to the gross national product (GNP) and as an employer.

2.1.1 NPOs in the global and regional context

In this section, the researcher discusses the development of the Third Sector as part of global and local concern. Many organisations function under the auspices of the United Nations (see UNAIDS, n.d). Both Europe and Africa have a multi-lateral union (European Union and the African Union) with different economic constructs and objectives. However, these unions are still bound by the global principles of multi-lateral governance and support for development needs in their regions (UNAIDS, n.d; European Economic and Social Committee [ECOSOC], n.d). For this reason, the European Union and African Union were chosen to represent the regional contexts of the current study.

The United Nations had its origins in the Atlantic Charter of 14 August 1941 (UN, No date), based on a declaration by the United States and Great Britain. The final charter declared that the eight allied nations of the Second World War would not make territorial demands after the war. The declaration aimed to create the so-called ‘hope for a better world’. The nations agreed on charters to support political development, economic prosperity and trade restrictions, freedom of the seas, and force abandonment (see UN, n.d). Last, the declaration sought to improve the living conditions of all people throughout the world, something that was directly relevant to the current study. Charters were further developed, resulting in establishing formal organisations, each with their specific mandate. Of particular relevance to the current study was the United Nations Economic and Social Council (ECOSOC), established on 21 June 1946 (UNAIDS, n.d).

ECOSOC guides global organisations in the provision of societal needs that governments cannot meet. Examples of such consultative organisations are the World Health Organisation (WHO) and the Joint United Nations Programme concerned with the human immunodeficiency virus (HIV) and acquired immunodeficiency syndrome (AIDS) called UNAIDS. In UNAIDS, representatives of 22 governments from different geographical regions collaborate. The United Nations International Child Emergency Fund (UNICEF) has the mandate to uphold the rights of all children. In Africa, UNICEF services are divided into West and Central Africa and East and South Africa. UNICEF acts immediately during crises, such as the Covid-19 pandemic, by providing additional feeding schemes and distributing information on measures to be taken for safety, and helping to produce sanitising and protective gear (UN, n.d; UNICEF, n.d). The Covid-19 pandemic offers rich examples of involvement by the WHO in global health management.

Some global organisations have a national body where they operate, while others are managed centrally (UNAID, No date). An example of a global organisation is the WSO (WSO, n.d), which provides a forum for congresses, such as the World Stroke Congress, every second year. Such global organisations serve as a link between the ‘developed’ world and the ‘developing’ world and contribute to the development and standard of services globally (WSO, n.d). Besides the development of global organisations, there is global growth in local (independent) NPOs in most countries (Kevin *et al.,* 2014:1470) towards the end of the twentieth century, and this growth is continuing. Organisations register locally according to the legal requirements in their countries. For example, the Philippines had an increase of 148% NGOs (58) from 1984 to 1993. The growth was 65%, and greater than in the First Sector. In Kenya, the growth between 1978 and 1987 was

184%. Brazil then had 110 000 and India 100 000 organisations (Clarke, 1998:36–40). In Zimbabwe, the growth mostly occurred in the 1980s.

The European Union provides for its member countries. It is not dependent on the United Nations despite the influx of asylum seekers from Africa and the Middle East (see ECOSOC, 2020). On the other hand, the developing continent of Africa needs support. The European Council represents and oversees civil societies in Europe and is based on the 1957 Treaty on EU, Art. 13 (see ECOSOC, 2020). The current study was concerned with the ECOSOC Section for Employment, Social Affairs, and Citizenship. The mission was to enable civil society organisations to represent themselves. The European Union acknowledges that social service organisations are essential in the fight against poverty and social exclusion. It supports the implementation of policies throughout Europe for particular social causes (see ECOSOC, 2020). Their control covers the roles of conduct and transparency, best practices, accreditation, and certification.

The global and regional unions differ in certain respects, as countries themselves administer some social care services to support local needs. The United States and the United Kingdom have been chosen for review in this chapter because they are more ‘mature’ in terms of the Third Sector and are often used as examples of how to organise such social care services in other countries (Montgomery, 2015).

Montgomery (2015:14) reports that in the United States, ‘over 1.6 million non-profitable organisations’ existed in 2010, 36% (576 000) of which are social enterprises. He found that NPOs contributed 7.6% to the GNP. However, during 2010, 16.8% (96 768) could not sustain their mission and financial viability. NGOs in the United States actively support every cause imaginable in the social, political, and economic arena (see US Department of State, No date). Organisations are financed by donations, foundations, and local or foreign governments. A deed must be registered and approved by a state charity official, and the requirements vary among the different states (see US Department of State, 2021). Organisations and staff have to be licenced and registered in every state where they are active. Legislative directives include administrative functions, such as soliciting public funds, financial control, number of governing body members, and compensation for individuals. The US government is not directly involved with NPO activities, and NPOs may operate internationally within the bounds of the appropriate legislation (see US Department of State, 2021).

Reporting must comply with various Acts (see US Department of State, 2021) and be done under the different states' laws. Foreign organisations are welcomed and may collaborate with their US counterparts without government interference, although there are exemptions. The funding follows strict rules, and financial reporting must prevent money laundering. Incorporated organisations may apply for tax exemption, which benefits donors (see US Department of State, 2021).

In the United Kingdom, these Third Sector organisations are called charities (see UK CC, n.d). Those in England and Wales are represented centrally, whereas those in Scotland and Ireland act independently. At the end of 2017, statistics showed 183 960 charities. There were 167 937 registered organisations and 16 023 independent organisations. Of these organisations, 805 were for social services, 486 for disabilities, 35 for the poor, and 1 418 for the aged. The total of organisations for the socially deprived was 2 744. There were 954 875 trustees, 1 113 964 employees, and 3 606 611 volunteers in these organisations. As of 2 March 2018, the total workforce was 5 734 850 (UK CC, n.d). There are organisations with an income of up to £5 million and a collective income of £75 351 billion in 2017 (UK CC, n.d). These figures show that these organisations contribute to the GNP. In addition, there are opportunities for volunteers. The figures show that there are approximately three volunteers for every two persons in managerial or administrative positions (63/19.4 = 3) (UK CC, n.d).

In the United Kingdom, services are readily available to members of the public who need particular support. These services are accessible via the UK CC website. One example in the United Kingdom is the Stroke Association, which reports on 600 stroke clubs, not which are registered under their auspices. The mission of the UK Association is to establish supportive partnerships and assist small and grassroots charities and community organisations in the United Kingdom and beyond (see UK CC, No date). UK Stroke Aid presents training in collaboration with the WSO, such as online training for new and struggling support groups. In this way, the United Kingdom supports a global need for NPOs in other needy countries. Also, during the Covid-19 pandemic, aid was extended to the newly constituted Africa Stroke Organisation (see ASO, No date; WSO, No date).

2.1.2 NPOs in the South African context

The South African constitution guarantees freedom of association, so individuals have the democratic right to associate with other individuals and form civil society organisations, such as NPOs. The SA NPO Act 71 of 1997 (see SA, 1997c) governs the registration and governance of NPOs within the ambit of the SA Department of Social Development. Registration as an NPO is in the form of a trust, company, or association of persons, sometimes called a voluntary organisation (VA) (see SA, 1997c).

Registration implies compliance with common law and statutory control. NGOs fall under the same governing laws and are regarded as equal to NPOs. However, there is no register for these organisations. The DSD website provides instructions for registration and a basic constitution and allows access to the register itself only after prior approval. No income and property may be distributed to members or office bearers, who may only receive reasonable compensation for services rendered. A comparison in terms of governance is presented in Table 2.1, which is followed by a discussion. The most complicated structures are lower down in the table.

Table 2.1 structures of NPOs in South Africa

Organisation	Governance	Yearly reports to DSD	Yearly reports to SARS status
Voluntary association (VA) Constitution Enforced by members at the annual general meeting (AGM) Appoint an executive committee	Common law, SA NPO Act 71 of 1997 (see SA, 1997c) Legal entity (optional) Committee of 3 or more people Remuneration only for work and funds may not be distributed to members	Financial statements Narrative report	May be tax and donation exempted
Trusts Board of trustees Deed	Common Law, SA NPO Act 71 of 1997 (see SA, 1997c) Trust and Property Control Act 57 of 1988. (see SA, 1998) Close corporations Act 69 of 1984 (see SA, 1984a) Legal entity: optional Elected board, names on printed matter Paper trails High Court informed of board members and/or changes	Audited financial statements according to deed requirements Narrative report	May be tax and donor exempted
Company (Art. 21) Name to include purpose, and not for financial gain Memorandum and articles of association	NPO Act (71 of 1997) (SA, 1997c) Companies Act 71 of 1973 (see SA, 1984b) Co-operatives Act 14 of 2005 (see SA, 2005b) Legal entity Minimum of 2 directors, 7 founding members Registered address	Audited financial statements Narrative report	May be tax and donor exempted

Source: Author's own compilation from DSD (No Date)

As seen at the top of Table 2.1, voluntary organisations (VAs) have the least complicated structures. Community-based organisations (CBOs) with over 20 members with an unspecified budget must register as a VA (see SA, 1997c). A VA constitution should indicate the structure and governance of the organisation, and how the constitution can be changed. Yearly reports have to be submitted to the DSD and South African Revenue Service (see Lehola 2017a).

More complex structures, such as a trust, need to come with a deed. The trust may elect to be a legal entity, which must be stated and approved upon registration. The Trust Property and Control Act 57 of 1988 (see SA, 1988) governs the legal entity. This ensures that individuals who act on behalf of the trust are not personally liable for debts or claims unless they are responsible for the negligence or fraud. Protecting property falls under the same Trust Property and Control Act 57 of 1988 (see SA, 1998). Trustees are registered and appointed by the Master of the High Court, who oversees their administration. Audited financial statements have to be presented to the DSD and SARS. Registration at SARS as a public benefit organisation (PBO) means that the organisation can issue certificates to funders, which entitles them to deduct this contribution from their income tax. Members may only benefit financially from services rendered. On dissolution of the trust, the finances must be distributed to a similar organisation (see SA, 1997).

Finally, in Table 2.1, it is shown that an Article 21 company has the most complex structure. The registered name of such an organisation has to include the term ‘not for gain’, together with the purpose of the organisation (see SA, 1997c). At least seven founding members and two directors with broad governing powers are required, and members of the organisation must appoint them at general meetings. The organisation has to register with the Registrar for Companies, be accountable to the public, and register for tax exemption, as stated in the extreme right column of Table 2.1. Article 21 companies have freedom of management but need to appoint auditors, register their directors, list their directors on all printed documents, and present reports at AGMs (see SA, 1997c).

Although their governing structures differ, all three kinds of NPOs have to comply with the same legal requirements. These requirements include having a banking account, submitting yearly financial and narrative reports to the DSD and SARS, preferably being a legal entity, remunerating only members for work done, not distributing finances to members, and ensuring that management is done according to founding documents or deeds (see SA, 1997c). All founding and constitutions and other relevant documents are registered at the DSD and are available for public scrutiny. Registration implies no DSD assistance or funding unless the organisation qualifies for service level agreements to obtain funds to provide their particular services.

Registration as an NPO provides legitimacy and legal compliance to the organisation (see SA, 1997c). Only registered organisations may apply to the NLC for funding and tax and donor exemption status. These organisations depend on grants and donations from the public or First Sector for their funding. They have somehow survived in this way for decades, enabling them to extend their viability, keeping the public informed, and rendering services to specific communities.

Employment within these organisations is governed by the Basic Conditions of Employment Act 75 of 1997 (see SA, 1997a). However, no statistics on employment or sponsorship within the Third Sector were available for South Africa at the time of writing. In the United States, 10% of the workforce is in the Third Sector (Libby & Deitrick, 2017:101) and contributes to local economic development, which also acts as a civil empowerment tool (Coatham & Martinali, 2010; Maier, Meyer & Steinbereithner, 2016:65; Von Schnurbein *et al.*, 2017:8,11. According to SA NPO Act 71 (see SA, 1997c) which governs the SA registration of NPOs, the DSD has to keep statistics of the activities of registered NPOs. These statistics are published yearly by Statistics South Africa, either as major or minor reports, as mentioned in Chapter 1 of the current study (see 1.1). The strategic implications for the survival of NPOs warrant some discussion.

In 2017, VAs made up 93% of registrations at the DSD, NPO companies, 6%, and trusts, 1%. Of these NPOs, 60 925 (39.6%) were in social care, which provided services to the handicapped, elderly, youth, support groups, child welfare, families in need, refugees, humane assistance, and temporary shelters (Lehola, 2017b). Although statistics are not available on the NPOs involved in social services, approximately 7% of the SA population is differently-abled and poor or needs support (see Lehola 2017b) hence the need for such organisations. No other statistics on employment, contribution to the GNP, administration, trustees, and volunteers are available centrally.

The researcher observed that several organisations have survived for a long time while serving a needy community or distributing information about a specific problem, such as the Heart and Stroke Foundation, the SA National Council for the Blind, SA National Deaf, Catholic Women's League, and SAVF. They have survived despite financial insecurity and other challenges. Most such organisations are known to the general public of SA; hence, similar organisations were participants of the current study. The current study sought to understand how longstanding organisations such as these extended their lifespan to remain sustainable. The researcher knows of several similar and smaller organisations that have failed.

Limiting the study field to organisations involved in social care was based on the important need for such social service organisations in the SA society. The need for such organisations was reflected by the DSD register and the population statistics (Lehola 2017b). Crises such as Esidimeni and the Covid-19 pandemic have further highlighted the need for such services (Libby & Deitrick, 2017:102). Under such circumstances, there is a pressing need to deliver services and an even greater lack of finances (SABC, 2020a). There will also be more pressure on these organisations to survive. The main needs of these organisations were voiced as financial aid and shortage of workforce to ensure service delivery (SABC, 2020a).

Research on the sustainability and survival of NPOs has been conducted mostly from the financial viewpoint (Maboya & McKay, 2019). These authors found that NPO sustainability was at risk and that since 2008, many NPOs have failed because of the weak financial situation in South Africa. The Maboya and McKay (2019) study examined the reasons for NPO vulnerability and presented recommendations for financial resilience. Maboya and McKay (2019) supported their research by interviewing senior managers. The researchers' results further indicated that SA legislative restrictions made it difficult and expensive to raise funds. These restrictions led to a heavy reliance on donors and resulted in finances becoming the main preoccupation of leadership. Changes are needed in NPOs' leadership, knowledge management, and relationships with their external environment. Lettieri, Borga, and Savoldelli (2004) found that the Third Sector needs a strategy to overcome the complexity of its environment and the scarcity of resources. These latter authors suggest re-engineering processes to achieve excellence and efficiency, particularly in knowledge. In support, Merk (2014) highlights the need for revision and quick strategy adaptation to survive.

Merk’s (2014) study focused on environmental factors, financial stability, and governance on sustainability.

To complement Merk’s (2014) study, Lok and Crawford (2004) emphasise the importance of succession and the cultivation of leaders for this purpose. Merk (2014) listed 15 leadership attributes required to face the challenges of leading a sustainable organisation. These attributes included being inspirational, having a high level of integrity, having deep sector-specific knowledge, strategic thinking, financial acumen, and being a collaborative decision-maker. Further to succession requirements, leaders should have these attributes and would have the organisations-specific knowledge. In following Merk (2014), experienced leaders, all with a long-standing history of involvement with their NPOs and specialist knowledge of their organisation’s survival management practices, were interviewed.

Lok and Crawford (2004) found that NGOs are emerging as vital to financial markets and are trusted more than businesses and governments in delivering social services. However, they are increasingly accountable for financial issues and respond intelligently to pressures from the external environment. Vigano and Salustri (2015) researched the interaction between the First or Private Sector and service or Third Sectors (NPO). They found that, in an economic crisis, the Third Sector was an alternative provider of employment. This view supports the discussion of volunteers in the next section. Another study was conducted by Peterson, Mamud, and Weissburg (2013) on the Millennium Development Goals (MFGs) of 50 of the largest US-based international NGOs. These organisations are funded by donors and US government organisations. It was found these Third Sector organisations could not take on challenges for the next 20 years.

Overall, these studies emphasise the concerns regarding the sustainability of organisations operating in this sector. In addition, gaps in these studies point to the need for the current study to understand how successful long-standing NGOs may remain through their leadership or management practices and how they could adapt to their strategies. Such study would shed light on how SA organisations remain viable under increasingly difficult financial circumstances, including leadership and succession issues and a growing and needy population. The current study would provide insight into the internal resilience of these organisations and how they extend their life cycles by remaining sustainable.

Aspects of volunteerism, volunteering, and volunteers come to mind whenever the Third Sector is mentioned, and individuals as volunteers contribute to services and outcomes of NPOs. Their contribution will also be noted as resources later in the chapter (see 2.3).

2.2 Volunteers and volunteering within NPOs

Volunteerism encompasses activities not in the private sector or civil service (public sector) and the philosophy of giving time and services to a cause (UN, No date). The nouns are ‘volunteering’ and volunteerism, and the verb for this action of presenting services is ‘to volunteer’. Volunteerism is a dynamic phenomenon; it relates to social or economic support, human assistance development, and human rights (Sozanská, Tošner & Frič, 2004). Volunteering is out of own or free will. Sozanská *et al.* (2004) note that volunteerism cuts across societal borders to involve all groups and all aspects of human activity. Volunteering is a unique aspect of the Third Sector and presents unique strategic management and governance challenges.

Volunteering is regarded as a resource, and as altruism is the driving force, individuals usually provide their time and skills without obligation and regularly (Sozanská *et al.,* 2004). Philanthropic volunteers often serve on boards of NPOs in South Africa, where they play important business management and strategic role, along with the executive managers.

Volunteering often serves as an opportunity to gain practical experience in terms of a future search for employment (Daries, 2000; Kong & Ramia, 2010:658). For philanthropic reasons and gaining work experience outside their countries of origin, the international recruiting and training of volunteers are frequently channelled through private and government agencies (Honey, 1997). Volunteers sourced in this way are often active in social development, which is generally considered of fundamental importance in contributing towards developmental needs (Honey, 1997). Although they are not paid, volunteers benefit in a philanthropic sense, moral imperatives or ideals and compassion, and gaining experience for future employment (Sozanská *et al*., 2004:324).

Skills required by NPOs vary from cleaning to administrative and professional skills, such as accounting (Sozanská *et al*., 2004:321). However, volunteers' abilities and contributions have changed over the years. Previously, volunteers were mostly unskilled, but they now include accountants, healthcare workers, and engineers. Owing to the importance of volunteers, NPOs need to incorporate plans for sustaining volunteers' motivation into the vision and mission of the organisation (Sozanská *et al.*, 2004:319). Volunteering and services from the First Sector supplement the services of NPOs and adds a dimension to daily practice within these organisations, which enhances their strategic practice (Sozanská *et al*., 2004:324). From a legislative perspective, agreements between organisations and volunteers help to guide the expectations of both (Sozanská *et al.*, 2004:321,322). Volunteering is therefore not cost-free, as there are training and administrative costs. However, volunteers' assistance usually helps to keep costs low (Sozanská *et al.*, 2004:325).

Both parties, the NPO and the individual, benefit from volunteering, but the partnership is not without problems. In South Africa, local 'volunteers' often receive remuneration in the form of stipends. Daries (2000) warns that a stipend is regarded by South African labour law as a salary and called for legislation to clarify this position. To support her argument, Daries (2000) referred to a court ruling of unfair dismissal against an organisation, which could no longer afford to pay their volunteers a stipend of only R200 per month. She warned that volunteers who are aware of this ruling could use NPOs to enter permanent employment. According to Daries (2000), this would put an unfair strain on NPOs with limited budgets or those who cannot afford salaries. In support of this view, the UN (UN, No date) advises governments to remove regulatory barriers about employment and human rights for volunteerism to flourish. These governments should distinguish between paid employment and voluntary work to protect both parties and prevent pernicious law labour applications against the Third Sector.

As previously mentioned, NPOs face complex challenges, both internal and external. Internal challenges are centred on human resources and behaviours, such as leadership, teamwork, availability of professional personnel, attitude, and commitment (Lewis *et al.*,1991; Montgomery, 2015) and increased social needs. External challenges are linked to finances and legislation directly involved in social responsibility. In terms of corporate social responsibility (CSR), organisations either drive their own social responsibility activities or allow employees to participate in projects of their choice (Lewis *et al.*, 1991; Sozanská *et al.*, 2004). According to Sozanská *et al.* (2004:320, 321), such recognition of citizen engagement indicates the maturity of an organisation. One example in South Africa is OUTsurance, a registered short-term and life insurance provider company, which allows its permanent staff to participate in selected projects (Coetzee, 2020). OUTsurance also temporarily employs traffic controllers, which directly benefits motorists at busy crossings during peak hour traffic in several cities of South Africa (Coetzee, 2020). Citizen engagement in these services addresses needs within the community, as they market their involvement and membership of that society. The direct or primary benefit is to the public, in this case, motorists. While citizens are engaged in such services, they are regarded as employees with full benefits (Coetzee, 2020). Citizen engagement is one example of diminished financial contributions to NPOs. Individuals volunteering at NPOs rarely receive financial rewards but may be reimbursed for their costs by the NPO. The Covid-19 pandemic might cause much funding to be revoked from NPO's in favour of the sponsors engaging in their social responsibility activities.

External challenges are experienced in the communities where services are offered. Lewis *et al.* (1991:51, 165, 233) highlight several key factors that need to be considered to be accepted by a community and ensure that services are effectively rendered. These factors are appropriate objectives, programmes that serve these objectives, measurement of the cost in terms of material and human resources, the resources available to contribute towards the objectives, the extent to which these programmes may be implemented, and how to measure the outcomes the programmes. Lewis *et al.* (1991) advise that programme evaluation should be based on effort, effectiveness, efficiency and adequacy, systematic data gathering and analysis, external accountability, future planning costs, and acceptability. The authors recommended taking full advantage of human resources and organisational culture when changes at any level need to be implemented (Lewis *et al.*, 1991:306–307). Adaption to changes in the organisation is needed in order to cope with internal challenges. A change in scope could affect the organisational life cycle and require a different leadership (Montgomery, 2015). Changes to top management should be introduced quickly, but succession should not destroy the initial objectives (Lewis *et al.*, 1991:306–307).

From the available research, which is mostly about financing and some on leadership, there is a lack of knowledge in relation to the practical aspects of sustainability of NPOs. This lack of knowledge constitutes a research gap, which the current study aims to fill. There is a shortage of research on NPOs, both globally and in South Africa. Therefore, the current study could contribute to the body of knowledge on business management theory, as this knowledge applies apples to the Third Sector. The positioning of the current study within business management is discussed next.

2.3 Positioning strategy in the current field of study

This section discusses the theoretical aspects of strategy in the current research from a business management perspective. The discussion starts with the conceptual framework and strategic development and the selection of the SAP perspective as the theoretical lens for the current study. The remainder of the chapter looks at the theoretical underpinnings of the current study: drivers of value (see 2.9), fit-for-purpose for governance and service delivery (see 2.7), and the organisational life cycle (see 2.9.3), which are all thought to affect organisational sustainability (Sections 2.5.1; 2.7;.2.8; 2.9; 2.10; 2.9.3 and also refer to these topics).

2.4 Strategising

This section offers an overview of the history of strategy research, followed by an outline of SAP theory, to explain the rationale for the practical focus of the current study. The drivers of value or sustainability and how they affect the organisational life cycle as practices are noted, and gaps in the literature.

2.4.1 History of strategic development

The context and meaning of words change. The English word ‘stratagem’ comes from the late fifteenth-century French word *stratagème*, which came from the Greek word *stratēgēma.* This word originally meant a military ploy and originated from *stratēgein,* which means ‘to be a general’. S*tratēgein* can be broken down into *strata,* meaning ‘army’ and *agein*’, which means ‘to lead’. The French word *stratégi, or* ‘strategy’ originated from the nineteenth century when Napoleon used strategies in his war efforts. From a military perspective, strategy can be described as “the art of directing military movements to secure the most advantageous positions and combinations of forces” (Hayward & Sparkes, 1984:1120).

The strategy was developed from the said military approach of planning, employing, and controlling resources to attain an objective (Donham, 1922). In the early twentieth century, the first call to research strategy was made to “determine how businessmen represent their practices” (Donham, 1922:1). Drucker (1954) views strategy as a compromise between situations and resources. Chandler added long-term goals to this view in the 1960s. As an early advocate of strategy in the mid-sixties, Ansoff (1980) called meetings a ‘war room’, in keeping with the original use of strategy in relation to war. He added growth and potential growth, scopes of product and market, and competitive advantage (Ansoff, 1980:135). ‘Strategy’ was adopted and became a buzzword in the corporate vocabulary around the 1970s (Kiechel, 2010:25). Long-range objectives were added by Ansoff (1998), and this was further followed by Mintzberg (2013), towards the concept of strategy in business terms associates with the five Ps of strategic planning activities: plan, ploy, pattern, position, and gain a perspective. Later, market positioning and market advantage were added, and these are still used in contemporary planning (Porter, 2008).

Overall, ‘strategy’ as a concept refers to the relationship between an organisation and the environment and the actions taken by the organisation to achieve its goals and improve performance (Ronda-Pupa & Guerras-Martin, 2012:180). Venter (2014:10) reverted to the root of the word and referred to ‘strategy’ as a position with long-term advantage, which implies ‘sustainability’, a term, which had its origins several years earlier. During the 1980s, the United Nations appointed the Brundtland Commission due to social pressure to research environmental issues, which led to organisations adopting measures other than financial benefit as their strategic outcome. This development brought the human aspect into the arena of strategy (UNWCED, 1987). The Brundtland Commission report (see UNWCED, 1987) imposed a rethink of business strategies, and this report led to developing the concept ‘sustainability’ (see UNWCED, 1987).

A key strategic concept was performance, which was an important addition that brought the human aspect into the concept of strategy (Furrer, Thomas & Goussevkaia, 2008). According to Johnson, Scholes, and Whittington (2008), the SAP theory developed for a more humanistic approach from different theories such as the complex theory, discourse theory based on understanding social patterns of behaviour, and the practice's detail in a reality of the context. Detail of human involvement in SAP is the so-called ‘micro-strategising’ (Jarzabkowski, 2005:1, Jarzabkowski & Whittington 2008:282). Overall, strategy in organisational management developed from a static concept to one which involved determining what practitioners do in the practical reality of the organisation. There was a change in viewpoint from viewing strategy as an object towards strategy as an action (verb) of how it is done, by whom it is done, and what is done (Johnson *et al.*, 2007). The shift towards doing implied that all service levels are involved in the daily responsibility of strategy, not only top management (Vaara & Whittington, 2012). Gathering data through interviewing employees on all levels in an organisation is therefore recommended as a discourse to investigate the objectives realised through leaders’ strategising and obtain these objectives (Johnson *et al.*, 2007).

A further version of the strategy was to plan and then implement it as ‘deliberate’. Deliberate strategy develops from a conceptual plan with goals, objectives, and measured outcomes (Lynch, 2006). And such a strategic plan is then followed meticulously (Lynch, 2006:15). Usually, planning is done from a top-down perspective, integrating sequences into a unit (Ansoff, 1980:18). The central character of the organisation is determined through a rationalised strategy. Responses to internal changes or the external environment are made according to amendments by the decision-makers (Lynch, 2006).

However, it is not always possible to keep to a plan, as the environment is not constant. Emergent strategies – which differ from prescribed and definitive practices – are assumed the best fit for the situation. This also applied to the context of the current study. Emergent strategy becomes “learning and experimenting process” (Lynch, 2006:180), and more appropriate practices will drive the implementation of a more appropriate strategy (Daub *et al.*, 2014:3264). Baldridge *et al.* (2004:1063) highlight the gap between practice and academic research for the emergence of strategy. The emergent strategy fits the SAP lens, as the practices of individuals guide the ‘how’, ‘why’ and ‘when’ in an emergent learning process, which is the practical contribution to this gap in the body of knowledge (Montgomery, 2015). By learning and adapting as they go along, practitioners translate their actions into fit-for-purpose towards governance and deliver services.

Pratap and Saha (2017:10,12) found that actors rely on pre-existing dispositions to guide their responses to change by implementing appropriate proved strategies. The practice of adapting to suit the situation involves reacting to the best of one's abilities, called "organisational articulation" (Pratap & Saha, 2017:1,3). Similarly, tacit or procedural knowledge is derived from 'direct and trial-and-error experience' (Worren *et al.,* 2002:1227). The leaders' interviewed were senior managers with such experience.

In a working environment, teamwork allows for the exchange of knowledge, helps to lessen individual differences, and increases trust, facilitating functional knowledge and learning, enabling better decision-making (Lee & Choi, 2003:191–194). According to these authors, teamwork leads to in-depth knowledge of the discipline, which further allows interaction with other disciplines. Such working together is regarded as the better way of doing things or organisational creativity, with resultant improved performance and is measured as the successes. In another sense, the organisational creativity is the formalisation of rules, standards, and procedures (Lee & Choi, 2003:191–194).

The context and details of a situation are related to emerging strategies, known as micro-strategising (Jarzabkowski, 2005; Jarzabkowski & Whittington, 2008:282). Evaluating such practices attempts to describe how tools are used. These so-called tools or toolkits are traditional strategic processes of analysis and their implementation, leadership, and policy. However, the emphasis of the evaluation is not on the business or economic outcome but the involvement of people (Whittington, 1996; 732, 734). For the practical aspect, the SAP perspective was used as a lens to interrogate the practices of those leaders who participated in the current study. The knowledge of these leaders, which is transformed into practices, was the focus of the current study and addressed mainly the latter two of these three levels of business management knowledge:

- the systemic level, which deals with large-scale issues, such as taxation and economy;
- the organisational level, which addresses structure; and
- the individual level looks at an individual's skills, productivity, and efficiency (Kirkman, 2012).

2.4.2 Strategy-as-practice theory

Strategy in organisations is a complex phenomenon. Various leading SAP theorists describe strategy as something inherent to an organisation and which the organisation owns, and humans implement that strategy in the organisation (Jarzabkowski & Spee, 2009; Johnson *et al.*, 2008; Jarzabkowski & Seidl, 2012). Implementing strategy is further described as a complex process affected by internal and external changes in circumstances (Whittington, 2003). Whittington (2003) avers that strategy is performed by multiple actors from internal and external sources and occurs on many organisations' levels. People influence strategy cyclically (Johnson *et al.*, 2007) through their actions by interacting with each other and by what they use for organisational activity (Jarzabkowski, Balogun, & Seidl, 2007:78). Suddaby, Seidl, and Lê (2013:337) observed that individuals' behaviour, cognition, and practical judgement or experience contribute to organisations’ strategy implementation. These are the activities of strategic practice, and it is advised to recruit participants with these to offer the information needed for the research (Johnson *et al.*, 2007).

Strategising practices comprise a multifaceted activity. Practices imply activities of individuals at all levels of the organisation and their interrelated tasks (Jarzabkowski *et al.*, 2007). Such activities or practices include meeting, talking, consulting, communicating, presenting, calculating, writing, and administrating. Within these actions, the connections between individuals contribute to the outcomes of the organisation – this is the strategising, which is at the nexus of practices, praxis, and practitioners (Johnson *et al.*, 2003). How these interactions and activities are practiced is the tacit knowledge of individuals, which contributes to unique strategic outcomes in a specific context (Balogun, Huff & Johnson, 2003:197–224; Jarzabkowski, 2005; Jarzabkowski *et al.*, 2007; Jarzabkowski & Whittington, 2008; Paroutis & Pettigrew, 2007). In the current study, the aim was to explore the practices of leaders, how they interpret their contributions to the survival of their organisations, and how they practice strategy to optimise the management and survival of NPOs (the latter as viewed through the lens of the organisational life cycle). The study sought to enhance organisational practice theory, practice contexts, and strategic practices based on leaders' views as practitioners of successful management practices for survival and sustainability.

Activity-based research of strategy goes beyond traditional research as it offers a practical and implementable guide for practitioners (Johnson *et al.,* 2003:14). Activity-based research links aspects of strategy, such as interactions between individuals and the organisational level (Johnson *et al.,* 2003:17). Johnson further claims that all those who are involved in activities within the organisations are involved in strategy. Therefore, there was a need to research activities and understand which of them are essential to strategic direction, survival, and competitive advantage in the current study. Ultimately, the current study aimed to extend the management theory of strategising practices of SA NPOs associated with care, about the system, the organisation, and the individuals concerned.

From observations, the strategy should be implemented in cycles according to a developed document and a continuous, recursive, and daily practice by single or multiple actors. Some of these practitioners are called champions (see Bucklund, Brown, Coucoules, Crocker, Graham, Hartridge-Beam, Meyer, & Webb, 2016), who come from all levels within the organisation and even makeup teams within the organisation (Vaara & Whittington, 2012). During the discussions in this thesis, the researcher calls participants leaders, as they knew how to practice towards success. The participants came from diverse managerial and leadership levels, as the leaders were assumed to know of organisational hardware (the strategies, structures, and systems of an organisation) and architecture (framework) to decide strategic importance. All the participants were involved with strategy and were therefore regarded as strategy practitioners (see Johnson *et al.,* 2003). The eventual outcome of their involvement was to facilitate and ensure the sustainability of the organisation.

The decision to adapt strategy comes from within the organisation and entails the re-development or adaption of a particular strategy by those involved, followed by its implementation (Tsoukas & Dooley, 2011:731). Actions performed by the individuals involved in strategy can be called internal factors, while external factors are the social realities that interact with leadership practices as strategists (Sandburg & Dall'Alba, 2009:1355).

2.4.2.1 Positioning practitioners central to the theory of SAP as the applied lens for the current study

We note that strategy was traditionally decided upon through formal structures and developed through formal systems, while little attention was given to human input. There was a tendency to research strategy from the viewpoint of these formal structures and systems, not from interpersonal relationships (Johnson *et al.,* 2007:5). The SAP perspective expands theory to incorporate practitioners and their 'doing' of strategy to put individuals at the centre of the strategy. Johnson *et al.* (2003:15) describe these activities as "day-to-day stuff". The human and practical aspects are central to the theory of SAP. Leaders within the organisation are busy daily with survival. They possess the knowledge of the practical aspect of strategising in their contexts, both for planning and implementation. Practitioners develop their abilities to know *what* to do, *when* to do and *how* to do about strategy on a daily and regular basis (Johnson *et al.,* 2003). For example, leaders of NPOs were the individual participants who contributed their knowledge of practicing strategy as the focus of the current study. The current research drew on the personal experiences of these practitioners. The researcher expected many contributory factors that aid the practitioners' abilities to strategise to sustain services. Contributory factors could be professional knowledge about the most strategic services and the need to fulfil short-term objectives and keep the resources available in mind. Knowledge may rest in the professional training, the organisation's culture, the adaptive abilities of the personnel available, and the leadership traits for the most appropriate way of leading the organisation. Analysis was to understand the practical aspects and indicate the abilities needed for this pragmatic perspective to sustain the organisational life cycle.

Practitioners' practices are habits or customs, usual or regular methods or actions, or the sustained, systematic application of any profession – that which people do (Johnson *et al.,* 2003:14). Practitioners are the people who perform the routine strategic actions in the organisation, in practices as the behaviours of traditions and norms. At the same time, the praxis is the formulation and implementation of the strategy (Whittington, 2006:619). The individuals (the practitioners) who do the strategising are called 'professionals' (Fenton & Langley, 2011; Whittington, 2006; 2018) or sustainability champions. Champions are those individuals who – as practitioners – lead change and transformation to effect sustainability (Bucklund *et al.,* 2016). The title 'champion' helps to recognize those practitioners responsible for sustaining strategy. Research using SAP as a lens aims to use practitioners in various levels of management with an unspecified intent not to generalise (Johnson *et al.*, 2003:14). The current study analysed several organisations and their leaders, broadening the research field to follow Johnson *et al.'s* (2003) directive. In the current research, the participating practitioners who regularly practiced strategy owned the knowledge which provided the data for analysing the effective practices for sustainability.

The SAP focus in the current research was the conjunction of praxis, practice, and practitioners as a strategy from a practical perspective, as indicated with the arrow in Figure 2.1. The three aspects overlap and are interrelated and collectively known as strategising (Johnson et al., 2007; Johnson et al., 2003), the human activity central to this lens. The current study focused on *why* and *how* NPOs survive. Therefore, using this lens helped to elicit the practical experiences of experienced leaders regarding the history of the organisation and their knowledge of how to do strategy. Personal knowledge determines the why and how to strategise for survival and sustainability.

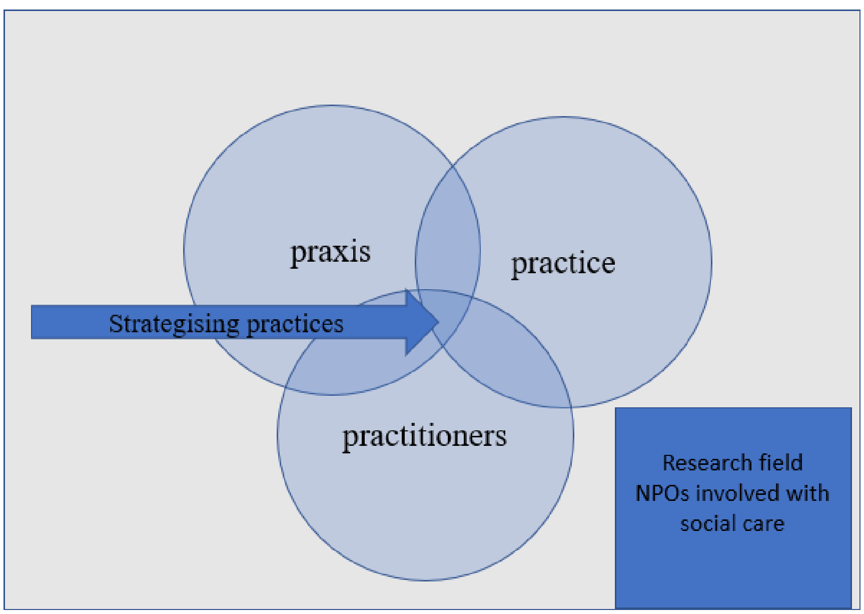


Figure 2.1 Strategising practices

Source: Adapted from Jarzabkowski et al. (2007:5)

Practices are the activities of practitioners. The current study focused on their activities, or how practitioners react to the environment and how they plan and react to changes. The dense space where the three circles overlap, in the centre of Figure 2.1, indicated by the arrow, is the collated effect of praxis, practice, and practitioners: where strategy becomes a practice in the daily doing of management. In the current research, the emphasis is on the strategic practices of practitioners and not on praxis.

In the First Sector, outcomes of strategic practices would be measurable in financial terms and presented to shareholders at the annual general meeting for ratification. In the public or Second Sector, strategising and reporting such strategising are done according to internal guidelines or predetermined parameters, which do not change frequently (Kettl, 2002). Strategising and reporting by practitioners in the Third Sector are guided by a complex combination of external parameters and the organisation's constitution. External factors comprise a combination of statutory and legal parameters or requirements of the DSD, specific reporting to sponsors to maintain funding, and rules of conduct about professional services. Self-regulation of NPOs is set in their standards and norms of practice to prove their worth in objective reporting to funders and to indicate transparency in reporting (Pearce, 2006:87).

Top-down support is present in processes linked to long-term goals and when strategic decisions need to be adapted and informed (Kettl, 2002). For short-term goals, lower-level decisions are usually adequate. The overall objective provides stability in mission and strategy (Brown, 2010:121). Planning a mission and long-term strategy is usually for five years or more in the First Sector, and it is implemented and synergised in a top-down fashion. Functional goals from these long-term strategies are implemented by middle management over five years. Operational goals set for four years are implemented by lower echelons of management (Hesse-Biber & Leavy, 2011:337).

In contrast to the top-down strategising, Lewis *et al.* (1991) recommend that all staff of human service programmes (such as NPOs) contribute to goal setting to incorporate all levels of management. This view is also shared by diverse contemporary scholars of strategy, as discussed earlier in relation to the selection of SAP as a lens for the current study (see 2.14). Long-term planning has a strategic nature, while short-term planning is functional and operational. The involvement of individuals on all levels in the organisation implies that goal setting is aligned for a specific context. According to Jarzabkowski and Seidl (2012), individual approaches to strategy implementation may differ, but as colleagues depend on each other, their collective practices result in the organisation's core strategy. Such collective practices reflect the tacit knowledge discussed earlier in this chapter (see 1.6; 2.5.1).

Internal and external factors may influence strategic (framework) planning. These factors refer to internal accountability – to the NPO itself – since a united vision must be implemented and judgements made, and to external influences of patrons and beneficiaries, which are often at the cost of the goals and vision set by management. In addition, planning is often affected by a rapid change of staff and the ease with which goals are changed, with resultant inefficiency and maladministration. When long-term outcomes cannot be predicted, objectives may be more appropriate than short-term strategies (Najam, 1996). In turbulent environments, strategic principles need innovation, experimentation, and frequent reassessment of outcomes, as change and the degree thereof cannot be predicted (Lynch, 2006:83,541).

Practical implementation is one of three levels in strategy research (Johnson *et al.*, 2003). The others are the **supra-organisational level**, with an institutional, industrial, or national origin, and the organisational or **prescriptive level**. The practical level is also known as the **micro level**, whose aim is to study the contribution and role of strategic players (Whittington, Molloy, Meyer & Smith, 2006). A practical characteristic is related to the common sense and experience of the practitioner, which manifest as a combined organisational capability. Seven functions of leaders or practitioners have to be considered in terms of this capability, namely –

- understanding the environment;
- generating new ideas;
- designing a strategy and communicating it;
- making decisions,
- implementing the intended strategy;
- controlling and

- adjusting the strategy (Valmra, Metsla, Rannus & Rillo, 2006).

2.4.2.2 Practices of leaders as practitioners of SAP

By adopting the SAP perspective, the current study concentrated on the individual level since it focused on individuals' contribution, which links with the practical aspects of research (Johnson *et al.*, 2003).

As a social construct, individuals contribute significantly towards a practical and dynamic strategy (Vaara & Whittington, 2012; Whittington, 1996:731). These leaders were the strategising practitioners in the current study. To effect or practice strategy, players in an organisation perform routine actions and interactions during training, meetings (formal and informal), planning sessions, and appraisals. These actions are implemented with some level of experience, inclusive of *how* and *what* leaders use to communicate (Paroutis *et al.,* 2013) and interaction between role players (Jarzabkowski & Wilson, 2006). Individuals' contributions come from their thoughts, words, and descriptions of how they do things. Such practices of leaders and reporting affect strategy, or it may cause actions to adapt strategy to be an emergent strategy (Jarzabkowski, 2005:7–8). Jarzabkowski (2005:7) states this as "a situated, socially accomplished activity" with resulting in survival or a competitive advantage. Adapting was demonstrated by how the leaders interpreted their contributions towards organisational survival (Williamson, 2013:133). From these noted scholars' findings, there is the interplay between actors, the tools they use, their implied knowledge and expertise, and the confluence of all these factors to make up a strategy. The practical doing of strategy is a cognitive behaviour, where procedures and physical resources interact with other practitioners to accomplish the strategy (Denis, Langley & Rouleau, 2007:209; Johnson *et al*., 2007:5; Johnson *et al*., 2003:3).

In the current study, the researcher examined the strategic 'doing' of individuals, resulting in sustainability or survival. The researcher was interested in normal, regular activities and how organisations responded to required changes while still delivering fit-for-purpose outcomes for governance and service delivery. This, again, is the practical aspect of research (Johnson *et al.*, 2003). The leaders as practitioners, who participated in the current study, were those with the knowledge of practices associated with internal and external factors. They had to maintain interactions with their staff and co-workers while also maintaining the objective of serving their particular beneficiaries in society. Other studies in South Africa, which used SAP as the lens, focused mainly on middle managers and involved state departments or tertiary institutions (Davis, 2013; Williamson, 2013; Makambe, 2017; Jansen Van Rensburg, 2016; Van Niekerk, 2018).

2.4.2.3 Praxis

Although the practice aspect of SAP is the focus of the current study, a short mention of praxis is warranted. In contrast to the practices used by the strategic practitioners, praxis is the flow of social patterns embedded as practices or the stream of activities within an organisation that realise strategy over time (Jarzabkowski *et al*., 2007:11). Activities are regular routines, such as reviews, analysis, strategic talk, and the activities and stories associated with planning and implementing strategy (Degravel, 2012; Jarzabkowski & Spee, 2009). Such activities involve formulating and then implementing strategy in spurts during events, such as meetings and workshops, and are not on a continuum. In addition, these sessions are regarded as more mundane than practices (Whittington, 2006).

2.4.2.4 Strategising within the context for the current study

The current study sought to understand how the actors managed their sustained becoming over an extended period and how they were still realising the strategic survival at the current research time. The study - which included the leaders as practitioners who do the work of strategy on several levels of management - was therefore about the essence of SAP theory, namely practitioners who do the work of strategy on several levels of management. The practices were those embedded as drivers of value, which helped extend the organisational life cycle and how the renewal to extend the organisational life cycle is strategised and practiced.

A sample of NPOs was selected to explore the phenomenon. At the time of the research, each organisation had been in operation for over three decades and focused on social care. Five organisations participated in the current study, each with a different set of rules according to their constitution and governance. The participants comprised leaders of several levels of each organisation, ranging from ex-board members to senior managers. The experience levels differed, ranging from reasonably young but experienced, to more mature and closer to retirement. These individuals provided the researcher with an opportunity to base a broad view of the tacit knowledge on their training and experience to achieve sustainability. The focus was not on the third aspect of SAP, namely praxis, which is the flow of planned and accomplished activity (Jarzabkowski & Spee, 2009), but on strategising practices. The focus was on survival and sustainability from a management skill perspective, rather than on financial sustainability, which is the main focus in the First Sector.

2.5 Sustainability and survival

From a business management perspective, sustainability may have different meanings. The discussion in this section focuses on developing the term in business management and what sustainability meant in the current study.

> *Sustainability has become a mantra for the 21st century. It embodies the promise of societal evolution towards a more equitable and wealthier world in which the natural environment and our cultural achievements are preserved for generations to come. Corporate sustainability can be defined as meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc.), without compromising its ability to meet the needs of future stakeholders.* (Dyllick & Hockerts, 2002:130)

The Brundtland Commission report to the United Nations (UNWCED, 1987) first used the words sustainable and sustainable development (see UNWCED, 1987) in relation to global strategies for human and ecological development and survival. The Brundtland Commission report discusses the compromise between the focus by developed nations on environmental conservation to maintain the earth's capacity for life and safeguard the lives of future generations and the focus by less developed countries on meeting their own needs. Public pressure linked to inequality and poverty increased over the years as the world became increasingly environmentally and socially conscious, and these dimensions of sustainability evolved from an economic viewpoint. The three-pronged perspective generated from the Brundtland Commission report (UNWCED, 1987) is often called the triple bottom or the three P perspective (people, planet for the environment, profits for economy) (see Edgeman, Eskildsen & Neely, 2015; Montgomery, 2015:14). Under concern for these principles, the King Commissions III and IV reports set South African standards for organisational governance, with principles, which all deal with ethical practice (see Institute of Directors in South Africa (IoDSA) No date[b]; IoDSA, No date[b]). These principles guide the individuals concerned with governance practices, the practices about service delivery within the organisation, and the organisation as an individual entity. The principles also cover management, transparency of reporting to stakeholders, the value of power, strategic steering, individual and organisational measurement of efficacy, auditing of reporting methods, and responsibility towards society and the environment (IoDSA, No date[b]; Kantola, Barath, Nazir & Andre, 2016). The King Commission IV report (IoDSA, No date[b]) added responsibility towards personnel to the Brundtland Commission report of people, economy (profit) and environment (planet) according to King Commission III report (Institute of Directors in South Africa (IoDSA) No date[a]), and endorsed those principles. Veldsman (2019) added peace as a principle to the initial people, places, and planet.

Because of the Brundtland Commission report (see UNWCED, 1987), the greater accountability of the organisation for environmental and social aspects into the strategy and subsequent service delivery and reporting emerged (Johnson *et al.,* 2007). The human factor and its contribution in management came to the fore and became associated with sustainability and corporate strategy (Kevin *et al.,* 2014; Ronda-Pupa & Guerras-Martin, 2012:180). The framework of Schaltegger, Lüdeke-Freund, and Hansen (2012) also emphasise the link between environment, economics, and social activities and regards the principles as a business model for sustainability (see Schaltegger *et al.,* 2012).

Since the publishing of the Brundtland Commission report (UNWCED, 1987) and the King III and IV Commissions' report principles (see, IoDSA, No date[a]; IoDSA, No date[b]), sustainability as a concept appeared in numerous forms in the business management environment, such as

- 'sustainability-oriented leadership' (see Montgomery, 2015);
- 'stakeholder dialogue in sustainable management' (see Cruickshank, 2016);
- 'the need for sustainable management dependent on financials in politics' (see Clarke, 1998); and

- financial sustainability (see Merk, 2014).

Guthrie *et al.* (2010:456) highlight the lack of scholarly enquiry into public service sustainability. Corporate sustainability management is frequently used (Daub *et al.*, 2014), but Linneluecke and Griffiths (2010) recognised the lack of consensus regarding the term. A term frequently used concerns financial sustainability, which implies that adequate resources are needed to achieve desired strategies or objectives over an extended period (Blalack, 2016; Clarke, 1998; Hendrickse, 2008). When Kevin *et al.* (2014) examined the link between corporate sustainability and organisational culture, they again found the three-pronged (Brundtland Commission report) perspectives (see 2.6). These perspectives confirmed their view that "all organisations, to varying degrees, have measurable impacts in each area of sustainability: economic, environmental, and social or cultural" (Kevin *et al.*, 2014:1471). The term 'sustainability' can therefore be applied to these contexts.

However, sustainability, as a concept, has been adopted in a broader sense since the Brundtland Commission report because the modern world is "saturated by the idea of sustainability and the word, became a much-used term in the modern world" (Crews, 2010:15; Guthrie *et al.*, 2010:450). In the current study, sustainability was used in the language or etymological sense of the ability of the organisation to survive or persist. Variations of the word are sustained, sustaining, survival, and surviving, meaning long-standing or long duration. Synonyms are to persist, persistence and persisting, constant, continuous, resolute, steadfast, determined and tireless. The gap in business management knowledge relates to in the current study how NPOs and their leaders' practice strategy successfully and how they adapt their strategy to achieve survival.

Although the Third Sector has been using management terms since the 1970s (Courtney, 2002:33–34), there are clear differences in objectives between the First and Third Sectors. The concept of business endurance (organisational sustainability) in the Third Sector, which involves constantly reviving or extending their models (see Lewis *et al.*, 1991), differs from that of the First Sector, which is centred on financial returns (see Lynch, 2006). As expected, return on investment is used to develop operational strategies for the First Sector. Research findings support the view that value is created in interactions with multiple models, which is a variety or involvedness (Benson-Rea, Brodie & Sima, 2013:718). The focus in the Third Sector is on value-creation objectives and interactions within the internal and external environments. According to the above authors, strategy, long-term profitability, and Porterian quantifiable and sustainable competitive advantage (Benson-Rea *et al.*, 2013:718) are most important. Value is created by understanding the market, namely the wants and needs of their customers (Pike, Roos & Marr, 2005). Needs beneficiaries, personnel, and resources capabilities are central to all decisions of NPO leadership (Montgomery, 2015:21). The social services in NPOs depend on the professionals involved in these organisations, both in management and those that deliver services from salaried professionals and volunteers. The implication here is that an organisation has to match external needs with internal competencies. Benson-Rea *et al.* (2013:718) mention that organisational effectiveness comes from conditions within the organisation and is measured by the unifying element of quality. Benson-Rea *et al.* (2013:720) argue that quality is the unifier between practice and theory. In NPOs, quality is measured in terms of their service delivery to beneficiaries and reporting to partners and financiers, and meeting legislative requirements.

In professional services, in the researcher's experience as a professional practitioner, quality is enforced by the different professional boards, where the term is standard of practice. In business management terminology, this is called fit-for-purpose, according to Veldsman (2019). In this context, fit-for-purpose is for governance and for service delivery. These purposes support the strategic framework of the NPOs. Service delivery is the reason for an NPOs existence, and service delivery to certain beneficiaries the ultimate reason to survive (see Lewis *et al.*, 1991; Veldsman, 2019). Fit-for-purpose strategic practices for governance and service delivery would need to be organisation specific.

2.6 Organisational structure, design, and development

Veldsman (2019) argues that the design of an organisation adds value and makes the organisation more efficient, effective, and fit-for-purpose for the specific services and governance. Veldsman (2019) also argues that alignment to be fit-for-purpose needs to be fourfold: to position for production, to boost effectiveness, to have a minimal social effect and or enhance sustainability, and to design for enhanced value. He further views alignment of the human and external resources of the organisation to achieve the desired organisational outcomes and performances (see Veldsman, 2019).

To keep the organisational life cycle current, Veldsman (2019:404–405) highlights the need to re-design, evaluate and develop a fit-for-purpose solution to management requirements. The author also highlights the need to implement and assess the implementation of these strategies for adjustments. He linked fit-for-purpose with ‘fit for the future’. Fit implies being appropriate. Present strategies and future needs have to be evaluated to ensure appropriateness in a strategic framework. Where necessary, the organisation needs to be re-designed in accordance with the expected changes.

For future planning, Veldsman (2019) extends the sustainability mantra of the Brundtland Commission report to include productivity, with that of prosperity, people, peace, and the planet. Veldsman (2019) further outlines the steps necessary for planning, namely recovery, restoration, and value retention. He emphasises the need to keep the customer central in all decisions. Veldsman’s (2019) measures would be appropriate to the Third Sector, both for the organisations and the services needed in the social milieu. Similarly, Libby and Deitrick (2017:68) suggest measuring outcomes to determine which indicators should identify effective practices. It can be determined how results should be presented, and by whom, and then which resources should be used, and which would be available for deployment when changes are imminent. From outcomes and measurements, it can be evident that organisations need to adapt since this enhances their resilience and sustainability.

Libby and Deitrick (2017) state that the Third Sector involves much more than merely delivering services to the needy. They called the Third Sector ‘unique, multifaceted and continually evolving’ (Libby & Deitrick, 2017:1). These authors emphasise the need to have a long-term vision and to demonstrate mission achievement. In a similar vein, Lord (1989:117) advises management to convert objectives into milestones with appropriate timeframes and measurable outcomes. The suggestion was made to align strategies and capabilities to the organisation's design, involve managers in action planning, monitoring and accountability, and align information resources for consistent and permanent communication (Sterling, 2003:28). Long-range planning helps anticipate and plan for the changes in community needs and strengthen the fund-raising base (see Lewis *et al.*, 1991). Lord (1989:107) highlights the role of long-range planning in adding years to the organisational lifespan. Planning decreases difficult daily decisions, as policies are then implemented, and problems that may develop are anticipated (Lord, 1989:107). This leads to the perception that planning will provide the opportunity for NPOs to make short-term adjustments when necessary. These adjustments are confirmed by Veldsman (2019). To do this, leadership and teams would have to report any perceived changes in the environment and make the needed adjustments to adjust to the available resources.

Veldsman (2019) calls resources hardware. He identifies resources as people, technology and core capabilities. According to Veldsman (2019), teams and team members form the innovation centre of any organisation and provide it with a competitive edge. Leadership style, how the staff is developed, challenged, and encouraged, together with the particular skills used in the organisation to realise the superordinate goal, serves as a checklist or indicates where something may be improved (see Borgelt, 2013; Lynch, 2006:792). Veldsman (2019) emphasises the core values of strategy and legacy: fit-for-purpose is enabled and strengthened by developing teams and individuals at all levels within the organisation and indicates the roles and competencies required. Other means to aid survival are collaborating with other organisations, being flexible, resilient, innovative, and becoming financially autonomous. The practices help with rapid decision-making by judging circumstances according to their criteria. This is capacity building through multi-tasking to equip the organisation with in-depth ability (Veldsman, 2019). These abilities are the internal resources that refer to those individuals who deliver the appropriate social services and possess the core capabilities for external service delivery and management practices.

Lord (1989:108–19) found that success is based on realising the mission by meeting both the needs of beneficiaries as receivers of the services and providing funders with exposure through their involvement. It is evident from the above that developing personnel would need to be ongoing to ensure that staff is fit for their tasks. However, this raises another issue for NPOs, namely resources, as no development is without cost, whether time, technology, or finances are involved. Financial resources for NPOs usually originate from external sources, and in certain instances, a business venture helps to fund these organisations (see Merk, 2014).

While the First Sector has the ultimate objective of accruing revenue, services provided are not for financial gain in the Public or Second sector. According to internal guidelines or predetermined parameters, reporting does not change frequently (Kettl, 2002). In contrast, strategising and reporting the Third Sector are guided by a more complex combination of parameters, such as the constitution, statutory and legal parameters, or organisation requirements. These requirements include those of the DSD, partners, and sponsors of the NPO, and rules of the different professional boards. The staff of NPOs that provide social care have to be registered on these boards and should comply with ethical principles and standards of practice, including CPD. Managing these external requirements is essential for the organisation's survival since it depends on its personnel for providing their services and on its partners for funding.

The success of an NPO depends on good administration, organisational skills, the capacity of people, funding, and networks of the systems to carry out the strategic framework, which is the organisational architecture and the ability to adapt (ICOA, 2020; McManus, Seville, Brunsdon & Vargo, 2007:ii, 68). Another view is to align an organisation with encompassing human and capital resources to achieve the desired outcomes and performances of the organisation. According to this view, the elements within the organisation are interrelated; they affect all processes and aid the vision and depend on the strategy of the organisation (Schekkerman, No date).

Lord (1989:117) views the board's role in the process as advisory and emphasises that the responsible party should procure the means to deliver the objectives. Libby and Deitrick (2017:46) advise strong relationships between board and management and management to know what is to be done by whom. Similarly, Brown (2010:13) believes that the board should determine all objectives and set goals and that management should be responsible for implementing an annually reviewed business plan. According to Brown (2010), the strategy depends on the environment, future needs and departure point of the organisation, and creative thinking about the future. They do not state it as such, but this is the fit-for-purpose objective of governance and services delivered in the community.

Professional duties are the core of services in most NPOs, including NPOs participating in the current research. The role of humans in the Third Sector is typical and determines the services that could be rendered. The current study limited the field to those NPOs that deliver social services. Delivering social services is the field of expertise of the researcher; hence, her particular interest in the sustainability of the Third Sector. The aspects that affect the standard of practice in social care are commitment, legislation, and professional requirements (Lee & Choi, 2003:191–194; Pearce, 2006:87). Personnel changes affect the continuity of service delivery (Najam, 1996), and the dilemma is often not the standard of practice of the professionals but to deliver the organisation's objectives. However, there is a conjunction between these two aspects. The leadership practices uncovered in the current study could shed some light on the interaction of these two aspects of fit-for-purpose. Strategic planning (framework) will incorporate aspects of this dilemma, as the external circumstances are often in a state of flux, such as the Esidimeni crisis and the Covid-19 pandemic.

In Figure 2.2, the timespan of strategic planning (framework) in relation to the position or level of staff is indicated. Long-term planning is to develop a strategic framework. Short-term planning is for functional and operational goals, which need to be driven, which is important in a turbulent environment.

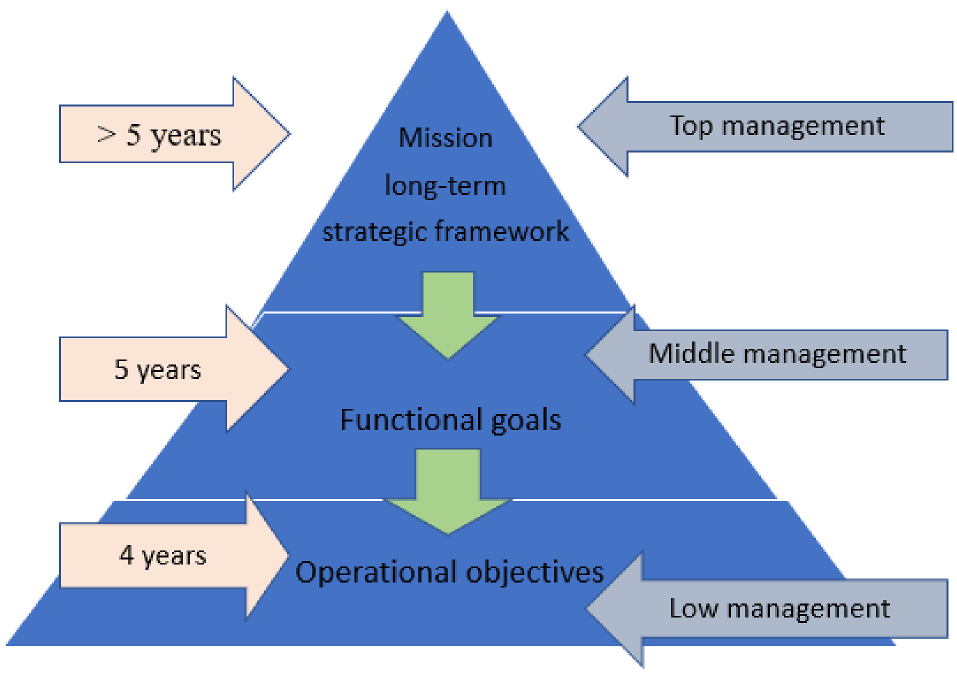


Figure 2.2. Conventional Strategic timelines

Source: Adapted from Hesse-Biber and Leavy (2011:337)

Figure 2.2 indicates the involvement of different levels of management in strategic planning over a period in terms of both the planning (top of the triangle) and implementation of strategic goals (bottom of the triangle) in a traditional view of strategic goal setting. The conventional or traditional timelines come from a First Sector approach. The shortage of a timeline for strategic planning could be due to the difficult and uncertain environment of NPOs, as the environment affects strategic planning. Successful implementation of strategy is a deep understanding of the design and management of processes, resources, and motivation (Jansen van Rensburg, 2016:38). There are various frameworks to utilise in strategy planning and implementation to measure performance or adapt objectives where necessary (see Jansen van Rensburg, 2016; Lynch, 2006). Of late, strategy timelines have been revisited and revised towards different strategy models that cater for shorter and more adaptive timelines. Newer directions in formulating strategies are strategy in non-linear environments of Kottler and Schlesinger, practices in unpredictable environments with an emergent view of Eisenhartd and Drejer, and a resource-based view of Collins and Montgomery (see Jansen Van Rensburg, 2016:33).

Uncertainty limits and affects strategic planning because outcomes cannot be predicted. Therefore, short-term strategies are possibly more appropriate and may even be regarded as objectives. Strategic principles are generally affected by the environment, as change and the degree thereof cannot be predicted (Lynch, 2006:83). Strategies in changing environments need innovation, experimentation, and frequent re-assessment of outcomes (Lynch, 2006:541). It is important to align strategies with the capabilities and design of the organisation, and to consider competition, involve managers, ensure consistent and permanent communication. Further, it is important to do action planning and monitoring, and accountability and ensure that symbolic actions are aligned with information resources (Sterling, 2003:28). Re-alignment was also discussed earlier in relation to fit-for-purpose skills to realise the superordinate goals (see 2.7).

A planned or prescriptive strategy is expressed in goals and objectives and follows a set pattern (Lynch, 2006). Ansoff (1980:18) advocates a predetermined plan of rationalised strategy, which integrates sequences into a unit from a top-down perspective, where the central character of the organisation is determined. Usually, responses to a changed internal or external environment are made according to decision-makers amendments, known as strategic decision-making (see Lynch, 2006). Implementation of a badly planned strategy highlights the weaknesses, the signs of which have to be read, and changes that need to be made (Okumus, 2003; Speculand, 2009:167).

Okumus (2003) identifies the unstable external environment as a factor that greatly affects strategy. He also mentions the internal aspects of context or the procedures followed – the organisational culture – as guiding factors in strategic planning. In terms of organisational culture, Okumus (2003) found leadership crucial for manipulating internal affairs. He highlights the importance of the operational procedures of procurement, resources and control feedback, and outcomes of objectives. Okumus (2003:879) concluded that strategy is not linear, and many factors contribute towards the outcome.

Allio (2005) identifies several steps to overcome problems in implementing an effective strategy. He starts by revising the mission and strategy, then follows it up by designing individual processes, interpreting instructions, and integrating these within different departments. Within six weeks, these new processes and strategies should be ratified between departments before implementation. Allio (2005) advises keeping it simple by establishing a common language using action verbs to report back, allocating specific timeframes, and measuring the outcomes with systems. He also suggests a balance between long-term and short-term strategies and that management should frequently meet to anchor the changes. He also highlights the importance of keeping the resources and rewards in mind and being willing to adapt at any stage. Okumus (2003:873, 874) found that most frameworks to implement strategy have a lot in common, even though the names may differ for the same aspects or add needed aspects to the lists. The overriding assumptions for Okumus (2003) are that multiple factors should be considered and combined in a strategy. He identifies strategic content, context, operational process, and outcomes as essential.

Measurement of strategy outcomes in NPOs is “open-minded, qualitative, variable, complex, ambiguous, non-operational and non-consistent”. Criteria for measurement are influenced by decision-making processes within the organisation and beliefs, which affect the mission and style of the organisation, and reliance on voluntary support (Lynch, 2006:501). Innovation in business management includes adjusting the business model to stay relevant and redesign and add services to complement the organisations core objectives. Products or – in the case of the Third Sector – services, long-term relationships with customers and finances are important to create value (Lynch, 2006). Some frameworks are broadly discussed next to highlight the differences between the directives in the First and Third Sector.

Bryson's (1988:76) framework, which could apply to NPOs, lists eight aspects that need to be considered:

- a strategic plan, which deals with the purpose, membership, roles, and commitment to proceed;
- mandate;
- legalities;
- mission;
- values;
- assessment of both the external environment (opportunities and threats) and the internal environment (resources, processes, and performances);
- policies; and
- vision.

Schaltegger *et al.'s* (2012) framework focuses on the link between environment, economics, and social activities in business models for sustainability, based on the Brundtland Commission report. Organisational sustainability depends on voluntary involvement by management while maintaining a positive economic contribution. Schaltegger *et al.* (2012) identified six drivers, which are more appropriate for the First Sector:

- costs and cost reduction;
- risk and risk reduction;
- sales and profit margin;
- reputation and brand value;
- attractiveness as an employer, and
- innovative capabilities.

The framework of McKinsey (see Lynch, 2006) could be applied to NPOs, as this framework provides a checklist of variables for evaluating strategic development, such as the strategic plan and structure of the organisation, and systems, which include control of finances, legislative matters, and customer care. With NPOs, customer care would refer to how to provide for beneficiaries and handle sponsors who provide financing for services instead of providing the services themselves. Leadership style, training of personnel, and implementation of fit-for-purpose skills to realise the superordinate goal all serve as opportunities for determining outcomes or indicating where there is room for improvement (Lynch 2006:792).

The above frameworks are also used to measure performance or adapt strategies or objectives and guide financial outcomes. Measurement criteria are influenced by decision-making processes within the organisation, beliefs, which affect the mission and style of the organisation, and the reliance on voluntary support (Lynch, 2006:501). In contrast to the First Sector, NPOs are driven by the value of services. The measurement of strategy outcomes in NPOs differs from those in the First Sector. It should be more "open-minded, qualitative, variable, complex, ambiguous, non-operational and non-consistent" (Siddiqi, No date:4, 27).

The above examples show value in the finding by Okumus (2003:873, 874) that such frameworks have much in common. Thus, the factors considered fit-for-purpose should be appropriate to each situation and need to be combined for the specific context. Okumus (2003) suggests that strategic content, context, operational processes, and outcomes are essential. Therefore, in the current study, the researcher discussed particular drivers of value, which should be part of the fit-for-purpose strategy and the basis for theorising strategic practices. Leadership, organisational culture, reporting, teamwork, and resources are repeatedly mentioned in the literature. These aspects constitute the main drivers of value for NPOs. Some drivers of value fall under the auspices of governance. Governance is guided by the constitution of the organisation and applicable laws (Kantola *et al.*, 2016). Practices are needed to sustain the organisational life cycle and should form part of the drivers for value. In exposing the appropriate practice strategies to ensure sustainability, the SAP perspective was considered the most appropriate lens to investigate the activities of the practitioners in the current study (see Johnson *et al.*, 2003).

Montgomery (2015:15) highlights the lack of literature on survival and failure and the need for leaders in the Third Sector. He asks academics to assist in evidence-based decisions for sustainability strategies. Sustainability will depend on strategy and how strategy is adapted within a business model. Schaltegger *et al.* (2016:8) emphasise the need for such research. The success of sustainability will be based on the culture associated with the NPO, individual leadership abilities, and team resources available as particular practices for strategic adjustment. Standards of practice of professionals and others involved in management are essential for fit-for-purpose in governance and services delivered to the beneficiaries of the NPO.

From the above discussions, both internal and external factors are relevant to the current study. It appeared to the researcher that, regardless of the theory, it is necessary to re-evaluate, assess and decide what needs to be adapted or changed in a context and then repeat the process to measure the outcome. The quest of fit-for-purpose for governance and service delivery becomes a continuous process to be effective or to survive. This knowledge is what the participants of the study possess. The participants' knowledge and experiences of their unique situations became the source of rich knowledge for the current research. These were practices that would extend the organisational life cycle and cause resilience toward their survival and sustainability. These practices are the deep understanding of the design and processes, supported by resources and motivation of individuals (Jansen van Rensburg, 2016:38).

Resilience comes to the fore after economic turmoil and strategic threats due to disruptive events (Braes & Brooks, 2011:118). These authors described resilience as adaptability and resourcefulness in using internal and external resources to respond to changed circumstances. Furthermore, the authors suggest top-down and bottom-up management of the functional processes to manage risk, governance, and interdependencies. In this culture, leadership and empowerment play an extensive role (Braes & Brooks, 2011:125; McManus *et al.*, 2007:ii,68). Resilience depends on the response of an organisation and the will to adapt (McManus *et al.*, 2007:ii,90). Responses could include maintaining existing practices, applying them in a new manner, or developing new responses (McManus *et al.*, 2007:ii,69). Governance plays a role in managing risks, leadership abilities, situational awareness, and the organisational culture (Braes & Brooks, 2011:20). It is essential to prioritise limited funding and scarce human resources to adapt strategy, which may differ within the organisational life cycle (Merk, 2014;42, 78). Therefore, responses are guided by the constitution of the NPO, applicable legislation, partners involved, community needs, and resources. This is another example of the complex environment of the Third Sector.

When the environment changes, the chances that a strategy will fail are high. It is important to identify timelines, involve all personnel, enhance motivation, accountability, and focus on successfully implementing a strategy (Sterling, 2003). Financial and intangible resources drive resilience, are viewed as dynamic (Pike *et al.*, 2005:111), and are considered the value of organisations (see Lynch, 2006).

2.7 The business value of relevance to the Third Sector

Several aspects of value within the business environment are discussed in the literature. The most obvious is financial value, which encompasses two aspects: the financial worth and the financial return of an organisation. The aspects are the ultimate goals in the First Sector. In addition, there is an aspect of business value for the funders of the First Sector, who regard their contribution to social issues as investments in those projects. Value in the Third Sector is created when the NPO attains its objectives (Beloe, Elkington, Fry & Newell, 2003:19). In 2003 the UN organisation SustainAbility reported a lack of research on the relationship between financial value and business value and value within NPOs in general (Beloe *et al.*, 2003:23). SustainAbility noted no single approach to business value but a wide range of descriptions of the term (Beloe *et al.*, 2003). Researchers, such as Kazlauskienė and Christauskas (2008:29), agree there is no true definition or classification of business value.

Value reflects external and internal changes in the environment and is an indicator of the performance of an organisation (Kazlauskienė & Christauskas, 2008:23). According to these authors, values are behavioural and therefore intangible. Intangible values are present in the First Sector, although there is a larger presence of intangibles displayed as philanthropy in the Third Sector (see Kazlauskienė & Christauskas, 2008). Behavioural values and attitudes are constructs as they are concepts. The culture of an organisation exists within an organisation and is measured by the behaviour of an organisational unit (Hofstede, 1981). Hofstede warns these constructs may be interpreted differently by different researchers, and he acknowledges these terms overlap.

Hofstede (1998) found that concepts may differ among different disciplines. He found that personal value is a choice of one state of affairs over another. As a result, he describes organisational culture as programming of members of an organisation to differ from other organisations (Hofstede, 1998:478). Other researchers came to similar conclusions. For example, Lynch (2006) found that professionals in care services and social work are less positive about organisational culture than administrative staff, possibly due to the psychological strain they experience in the workplace and the difficulty to measure the type of work they do. Persons with a long association with an organisation show more commitment than those who are there for a shorter time (Lynch, 2006:246–248). Lynch's (2006) views were tested in the current study, as many participants in the current study were social workers and with a long history of service.

Drivers of value that contribute to business strategy or business value were important in the current study. The value affects business condition, and internal and external factors determine strategic practices (SustainAbility, 2003:23–25,29). Of these factors, governance can be regarded as a value driver (see Wixley & Everingham, 2005).

Some researchers view it as impossible to identify a definite collection of value drivers. However, most theories acknowledge the importance of finances, especially in the First Sector (Kazlauskiené & Christauskas, 2008:23). Kazlauskiené and Christauskas (2008) suggest that, in NPOs, a system of drivers should be integrated to identify the objective. The drivers should be identified according to external and internal factors. It is important to find measurement to determine effective processes to measure outcomes in business management. The approach intends to find an appropriate marker for verification essential for optimizing and continuous reassessment (see Lee *et al.*, 2006). Ongoing assessment of value drivers is essential for success. It should be part of the standard operating procedures and highlight other intrinsic values to identify expectations and reduce risk (Mellen, No date).

Drivers of business value are not definitive and reciprocally influence practices (Lee *et al.,* 2006). Identifying practices within drivers help to identify strategic adjustments needed for resilience and continue with services despite changing external and internal environments (Lee *et al.,* 2006). The approach taken by the current study was to identify the practices which the practitioners present as essential and to represent them subsequently as integrated findings leading to assertions and not as individual entities.

In the literature discussed so far, the importance of leadership was highlighted, both as behaviour and practice of leading. Other relevant practices are organisational culture and development and implementation of resources, both internal and external. These practices are of value in business and are assumed to be drivers of value in the Third Sector. The fit-for-purpose aspect of service delivery to both beneficiaries and management, and the need to adapt to be resilient, will be discussed as part of governance (see 2.9.1) and drivers of value.

Different drivers are needed in different organisations. Governance is a driver of values(Mishra & Mohanty, 2014:265); it acts as an indicator of performance and a predictor of success and confirms credibility. In a different paradigm, the King Commission IV report emphasises the importance of governance (see IoDSA, n.d [b]); Kantola *et al.*, 2016; Lewis *et al.*, 1991). Thus, governance will be regarded as a driver for the current study.

2.7.1 Governance as the driver of value

> *The survival of human service programs depends on how well they are managed.* (Lewis *et al.,* 1991:iii.)

The word ‘govern’ means exercising authority or administering the law (Hayward & Sparkes, 1984:505). ‘Governance’ refers to how power is managed within a particular society (Wyatt, 2004). The term ‘corporate governance’ only surfaced after the 1990s and is associated with the structures and processes related to the management, decision-making, and control of these practices (Hendrickse, 2008:60). In the researcher’s review, this development was introduced in response to the Brundtland Commission report. Governance within NPOs combines policies and actual practices; it is achieved through various structures and then functions as a legal entity (Wixley & Everingham, 2005).

> *Governance is the high-level leadership and focuses on strategy, policy, compliance, and monitoring. Governance is to monitor financial, human, and organisational resources to enable the purpose and strategic objectives of the organisation.* (Brown, 2010:33)

The King Commission IV report (IoDSA, No date[b]) found the main component of corporate governance to be strategic direction from the board, executive action, supervision, and accountability. Van der Walt (2004) lists major characteristics of NPOs:

- participation of citizens;
- the rule of law with legal frameworks;
- transparency – by following the rules and regulations;
- Availability of reports;
- Timely delivery of services of interest to society;
- Availability of benefits to the beneficiaries; and
- Accountability for good governance.

The International Monetary Fund (IMF) views good governance as control over corruption by controlling public resources and ensuring transparency of activities (International Monetary Fund [IMF], 2003). The IMF describes controlling finances as –

- accountability and effectiveness of the officials;
- participation of all concerned parties and individuals;
- adhering to rules and regulations to ensure predictability;
- ensuring consistent application of systems; and
- transparency for public assessment.

According to Wyatt (2004), good governance encourages organisational stability and balance in decision-making. In the same vein, the King Commission III report (see IoDSA, No date[a]) shows that good governance places a responsibility on boards and directors to ensure that principles of the organisation are observed. According to the King Commission IV report (see IoDSA, No date[b]), the legislation sets the minimum standard of compliance. The principles, the embodiment of good governance, the contextual challenges, and legislative regimes are all met (IoDSA, No date[b], Kantola *et al.,* 2016:6).

Good corporate governance helps the NPO meet its strategic objectives and enhance leadership structures (IoDSA, No date[b], Kantola *et al.,* 2016:6). Success aids in enhanced credibility, increased effect of services and operational processes, better chances of funding. It leads to acquiring a better workforce, including volunteers, improved financial control, and increases the ability to withstand crises and succession planning for continued leadership, according to the King Commission IV report (IoDSA, No date[b]; Kantola *et al.,* 2016:87). Based on all these views, leadership in governance is the most important value driver and may be seen as a meta-driver of value. Leadership can be regarded either as a process or as a form of behaviour. Leading is regarded as a strategic practice. Leadership as a driver of value is discussed in 2.9.2.

2.7.2 Leadership as a driver of value

> *Leadership is the strategic process of influencing people so they will strive willingly and enthusiastically towards the achievement of the group's mission.* (Lynch, 2006:809)

There are many definitions or views of leadership, either as a process or practice (leading) or form of behaviour. Another view is that a leader is "one individual influencing a group of others to accomplish common goals" (Northouse, 2012:6). Regarding the concept that leadership may be defined as a process or behaviour, Montgomery (2015:11, 13) defines leadership as "the actions of individuals, within organisations, that determine what needs to be done to accomplish its goals efficiently". Leaders "must circumvent or resolve issues impeding progress towards accomplishing organisational goals" (Duygulu & Nurcan, 2009:390). Montgomery (2015:96, 97) found that leadership plays a role in how the NPO envisions the effective and efficient use of resources to achieve sustainability. According to these views, one may conclude that leadership in governance is the most important driver of value.

Leadership also motivates and directs behaviour towards success in the organisation to ensure survival, growth, and diversification, and to adapt to changed environments (Siddiqi, No date:26). Leadership roles are affected by management practices, working conditions, tasks that need to be performed, and the teams they have to lead (Duygulu & Nurcan, 2009:398). Leadership characteristics are clear goals, commitment, open and honest communication, cooperative decision-making, trust, sense of belonging, listening skills, and participation by all members (see Duygulu & Nurcan, 2009). At the practical level, successful leadership is about personality traits and competency, management skills, and the purposes of the organisation (Irani & Beskese, 2004). Irani and Beskese (2004:648) further found that leadership and mission influence the organisation over time and are vital regarding governance and purpose, supporting that leadership is regarded as both a process and a form of behaviour.

There are several opinions among scholars regarding the role of different kinds of leadership at different stages of the organisational life cycle and/or changes in circumstances. Montgomery (2015:105) found that NPOs most at risk of closure are those that are less than three years old; hence, leadership should adopt their survival strategy during this initial stage. He identifies entrepreneurial leadership style for the sustainability of NPOs in the initial stages of existence. Entrepreneurial skills of both leadership and teams, such as innovation and resilience, are associated with organisational sustainability and encourage followers and stakeholders to accomplish goals (Montgomery, 2015:11). Dominant leadership traits, such as risk-taking, innovativeness and resilience, are best used in combination. To support leadership, team members also have to take risks and be innovative to manage resources strategically and to help steer stakeholders towards accomplishing the goals of the NPO (Montgomery, 2015:99). An entrepreneurial style is advised during the initial stages of the organisational life cycle, and as NPOs grow, innovation remains critical due to the ever-changing environment of this sector (Montgomery, 2015). In more established NPOs, leadership should accommodate and facilitate a change of vision and mission (Montgomery, 2015).

Rothschild (1996) advises matching the leadership to the stage of the organisational life cycle, as special attitudes and skills are required at different stages. Teams should also be adapted so they and the leader "fit the strategic driver" (Rothschild, 1996:17). It is also claimed that as an organisation matures and changes strategy, leadership and teams should be changed, as "nothing lasts forever" (Rothschild, 1996:19). He suggests systematically replacing leaders and teams after a term of 8–10 years. Rothschild's view was that, by restructuring, a new cycle of growth might be entered. Leadership must also be able to change the organisation drastically but not to hold anything sacred and thus be willing to change.

When an NPO faces a crisis, the transformational leadership style will maintain or restore previous values (Montgomery, 2015). Transformational leadership aims to empower followers and implement training to develop the confidence and potential of their followers within the team (see

Duygulu & Nurcan, 2009). The development of individuals helps with decision-making, innovation, and teamwork (Dvir, Eden, Bruce & Avolio, 2002). Montgomery (2015) also found that transformational leadership gets things done and influences behaviour to achieve this. In more established NPOs, leadership should accommodate and facilitate a change of vision and mission (Montgomery, 2015).

Duygulu and Nurcan (2009:391) studied the continuous interaction between leadership and team members. They found that team's belief and members' involvement are important for mutual commitment and working in synergy to achieve goals and objectives. In this way, the team helps "leaders not only to be able to define departmental, unit or organisational missions, but to coordinate the activities of others and motivate them to meet mission requirements" (Duygulu & Nurcan, 2009:390). In more established NPOs, leadership should accommodate and facilitate a change of vision and mission (Montgomery, 2015).

Regarding succession, the advice for leadership is to facilitate capacity building, knowledge of the organisation's history, and strategic changes that have taken place over time to develop and guide successors and ensure positive governance structures (Siddiqi, No date:29). Siddiqi (No date:4,27) found that succession is best for internal resources, but this seldom happens. According to him, the driving of value can be done by maintaining the vision, mission, and values of the organisation and by developing professionals from within the organisation. Staff dependent on founding members as leaders may influence succession, as founding members have a strong sense of ownership and do most of the external representations.

It appears that leadership is a central aspect of the strategy and business value of an organisation. Quality in leadership as a value driver was anticipated to be the main contributor to the sustainable practices and survival of NPOs. An entrepreneurial and transitional leadership style is best suited, as it covers essential aspects needed in more than one stage of the organisational life cycle (Montgomery 2015). However, in the current study, the practices of leaders were the focus, not the particular leadership, although it was expected there might be an additional finding to support those of Montgomery. These two styles support team development, which aids the succession process and could extend the organisational life cycle. Both teams and individuals within organisations play a collective role, which leads to the next driver – organisational culture. The succession of the founding member or that of a long-standing leader is important for sustainability, as the term for which leaders are in their leadership or management positions could affect the culture (see Hofstede 1998). Culture is regarded as unique to an organisation and a driver of value, as discussed below.

2.7.3 Organisational culture as driver of value

Organisational culture is “the collective programming of the mind, which distinguishes the members of one organisation from another” (Hofstede, 1998:478). Organisational culture is the way things are done within the organisation. Culture determines the objective of a group and is influenced by both the external and internal environment (Willcoxson & Millett, 2000:93). The word ‘culture’ means intellectual or moral discipline or training (Hayward & Sparkes, 1984:273). A general description of culture is that it is behaviour according to a “combination of norms, beliefs, and principles that leads to a distinctive character of an organisation”, which forms and transforms over time (Willcoxson & Millett, 2000:93). Organisational culture also results from goals and objectives, decision-making processes, reward systems, compliance with requirements, such as behaviour, and communication and interaction with external elements (Hofstede, 1981:28–30). Although Hofstede (1981) is a seminal author, recent theorists challenge his theories.

King IV (see IoDSA, No date[b]; Kantola *et al.,* 2016) reports that the performance of an organisation depends on structure, culture, and atmosphere. Further, teamwork and motivation help to enhance organisational performance. Improved performance is described as the perceived difference between competencies and personal vision (IoDSA, No date[b]; Kantola *et al.*, 2016). A personal vision is regarded as an individual's asset, which unleashes his or her personal development within the organisation. Loss of staff is countered by organisational commitment and a personal commitment is based on desire and obligation, each of which has a different effect on work behaviour (see Borgelt, 2013; IoDSA, No date[b]; Kantola *et al.,* 2016). Furthermore, ‘motivation’ refers to personal needs and is either intrinsic (positive feelings, joy) or extrinsic (money, admiration). Intrinsic motivation is strengthened when the work is meaningful and important (see IoDSA, No date[b]; Kantola *et al.,* 2016). Feedback from within the organisation supports an understanding of the expertise of individuals and develops their competence, enhancing their insight into how their tasks are related. Development of staff should be directed towards developing this intrinsic motivation (Kantola *et al.*, 2016:47–50,52–60 and see IoDSA, No date[b]).

Organisational culture is manifested in the behaviour of the personnel (Maull, Brown & Cliffe, 2010). It produces the identity and beliefs, resulting in the system's stability and giving meaning to behaviour as something that the organisation owns (Sempane, Rieger & Roodt, 2002). Organisational culture exists due to specifics, such as goals and objectives, decision-making processes, reward systems, compliance with requirements, such as behaviour, communication, and interaction with external elements (Hofstede, 1981:28–30). Additional elements that play a role in culture are policies, routines, rituals, symbols, control systems, and power structures (Lynch, 2006:246–248). Research shows that culture and leadership influence each other (Montgomery, 2015:103), and developing culture encourages employer commitment (Pinho, Rodrigues & Dibb, 2013). Individual commitment depends on intrinsic motivation, which is best described as congruence between a person's values or beliefs and organisational policies and beliefs (Pinho *et al.*, 2013).

The literature suggests that an organisation should develop a culture that stimulates an affection for the staff and indicates that employee engagement levels increase when people work in a supportive environment that connects people, leading to performance (Manetje & Martins, 2009:108, 109). Therefore, developing individual abilities and commitment is important. The culture within teams develops from the systems and procedures followed as they work together within the structure and towards the same objective (Tam & Gray, 2016:25).

Characteristics, such as capabilities, priorities, management styles, and other organisational factors, affect both organisational culture and organisational life cycle and may change over time (Tam & Gray, 2016:18). Other characteristics that contribute towards improvement are the free flow of ideas and support provided by management (Irani & Beskese, 2004:648). However, culture is mainly shaped by the preoccupations of management, which are then absorbed by the personnel and act as the glue to keep teams focused and coordinated. Change in leadership causes a culture change (Westrum, 2004:ii,26), and the culture becomes the habits of thought and action within an organisation (Westrum, 2004:ii,27).

In an unstable external environment, several aspects in developing organisational culture play a determining role. Customer needs should govern all activities and be part of the culture within an organisation (Irani & Beskese, 2004:648). Different beneficiaries in different areas need different services, so a sub-culture may develop. Such development also occurs in large organisations where a particular office may have a different interpretation of the main culture. These sub-cultures develop due to "professional affiliation, social interactions, effective leadership, and management diversity" (Willcoxson & Millett, 2000:95). Attributes that underpin or change culture are myths, symbols, rituals, values, and assumptions (Willcoxson & Millett, 2000:96). Montgomery (2015:26) found that leadership, organisational culture, and decision-making ability contribute to sustainability. He further indicates that culture and leadership reciprocally influence each other.

In the researcher's view, personnel and their attitudes play a pivotal role in planning and executing adaptive practices to survive and extend the organisational life cycle. Organisations need to adapt the resources and systems of governance continuously to remain fit-for-purpose. Resources are in a constant state of flux in the Third Sector and are often difficult to acquire (Levy *et al.*, 1991; Merk 2014; Montgomery, 2010). Therefore, one of the important drivers of value in the current study was that of resources.

2.7.4 Resources as a driver of value

The resources of NPOs have external and internal origins (Montgomery, 2015), such as donors, government funding, and human capital. Resources are needed for services, operational overhead costs, and salaries, which all strain limited budgets (Hendrickse, 2008). Using financial resources should be planned and budgeted for and then implemented through risk management, strict financial control, management of objectives, accountability, transparency, and compliance with governance requirements. Good management combines all resources into a system to attain objectives. Essentially, a manager combines human, material, and financial resources into a productive unit (Hendrickse, 2008).

Resources from external origins are often from personal connections or previous partnerships rather than past or future projects (Hendrickse, 2008:71). Keeping donors happy is one example of the difficulties NPOs face to keep them involved in the project and locked into the relationship for funding (Maboya & McKay, 2019:5). Financial crises, such as the ones experienced because of the Covid-19 pandemic, will undoubtedly aggravate the situation. As another example of difficult procurement, Hendrickse (2008) warns that the NLC delays payments, is selective in terms of financial support, and leaves many NPOs in the lurch (Hendrickse, 2008:71; SABC 2020a; 2020b; 2020c). Other factors contributing to South Africa's financial constraints are restrictive and legislative rulings (Maboya & McKay, 2019:1) and corporate social responsibility, becoming increasingly strategic and prevalent in large multinational corporations.

Regarding external funding, Lord (1989:54) highlights the importance of financial controls to avoid errors and reduce the opportunity for dishonesty. This resonates with Merk (2014:79), who suggests that adequate reporting to donors is vital to retaining them as partners and ensuring continued financial support. SustainAbility (2003:30) indicates that an NPO is well placed for funding if it is –

- perceived to be sustainable;
- willing to learn from relationships;
- involved in important issues related to its services;
- a leader in the sector;
- strategically important in its services; and
- if it has a history of leadership in service delivery.

2.7.4.1 Human resources

SustainAbility (SustainAbility, 2003; 2016; also see Beloe *et al.*, 2003:31) further recommends:

- To support the creation of business intelligence;
- To avoid or reduce risks;
- To develop and expand opportunities;
- To build and expand equity and reputation; and
- To bring diverse perspectives together to aid innovation and creativity.

Appointments to both the board and management should include individuals with a financial background, which would also help to ensure compliance with financial governance procedures. Governance should guide practices based on financial management systems, such as reporting and leadership practices, to comply with several requirements. One practice to control and provide adequate internal resources would be to improve personal and team development abilities by implementing training and reward systems (Beloe *et al.*, 2003, SustainAbility 2003).

Rewards within the Third Sector are not only financial, such as salaries. Salaries are not competitive, as they are usually lower than those in both the First and Second Sectors. As Brown (2010:4) states, personal recognition, the satisfaction, altruistic aspects of work-life for salaried personnel compensate for lower salaries in the Third Sector. There is a philanthropic payback, which is regarded by many of those involved as a reward. In-house training of such personnel to attain CPD points is regarded as a benefit and enhances the abilities of teams to support services (Hendrickse, 2008; Merk, 2014; Montgomery, 2015). As a reward, the personnel of NPOs views intangibles, such as respect and status, as recognition of their commitment and dedication (Pearce, 2006:82). It is also important to recognise the donors, as their value is achieving the organisation's goals since there is an element of satisfaction in their involvement (Moore, 2013:17).

2.7.4.2 Volunteering as resource

Volunteering and volunteers were discussed in section 2.3 and are an important resource in the Third Sector, and only a summary is provided here. As discussed before (section 2.3), volunteers offer their services from the personal desire of a need to contribute as an act of altruism or philanthropy (Sozanská *et al.*, 2004). Volunteers come from all walks of life and may be from non-skilled to highly skilled professionals and also may differ in the level of expertise (Randle, & Dolnicar, 2009).

The use of volunteers helps control financial expenses, and individuals are often those with connections to attract donors or are donors themselves (Merk, 2014). Volunteers should be contracted with a suitable agreement to aid training anbe educated in organisation's culture. Their deployment in the workforce needs to be controlled and planned to ensure the standards of services and to regard termination of services (Daries, 2000). It is important is to continue recruiting volunteers to support the workforce and for professionals to ensure they have indemnity insurance and their required professional registration.

2.8 Contextualising strategising practices and drivers of values in strategy

Organisational strategy was initially developed using a top-down approach and then further developed through formal systems (see 2.5.1, and Lynch, 2006), with little attention to human contributions or interpersonal relationships (Johnson *et al.*, 2007:5). SAP expanded the theory of strategy by including individuals engaged in normal daily activities, despite their position at the executive level and as part of daily operations (Johnson *et al.*, 2003:15). A practical feature of this level is that it investigates the role players themselves, in contrast with supra-organisational implementation, which occurs at the national, institutional, or industrial level, or the prescriptive level of strategy in organisations (Johnson *et al.*, 2003). Daily strategic practice and the knowledge of these practices depend on the knowledge and experience of practitioner's organisational functions and capabilities. An uncovering of such daily practical activities leads to an understanding of the context and generation of ideas for the design, interpretation, and implementation of strategy and makes it possible to control and adjust these for an appropriate outcome (Valmra *et al.*, 2006). Therefore, the lens of SAP was chosen for the current study, as the study focused on the practical aspect of strategy implementation.

External and internal changes in circumstances require multi-layered actions that involve multiple actors who interact with each other (Jarzabkowski, Balogun & Seidl, 2007:78; Johnson *et al.*, 2007; Whittington, 2003) and contribute expertise towards strategy implementation at organisational level (Stacey, 2012, Suddaby *et al.*, 2013:337). Johnson *et al.* (2007) claim that all those involved within organisations are involved with strategy (see 3.5.2). Therefore, there is a need to research both the 'when' and the 'why' of their activities to understand which activities are consequential to strategic direction, survival, or competitive advantage. The focus is on leaders as experts who can guide the organisation towards regular and daily adjustments to redirect their objectives (Johnson *et al.*, 2007; Johnson *et al.*, 2003:14). Therefore, the strategy involves not only following the instructions of a developed document in predetermined steps, but it is also a continuous, recursive, and daily process by single or multiple actors (Johnson *et al.*, 2007; Johnson *et al.*, 2003:14). In the current study, the participants came from various leadership levels and were all involved in strategy. Each organisation had a unique context and a different set of individuals who worked together toward a common goal. However, there were correlations between their contributions, which are of strategic importance. Focusing on behavior correlations would reveal the most appropriate practices to serve as a guide in similar contexts and would-be valuable strategy drivers. The analysis of data gathered and practices identified are to be presented as findings and assertions and not merely a list of practices and enablers and are presented in Chapter 4.

Ultimately, interpreting the current study could enrich strategic planning and scholars' search for effective strategy implementation models in a difficult environment. The researcher sought to contribute knowledge to a neglected aspect of strategy in an inadequately researched field of business management, as the research goal was to ensure the sustainability of organisations (see 1.4).

2.9 Positioning strategies of NPOs within management sciences

Following the publication of the reports by the Brundtland Commission report and the King Commissions III and IV reports, a three-pronged perspective (people, places, and profit) was introduced into corporate governance and strategic management (Edgeman *et al.*, 2015; Montgomery, 2015:14). The Third Sector offered an entry point for the First Sector to get involved as partners to provide management expertise to the Third Sector in exchange for their knowledge of the people aspect (see Edgeman *et al.*, 2015; Montgomery, 2015). Then the Third Sector applied business management principles, possibly due to the partnership between these two sectors. It is also possible this partnership led to a better understanding within the First Sector of the need for these services (see Edgeman *et al.*, 2015; Lewis *et al.*, 1991, 2015; Merk, 2014; Montgomery, 2015) and that the NPO knows the needs of the beneficiaries.

The Third Sector is recognised for its humanitarian contribution, but its business goes beyond the philanthropic aspect. The sector also provides job opportunities and allows volunteers to gain experience (Sozanská *et al.*, 2004:324). Montgomery (2015) noted a contribution of 7.6% to the GNP in the United States by 1.6 million Third Sector organisations in 2013. Unfortunately, similar data were not available for South Africa at the time of the current study. However, the presence of at least one NPO in South Africa for every 400 individuals (see Lehola, 2017b) is an indication of the availability of these organisations for volunteers to gain experience in the workplace. In developing countries, the Third Sector provides the opportunity for international students to gain practical experience (Lewis *et al.*, 1991; Daries, 2000).

Despite the difficult environment in which the Third Sector operates, leadership within this sector has the knowledge to survive, which is evident as there are NPOs several decades old. The tacit knowledge of survival in the Third Sector could contribute toward the theory of strategic practices in management sciences from the sub-field of SAP. SAP has a history of about a quarter of a century (see Whittington 1996, 2017). Therefore, SAP can contribute to research in the Third Sector, where there was a gap in relation to strategy theory and research at the time of the current research.

2.10 Organisational life cycle

> *Adapted from the biological stages of life; In an organisational context, it [organisational life cycle] loosely comprises a set of organisational activities and structures that change over time as an organisation grows and matures due to internal and external circumstances. Organisations may revert to earlier stages or remain in a particular stage of development or progress towards decline or death. There are many versions, but it [organisational life cycle] is mostly divided into five stages* (Lester, Parnell & Carraher 2003:340)

The current study is not primarily about the organisational life cycle. It does not compare the life cycle between the sectors.

Unfortunately, the theory of the organisational life cycle in the Third Sector is far from definitive (Montgomery, 2015:101). Montgomery (2015) proposed using life-cycle stages to guide the leadership required for each stage of NPOs to renew strategy. He further proposed using the life cycle for research on the sustainability of NPOs. The current study confirms Montgomery’s (2015) finding of an absence of research in this respect, and it corroborates, to a limited extent, his proposal regarding leadership.

According to Lester *et al.* (2003), the organisational life cycle theory was based on growth and maturity. Development depended on leadership and the ability to transform the organisation to stay viable. Contributing factors to survival were organisational context, leadership style, and that small organisations are more geared towards sustainability than growth (Lester *et al.,* 2003).

The introductory phase of an organisation would typically involve developing a product or service, and the style associated with this stage is entrepreneurial leadership (see Lewis *et al.,* 1991; Montgomery, 2015). After this stage, growth, and maturity develop when customers are aware of the service in the case of the Third Sector and choose or need to use it. Additional financing and more services would require a different management and leadership style (see Montgomery, 2015).

Phelps *et al.* (2007) found no clarity regarding the number of stages or the exact parameters of each stage. They compared the stages in the content of models and found consistent patterning compared with perceived growth in the different stages and named them start-up, expansion, maturity, diversification, and decline. For the current study, the Stevens (2002) version of stages, which she developed for NPOs are to be used, namely:

- Start-up
- adolescent;
- mature;
- stagnant; and
- defunct.

The main stages of interest in the current research include mature and stagnant to indicate renewal practices to sustain and prevent decline. During these stages, strategic practices, and evaluation of current strategic plans should take place and be implemented with the view of renewal and reinvention to survive. Renewal would indicate a return to enter the growth phase again or to maintain the mature stage. Also of interest is that different projects may be at different stages of their own life cycles and could impact the survival and sustainability of the NPO in general.

Recent studies highlight the knowledge and the leadership style in resolving problems as contributing aspects of continued growth (see Tam & Gray, 2016) and leadership as driver of value. Montgomery (2015:104) adds the need for a resilient entrepreneurial leadership style in the first years or start-up of existence to ensure survival during this critical time (see 2.9.2). However, he found a complex relationship between leadership and risk management to employ the correct skills and innovation in all stages (Montgomery, 2015:5). Montgomery (2015) points out the need for a different kind of leadership in different stages and points out a lack of research in this aspect. According to Montgomery (2015), leadership with a vision, and being inspiring and having self-motivation and commitment was important for survival. These abilities of leadership should be integrated with the availability of resources.

Rothschild (1996) posited that it is important to match the leadership to the stage of the organisational life cycle. Special attitudes and skills are needed in different stages. Rothchild (1996:17, 19) further added that teams should also adjust so that both the team and the leader fit the strategic driver (see 2.9.2). Tam and Gray (2016:20) describe leadership attributes as creative, to direct, to be autonomous, to delegate and control, coordinate activities, and develop teams.

Steps to evaluate the existing strategic plan and to adapt the leadership style to suit a strategic framework would be indicated for renewal and reinvention to survive. With NPOs, evaluation and appointments would be the board’s responsibility (Brown, 2010:13).

Changes in the renewal of strategic management practices would fit between growth and decline (see Figure 2.3). Practices to sustain and renew are expected in the mature and stagnant stages, the stages expected to be that of participating NPOs in the current study.

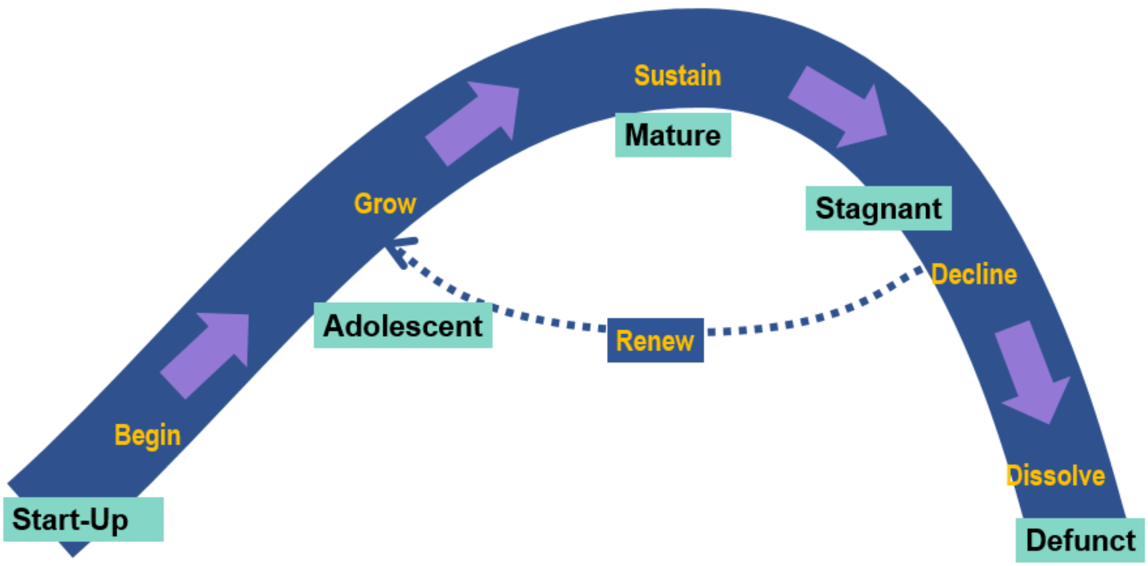


Figure 2.3 Stages of the life cycle of NPOs

Source: Own compilation, adapted from Stevens (2002)

Figure 2.3 shows no timeline, as growth depends on internal and external factors and how strategic practices of leadership respond to these factors (Phelps, Adams & Bessant, 2007). The graph is not the typical bell shape, as a decline could happen in a short period.

Renewal is necessary to sustain the life cycle stages (see the top of the graph). According to Brown (2010), renewal happens during perpetual activities of re-evaluation and re-thinking. Montgomery (2015) found that factors such as innovation, funding, capacity, and mission contribute to the progression of the life cycle. Resources should be used effectively and efficiently to achieve sustainability to adapt and survive (Montgomery, 2015:96,97). A strong sense of mission is needed to connect purpose with organisational structure to ensure flexibility and sustain (Lynch, 2006:582).

Phelps *et al.* (2007:6) viewed the continuation of the life cycle in terms of the diversification of services or products. They found levels of expansion and or contraction present at any stage with no relation to chronological age. The main finding of Phelps *et al.*(2007) was that contextual changes should be addressed and resolved to survive and that the stages are mostly about management aspects. This supports the reasoning that the organisational life cycle may indicate the leadership attributes necessary and which kinds of skills or strategic practices are needed for the survival and sustainability of organisations. Brown (2010) and Auzair (2010) confirmed internal issues for survival. Phelps *et al.* (2007:6) also found that the key to a continued life cycle is to manage human skills, leadership, management structure, financial management to focus strategy, and develop the brand.

Phelps *et al*. (2007) found that problems during diminishment and growth were resource management, entrepreneurial attitude, and human resources, which are internal issues. They found problems were often encountered in the rapid growth of an organisation and were mainly of human resources, leadership, management structure, and unstable financial management systems. They found managing human skills during transition phases essential (Phelps *et al.*, 2007:6).

Table 2.2 reflects aspects deemed necessary for the current study. While the organisational life cycle starts with an idea and formulation of a strategic or business plan, these factors are continuously needed to remain viable (Brown 2010). In agreement, Phelps *et al.* (2007) suggest a continuous adjustment to managerial and strategy planning, which supports the fit-for-purpose principle previously discussed (see 2.7).

Table 2.2 Operational management strategies

Operational Strategies	Management skills needed	Strategic practices and leadership styles	Objectives and building blocks
Imagine and inspire	Formulate a vision	Entrepreneurial, marketing	A visionary, personal goal, design jobs, governance
Fund and frame	Start, register, fund, frame a particular service	Volunteering, recruiting	Design jobs: authority downwards, vested in positions, interdependent teams, fit-for-purpose strategies
Ground and grow	Activate, motivate	Governing, high-level leadership, and leading	Group responsibilities into departments, specialised knowledge, value drivers
Produce and sustain	Peak performance	Controlling, managing standards, measuring accuracy and performance	Reporting in relationships and/or departments, capacity, governance principles
Review and renew	Reinvent, revise, change	New ventures to increase energy, corrective action, entrepreneurial	Co-ordinate activities, processes to improve and adjust, fit-for-purpose

Source: Adapted from Brown (2010)

Table 2.2 indicates strategic management skills, strategic practices, and leadership styles that affect the goals and building blocks identified by Brown (2010). The current study was attempted to expose practices of this nature.

2.11 Contribution of the study

Overall, the current study contributes to the practical aspect of the strategising of leaders in a research field. The current study contrasts with the usual sustainability research, which usually has a financial objective and pertains to the First Sector. There were several SAP studies in the Second Sector (Public Sector) and Education sectors, which are also not driven by the economic gain (Bezuidenhout, 2015; Davis, 2013; Jansen van Rensburg; 2016; Williamson, 2013). A sector-specific contribution of the current study was toward SAP. The lens of SAP has not yet been applied in any business management research of the Third Sector in South Africa. Further, SAP has not been used to research sustainability as survival in the three sectors in South Africa. A gap in the global use of SAP in this sector was highlighted by Burgelman *et al.* (2018) and confirmed by Stander (2018).

The study aims not to compare the organisational life cycle with that of the First Sector but to indicate strategising renewal practices and a return to renewed growth. The strategic practices used by the participating organisations in the current study to revive their organisational life cycle may differ from others in the Third Sector. Individual organisations need to respond to and align themselves with the changing needs of beneficiaries to stay fit-for-purpose of their particular governance and service delivery (see Brown, 2010; Lewis *et al.*, 1991). The practices within the drivers of value could add to the body of knowledge on business management, both theoretically and in practice, by informing leaders in the Third Sector. Operational factors are stated in the second-last row of Table 2.3, as leaders want to be informed of possibilities to aid them (Montgomery, 2015). By interviewing the leaders as participants in the current study, this lack was already addressed to some extent, as they were keen to diverge their knowledge. In reflecting on strategic practices, the practical contribution endorses strategies value of theory towards survival (Eyben, 2006) (see Table 2.3). Leadership management as the most important driver could support the view of Montgomery (2015:96, 97) (see the middle of Table 2.3).

Table 2.3 Assumed contribution of the current study

References	Dearth of research	Contribution of the current study
Johnson *et al.* (2014)	Exploring strategy models lack the contexts of mature organisations, local context, not for profit	Research model applied to a sector of management which lacks research and is of local (SA) context and of mature organisations, older than 30 years
Daub et al. (2014:3253), Pratap & Saha (2017:1,3), Johnson *et al.* (2007:3), Paroutis *et al.* (2013)	A gap in strategic management of sustainability of NPOs The actual practice (human contribution) and understanding of how actors themselves perceive strategy is limited, despite decades of strategic research, particularly in terms of strategy as survival	Findings, which incorporate strategic practices to provide directions for managing similar organisations, answered the primary and sub-questions of the study
Matthiesen & Binder (2009:52,53), Baldrige *et al.* (2004:1063); Eyben, (2006)	Practical contribution to close the gap between academic quality and practical relevance of managerial research. Reflecting on practices to further challenge and mature these practices	Findings describe practices of value to strategise for survival
Burgelman *et al.* (2018); Guthrie *et al.* (2010:450,456)	Lack of research on the Third Sector regarding future strategy research Call for research on a strategy without the objective of financial return	Research in a neglected field of management
Pratap & Saha (2017:1,3); Guthrie *et al.* (2010)	Call for research on the strategic corporate sustainability of NPOs	The researcher responded to this call by doing the current study
Montgomery (2015: 96,97)	Leadership is the most important driver of value and manages resources effectively	Findings support this statement (see Chapter 5 for findings)

References	Dearth of research	Contribution of the current study
Montgomery (2015:15)	Lack of literature on survival and needs of leaders in the evidence-based decisions for sustainability strategies	New theory and new lens used to uncover strategic leadership practices in the Third Sector to be sustainable. This answered the primary and sub-research questions
Lynch (2006)	Professionals in care services and social work are less positive about organisational culture than administrative staff	The study did not confirm this. Leaders who are social workers emphasise culture as important (see Chapter 5 for findings)
Montgomery (2015:11)	Leadership and teams are associated with organisational sustainability and influence followers and stakeholders to accomplish goals, transformational leadership for crisis management	The study confirmed this statement (see Chapter 5 for findings)
	SAP theory: Gaining insight from the implied or tacit knowledge of the practitioners within long-standing NPOs provides the opportunity to contribute towards the body of knowledge on strategising for survival, especially in the SA context	Tacit knowledge of experienced practitioners added information to the body of knowledge in business management, especially in the SA context
Montgomery (2015:104)	How to enhance organisational sustainability to help waylay the tendency of closure and the expressed need of managers of NPOs for guidelines on how to maintain sustainability	To offer the assertions as guidelines to leaders of NPOs active in social services
Lehola (2017b)	Call for the community to become involved with support and provide employment and training	Knowledge-based support to embattled NPOs, which serve the most vulnerable in SA society; empower participants with feedback

Source: Author's own compilation

The time-lapse in the frequency of adapting strategies and the practitioners who contribute to this are stated in the last two rows of Table 2.3. The findings and recommendations of the current study will help to alleviate the shortage of research in the Third Sector globally, and especially in South Africa. The discussion of practices will inform business management theory in general, and SAP theory will have pragmatic value for organisations in a similar service field.

2.12 Conceptual framework

In qualitative research, the research questions, which guide the study have to be answered. The data have to be approached in a practical manner, called a framework or a paradigm, to reach the answer, as recommended by Johnson *et al.* (2003). This happened inductively and deductively to provide rigour in this study (Bloomberg & Volpe 2016:307). For this to happen, the coding framework from Saldaña (2013) was adapted to demonstrate the stages the data go through, focusing on SAP as the lens to disclose how leaders strategise towards survival. The result of the research is developed as assertions that claim the strategising knowledge. The current study is a case study of phenomena in the real world, which diminished the boundaries between theory and practice (Yin, 2014:16). A case study allows interviewing and interacting with the participants to gain a deeper understanding of the data. Multiple interviews were conducted, and secondary documentation was consulted, which provided a rich data source, as advised by Bloomberg and Volpe (2016).

The conceptual framework guided the current research to explore the practices of the leaders over the long and short term and the way the organisation stays resilient and keeps adapting in an ever-ongoing process amidst an ever-changing and difficult environment. The data collected from the research field were analysed to uncover complex adaptive systems and responses to sustain survival (Stacey, 2012), including actions, interactions, and organising activities (Jarzabkowski *et al.*, 2007).

This study focuses on the actions, activities, and initiatives of NPO managers, resulting in direction and survival. How leaders re-interpret objectives and revise strategies could indicate how they position themselves strategically to be fit-for-purpose and re-energise the organisation in relation to its life cycle (see Stevens, 2002). Adapting is possibly done in the short and medium term through leaders' regular or daily practices, such as training, resourcing, reviewing, adapting, and leading. It is also done with reflections towards long-term planning where problems are anticipated to incorporate these into a strategic framework to suit the ever-changing environment, establish an organisational culture, and provide for succession and financial independence. Resilience is needed to adapt to this ever-changing environment; it is mostly characterised by financial strains, personnel issues, and the social needs of the environment (Lewis *et al.*, 1991; Vigano & Salustri, 2015; Von Schnurbein *et al.*, 2017). Regular practices are reviewing, training, adapting, resourcing, and leading. The Covid-19 crisis is an example of an external challenge. How the NPO reacts affects its organisational life cycle and sustainability (Montgomery, 2015; Stevens, 2002). Figure 2.4 shows resilience and recurrence in re-strategising toward new objectives and developing new skills and initiatives to enable current services and adapt services needed in the community. The infinity symbol used in the figure was chosen to depict the ongoing act of adjusting strategies to ensure survival and sustainability. The longer-term planning for a strategic framework is depicted on the right of the figure, and the shorter-term practices on the left show where daily or regular practices are initiated.

Figure 2.4 Conceptual framework for the current study

Source: Author's own compilation

Montgomery (2015) found that the sustainability of NPOs depends on leadership. Leadership and their practices are central in Figure 2.4. To further support this practical study paradigm, Lê and Jarzabkowski (2015:440) recognise seminal work done by Mintzberg and Waters (1985), who indicated that strategy content emerges through implementation knowledge. SAP scholars added the view that strategy is "inimically entwined with the processes that produced it" (Lê & Jarzabkowski, 2015:439). The latter examined the connection between individuals and how they manage organisational components of 'how' and 'what' of strategy. Leaders' practices are part of the 'toolkit' adopted by the SAP perspective (see Mantere & Vaara, 2008). Sustainability would depend on how strategy is adapted within a business model (Schaltegger *et al.,* 2016:8) and then applied to the Third Sector.

To highlight the need for the current study, Montgomery (2015:15) found that in 2010, over 16.8% of NPO concerned with social enterprises in the United States could not survive. In addition, he highlights the lack of literature on survival. In his findings, he emphasises the need for leaders in this sector and asks academics to assist in evidence-based decisions for sustainability strategies. His study focused on long-term sustainability, as in the current study, and looked at the different leadership needed at different stages of the organisational life cycle. He acknowledged how difficult it is to research these organisations due to their complex and multifaceted aspects. Montgomery (2015) suggests the research of the systems, individuals, and organisational aspects of leadership. The present study sought to answer this call by examining practices from the perspective of leaders and revealed organisational and systemic aspects as part of the organisational architecture and hardware.

In the current study, the researcher focused particularly on organisations that have survived for three decades or more to determine their strategies for sustainability. This led to:

- the possibility of including organisational life cycles to identify strategies employed at different stages; and
- determining whether any relationships in the findings could be linked to the strategic ability of leaders in the study field and their mechanisms for survival.

The findings relate to the strategic practices of leaders who manipulate organisational hardware and architecture, which results in and extends the organisational life cycle. The findings will fill a gap in the literature on the Third Sector. Researchers such as Auzair (2010) and Phelps *et al.* (2007) reviewed existing studies, but there was no mention of any such research of the Third Sector in their review. Montgomery (2015) confirms the absence of research in this field. The current study will provide additional theory to this deficiency.

SAP as a lens for the current study has its roots in traditional strategic theory. It was necessary to provide a background to strategy (see 2.5) to gain an in-depth understanding of the theoretical research point of departure. This background to strategy should support the objectives of the organisation and guide its development towards reaching these objectives.

2.13 Conclusion to Chapter 2

The current study aimed to contribute to a unique, diverse, and non-economic field. The uniqueness of the Third Sector lies in beneficiaries' receiving and require benefits to which a third party contributes financially. As research was done in the Second Sector before (see Williamson, 2013), using the practical lens of SAP, research in the Second Sector paved the way for SAP as a lens also in the Third Sector. The literature of business management could benefit from this in-depth study of a novice research field. No previous research has been conducted in the Third Sector using the SAP perspective.

The value of the Third Sector goes beyond the philanthropic aspect; it also contributes to the GNP of the country. However, as volunteering is an inevitable part of NPO services, volunteerism was included in the discussion. It forms a large part of the human resources in all aspects of the Third Sector, such as helpers, donors, personnel, management, professionals, and board members.

There are continuous changes and challenges in the business environment, as shown by the Covid-19 pandemic. Events, such as the pandemic, influence the Third Sector as much, if not more, than other sectors, mostly because the sector depends on funding from other sectors and individual contributors, who are all affected by such events. Financing is only one of the external challenges faced by NPOs, as crises are a daily occurrence, also depending on the services delivered by individual NPOs. In addition, internal factors, such as human resources, affect the organisation's survival and constantly determine and frame strategic formulation. To introduce the dynamics of survival or sustainability within an organisational context, the researcher discussed the implementation of strategy as process and practice and management and strategy in relation to the organisational life cycle and the role of leadership in these aspects. The researcher wanted to understand how leadership acts as role players and how they adapt their practices towards fit-for-purpose in quality service delivery and governance to survive in such a demanding environment. From the literature, it was assumed that the practice of adapting strategies should be a combination of skill, experience, and formulated methodologies in response to ongoing analysis. The practical aspects of strategising toward sustainability and survival are not known in the Third Sector, which was the focus of the study. The chapter also provided the role of guiding the research process.

In the current study, personal interviews with managers and leaders of NPOs were deemed most appropriate to gather deep data and rich data sets to reveal practices in the real world. These practices relate to the SAP paradigm since they highlight the reality of strategy in context. Interviewing the leaders with situational knowledge helped to re-construct their view of their practices to enable the researcher to interpret these views from the perspective of SAP. The researcher also discussed how the practical lens of SAP was appropriate for researching business strategy as part of business management and how practices within the drivers of value could cause fit-for-purpose for governance and the services delivered to extend the organisational life cycle. Knowledge of the strategic practices could serve as a guide to maintain or reinvigorate the required services to extend the organisational life cycle. The current study's findings will add to the body of knowledge of business management theories about SAP, organisational life cycles, and drivers of value by keeping fit-for-purpose governance and services in mind. The research methodology used in the current study to attain this knowledge is discussed next in Chapter 3.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction

Chapter 3 reports the practical implemention of the research methodology and justifies it with literature. The strategy followed in this research is to collect in-depth data on the unique practices of managers of these persisting organisations. The researcher collected data through open-ended questions during an interview to reveal detail while remaining within the scope of the research question (Balogun *et al.*, 2003). Questions are within the sphere of the participants' tacit knowledge of their particular organisation. Therefore, the current chapter is concerned with the research design, encompassing the methodology, the research approach, and the paradigm. It links the research purpose and resulting research question and sub-question with the lens discussed in the previous chapter. Furthermore, Tracy (2010:840) argues that:

> *Good qualitative research is relevant, timely, significant, interesting, or evocative. Worthy topics often emerge from disciplinary priorities and, therefore, are theoretically or conceptually compelling. However, worthy topics just as easily grow from timely societal or personal events.* (Tracy, 2010:840)

A research project is defined by its methodology, scope, objectives, and philosophy Saunders *et al.* (2009). The scope of research explains and clarifies the focus of the research, and encompasses the aim, research problem, and objectives, and processes followed in operationalising the research.

The current research identifies the strategies of survival and sustainability as adopted by surviving NPOs. The emphasis is on the strategising practices of organisational leaders to understand how their organisations managed to survive for a long time amid difficult circumstances. In the current study, the criteria were for the organisation to be at least 30 years old. The period of 30 years is of importance, as a newer act, SA Non-Profit Organisations Act 71 of 1997 (SA, 1997c) was implemented, and organisations 30 years and older at the time of the current study had to comply with the new legislation to be registered and recognised as NPOs.

The research aims to determine 'how' leaders survived with an unstable and uncertain organisational environment. The reality and context of the research were focused on eliciting the tacit knowledge of individuals in leadership positions in such NPOs. Such knowledge is not quantifiable; hence, a qualitative research approach was adopted in the current research.

The Third Sector is under-researched but not unimportant for various reasons, the most important being responding to social needs. The sector shows substantial growth, as all particular needs of society cannot be addressed by other sectors, such as government or business.

Furthermore, the motivation for the scope of the current research emanated from the researcher's observation that other NPOs have managed to survive for decades even though many NPOs did not stand the test of time. The reason for their survival or demise triggered the researcher's interest. Organisations that did not survive were not accessible, which meant that the study had to take a different direction; thus, examining the organisations that stood the test of time. This study considered the organisations that survived for at least 30 years and continuing with their services. This viewpoint offered the possibility of focusing on organisations with different structures but operating in different social care services. Furthermore, the research focused on the strategising practices of the NPOs leaders with knowledge of survival. As a result,, a variety of leaders from different levels of management were regarded as appropriate (Fenton & Langley, 2011; Vaara & Whittington, 2012).

The population, character of the field, and participants were part of the gathering of data. The study engaged with the selected population (research units or participants) to gather and analyse applicable information to increase understanding of the phenomenon. Exploratory research (Leedy & Ormrod, 2010:1, Saunders *et al.,* 2009) was followed with an additional intention to portray the reality of the phenomenon from the viewpoint of the owner of the knowledge (Robson, 2002:59; Saunders *et al.,* 2009:140,600). The study used theories such as SAP (Jarzabkowski *et al.,* 2007; Johnson *et al.,* 2007, 2003, Whittington, 2003), fit-for-purpose for governance and service delivery (see 2.7), the organisational life cycle (Lester *et al.,* 2003; Stevens, 2002) and drivers which add value to the organisation (Schaltegger *et al.,* 2012; and see 2.9; 2.12) as the frame of reference for the study.

3.2 Research problem

For this research, literature searches were carried out on various databases, such as SABINET, Emerald, and various subject-specific databases accessed through the Unisa library and various university repositories, between 2014 and 2019. The literature was dominated by phrases, such as 'strategy in NPOs', 'strategic management of NPOs', and terms such as; 'persevering', 'surviving', 'long-standing', 'sustainable', 'sustained', 'long-lived', 'enduring', and so forth. However, most of the sources dealt with financial or economic sustainability and less was discussed in relation to survival strategies of non-profitable organisations. The literature shows that, in general, business strategy omits research on the practices and processes in the Third Sector (Burgelman *et al.,* 2018; Montgomery, 2015). Scholars such as (Guthrie *et al.,* 2010:456), Kaplan (2008), Kaplan & Henderson (2005), and Montgomery (2015) confirm the lack of research on the strategic practices of NPOs and on their ability to sustain services in the long term. A gap in the practical, human contribution of the strategy was supported by scholars such as Johnson *et al.* (2007:3), and more recently, by Montgomery (2015:26,43). Montgomery (2015:104) also noted that managers of NPOs want guidance on how to maintain sustainability.

3.2.1 Problem statement

It is confirmed that there is a lack of research into how NPOs strategise to survive and how organisations adapt to challenges. To study the strategic practices from the viewpoint of the practitioners would lead to a contextual understanding of the practices needed for their sustainability (opinion of the researcher). The practitioners' strategic practices can indicate how the internal and external challenges are confronted and resolved. It is recognised that original and complementary knowledge is needed regarding the practical implementation of the strategy (strategising) in NPOs to survive and thrive in dynamic environments. This will also benefit Guthrie *et al.* (2010)'s call into the absence of knowledge in this sector. In this study, the researcher considered routine and tacit knowledge of strategising, and presents this knowledge of practical origin as the theory to address the research gap. There was a multitude of problems that informed the current study. Examples of problems were statutory, internal constraints, resource shortages, and the changing needs of beneficiaries. Interpreting how practitioners follow, adapt, or create strategies to address organisational survival was necessary to fill the theoretical and applied knowledge gap. As Montgomery (2015:104) argues, research on how organisations survive can address managers' need to attain sustainability in the sector. Furthermore, it is important to note that the Third Sector contributes toward the economy and fulfils a service that the government cannot meet.

3.2.2 Research aim

The current study aimed to extend the management theory of strategising practices of South African NPOs within the social care sector. From a practical viewpoint, such a study had to supplement theories of adaptive practices, while delivering relevant practical that would be fit for the calibrated purposes of NPOs. The purpose of this study implied exploring practical strategies for the optimal management and survival of NPOs, which have to provide relevant and quality services under difficult circumstances.

3.2.3 Research objective

The objective of the current study was to explore the long-term survival of the NPOs. The study aimed to understand how NPO leaders and managers practice organisational strategy and survive longer. The study also aimed to understand the leadership qualities needed during various stages of the organisational life-cycle to aid survival. To strategise is to direct the actions to fulfil this purpose through internal resources, such as skills, and the external environment, such as funding projects. The developments in strategy theory directives reinforced the need to examine the research objective in a practice-based manner. The lens of SAP provided an opportunity to research the human contribution to strategy within an organisation.

The study aimed to increase the knowledge of organisational practice theory, particularly in terms of the organisational life cycle, drivers of value in organisations, and how organisations stay fit-for-purpose, as elicited from participating organisations.

The research objective of the current study is stated as:

To understand how South African non-profitable organisations that are active in social care practice strategy for their long-term survival.

3.3 Research questions

In essence, the current research aimed to explore, through semi-structured interviews, the strategic practices of leaders who work in a unique organisational context. It was expected that the interviews would provide the rich data necessary for the research and was guided by the following broadly stated question:

3.3.1 Primary research question

How do practitioners within long-standing NPOs strategise for survival and sustainability?

3.3.2 Research sub-question

What are the successful strategic implementation practices for long-term survival of NPOs?

The above discussion presented the framework and clarified the objectives of the research. The section that follows outlines the methodology used to identify the practitioners of NPOs' strategising practices to provide answers to the research questions.

3.4 Research Methodology

Table 3.1 presents a summary of the methodology used in the current research. Listed are the methodology, the choices made, and the alignment for the current study.

Table 3.1 Research methodology summary

Methodology	Choice made	Alignment with the study
Approach	Qualitative	In practice, the social setting might allow for data depth on strategic practices and organisational life cycle signalling organisation survival. The time spent on interviewing and the data is extensive, as a directive of qualitative research (Bowen, 2008:149).
Assumptions	Interpretive: subjective, fluid, and flexible	Qualitative research allows the voices of participants who own specific (tacit) knowledge to be heard (Saldaña, 2009, 2013)
Design	Various case studies	Data from various case studies (organisations) allows for research that verifies findings is that are not only the result of idiosyncrasies of a singular setting but also multiple settings (Cavaye, 1996:237).
Sample details	NPOs in social care: purposive sampling	Guidelines for small populations are 4 to 6 participants (Breakwell, 2004:346; Leedy & Ormrod, 2010)
Method of data gathering	Interviews and limited scope document analysis	Recorded interviews and their transcripts are primary sources of data. Secondary documents were sourced from the archives of the NPOs for limited scope review to verify participant claims and limit participants' bias.
Method of data analysis	Thematic analysis with the coding of contents	Data analysis was done by open and axial coding of data contents, as recommended by Saldaña (2013). This was followed by the development of themes towards asserted findings. Data analysis was done by the researcher and co-coder, supported by ATLAS.ti™ 8 (Saldaña, 2009; 2013).
Reasoning	Inductive (use of data), deductive (use of theory), and abductive (interpretive acts from theory and data)	Collected data revealed an extension to theory, an inductive, theory-building process (Tracy, 2010:839). The existing theory was confirmed by data, complemented by the literature, as deductive evidence (Creswell, 2014).
Interpretation		The results from the data were interpreted through abductive reasoning. These three steps (inductive, deductive, abductive) are part of the trustworthiness and multi-level verification of data (Creswell, 2014; Tracy, 2010:849).
Verification		Secondary documentation (Creswell, 2014)

Methodology	Choice made	Alignment with the study
Methodological quality criteria	Qualitative	Various case studies, member checking at various levels: participants verified transcriptions, and there were inter-coder comparison and member review (participants verified their transcriptions). The use of literature and reflective, data-anchored writing up ensured that integrity in reporting was achieved. Guidance from two experienced supervisors (Creswell, 2014).
Ethical considerations	Ethical choice	Ethical requirements of Unisa were followed in accordance with the Protection of Personal Information (POPI) Act 4 of 2013 (SA, 2013). Organisations requested anonymity for professional protection of themselves and their beneficiaries, and the researcher accommodated the request by assigning pseudonyms for the participating organisations

Source: Author's own compilation

The methodology presented in Table 3.1 covers all aspects of qualitative research, namely design, data gathering, data analysis and interpretation. The ethical aspects, which formed part of the methodology, were integral to the entire research process.

3.4.1 Methodological approach: The choice of qualitative research

In most research practices, the researcher chooses from several possible methodological approaches, such as quantitative, qualitative, and mixed methods. A qualitative approach uncovers data about the character of the phenomenon under investigation, emphasising the processes and the implied meaning and not statistics thereof (Saldaña, 2013:12).

In terms of the qualitative approach, representing a particular behaviour in each reality requires considerable time spent collecting, analysing, and interpreting data to identify similarities (Kleining & Witt, 2000; Labuschagne, 2003:102). For the current study, the researcher was directly involved in the semi-structured interviews, each lasting a maximum of 60 minutes. During the interviews, the intention was to acquire an understanding of the participants' strategising practices. As the researcher experienced such strategic practice, the perceived empathy enabled a relaxed environment to extract insightful data, as Balogun *et al.,* 2003:203 found. As a result, the researcher could acquire deep levels of the participants' knowledge. Such empathy is an operating paradigm and personal perspective or axiology (Pontoretto, 2005:127,132,133).

3.4.2 The assumptive paradigm of qualitative research

The current study focused on the knowledge and views of the participants as they are practiced in a real-world setting following daily routines, which promoted organisational survival. An ontological assumption was that such reality could be studied through methodologies that use a situated and subjective stance, as recommended (Johnson *et al.,* 2003). The researcher's experience allowed the utilisation of personal tacit knowledge and expertise to fit intangibles within the SAP research field. Being ontologically open to a subjective standpoint, the researcher took heed of the participants' voices to complement the tacit and embedded dimensions of the study.

It is advisable to collect data from various sources in a particular setting to elicit meanings of a phenomenon (Cavaye, 1996:232). For this study, data came from various and diverse organisations and two participants of each organisation to meet this requirement. As noted by Nonaka and Takeuchi (2007) and Orlikowski (2002), tacit knowledge is embedded in a person's way of doing things. To such an extent, individuals cannot explain their reasons for doing things in a certain way. Participants of the study had a familiarity with what is needed in a situation as they indicated that they are g in a management position for some time.

How a sample is ontologically aligned is important in qualitative research to interpret a particular reality (Roller & Lavrakas, 2015:1). In the current study, the leaders of various NPOs were considered appropriate for the current research and its ontological stance. The participants' perspectives were interpreted; thus, a constructivist paradigm was applicable (Fosnot, 2013:1). An in-depth understanding comes from understanding the context of the research setting (Cavaye, 1996:238) and interpreting data by analysis (Creswell, 2014; Lincoln, Lynham & Guba, 2011).

3.5 Research design

A multiple case study design allows for analysing several sets of data from the same research field to compare or dispute findings to uncover variables or possibilities or contribute factors. A multiple case study is an umbrella term referring to several sub-categories of findings to list all the necessary characteristics to describe the research paradigm in detail (Cavaye, 1996:232). The current study focused on a particular social reality, comprising different structures of organisations, all of which were subject to the same legislation and had similar objectives.

In general, the thick descriptions and the content of the data led to descriptive answers, with the possibility to compare and examine findings. One of the advantages of a multiple-case study design is for data to be examined within each situation and across different situations. In SAP, a multiple-case study leads to a broad perspective of the phenomenon under discussion. As an applied research framework, SAP specifically aims to uncover strategic practices within a particular context (Jarzabkowski *et al.,* 2007; Leedy & Ormrod, 2010:35, 36). The NPOs who participated in the current study were not compared to measure their successes, but similar practices and challenges were identified, and contributing factors were explored.

Interpretivism, as the epistemology of the current research, refers to how knowledge is understood, as it allows for diverse indicators and theoretical interpretations while ensuring internal validity (Creswell, 2014). Validity comprises comparing one database with another, while internal validity implies ensuring that participants' contributions are such that the researcher may come to the correct conclusions (Creswell, 2014:223). Internal validity is ensured by using measures, such as peer examination, member checking, and clarification of bias, all implemented in the current research (Creswell, 2014:259). According to Creswell (2014), there are three possible paradigms of inquiry in research:

- naturalism, concerned with the practical paradigm;
- positivism, concerned with concepts that allow predictions; and
- constructivism, which allows the drawing of inferences from abstract concepts of multiple perspectives and provides a means to bridge the gap between observation and meaning within a specific context.

Comparisons extend to connecting processes, which carry an understanding of the social reality, and the possibility of a conclusion or set of strategic findings (Given, 2008). An interpretive narrative became the findings and assertions rather than detailed stages (Given, 2008:67, 68; Ritchie & Lewis, 2003). Interpretative-constructivism was the most appropriate paradigm for the current study. The research questions required an in-depth and rich account of stakeholders' experiences and contributions, to which the reader will be introduced during the discussion of research findings (Saunders *et al.,* 2009:123). The theoretical constructs that emerge from the data depended on the researcher's insights, either literal and descriptive or analytical and interpretive (Hesse-Biber & Leavy, 2011:308–311).

Analyses were centred on how strategy implementation and practices were being implemented at the time (Johnson *et al.,* 2003) towards the survival and sustainability of the participating organisations. The themes identified from the data showed a relationship to the drivers of value and fit-for-purpose regarding governance and service delivery needed in in-service organisations to stay relevant. As part of the SAP lens, these themes were developed from the 'how', 'why' and 'when' of the embedded experiences of participants, which they owned as tacit knowledge. The findings as constructs in the current research were finally developed as assertions.

3.6 Sample

This section discusses the sample of the study. The discussion is divided into two levels, the first is for the organisations, and the second level concerns the participants' contribution.

3.6.1 The first level of the sample: Selecting the organisations

NPOs differ in structure; hence, they are classified in types of governmental regulations. Terms used to define the style of NPOs range from ‘operational’, ‘complementing’, ‘reforming’ and ‘opposing’ to ‘local’, ‘national’, ‘permissive’, ‘individual’ and ‘political’, with varying administrative needs; and are called ambiguous, intricate and self-motivated (Bloodgood, Tremblay-Boire & Prakash, 2014:723–726; Dugle *et al.,* 2015:142, 144, 158; Kong & Ramia, 2010:668; Von Schnurbein *et al.,* 2017:7). In this study, the participating organisations had different structures and objectives, but all served in social care and were registered with DSD. Such variation within a particular phenomenon could best be described as stratified, which helps an in-depth understanding and provides diversity in the research is suited to in-depth explorations of a phenomenon (Hesse-Biber & Leavy, 2011:274–275; Ritchie & Lewis, 2003; Yin, 2010). Since the organisational leaders as the research participants were from different levels of management with different service objectives, stratification was easily achieved.

The services of NPOs in the field of social care qualified the sample as a real-world social context (Hesse-Biber & Leavy. 2011:45, Yin, 2010:16). The five selected organisations adequately helped produce data to identify structures and patterns of practice within this context (Kleining & Witt, 2000).

In qualitative research designs, it is acknowledged that samples do not have to be large (Dworkin, 2018; Englander, 2012; Guest *et al.*, 2006; Malterud, Siersma & Guassora, 2015). In a survey that covered methodological, epistemological, and practical reasoning, most participants conceded that there were no definite parameters for size and suggested saturation as the main measure (Guest *et al.,* 2006). The latter authors advise that comprehensive research aim for excellence rather than adequacy (Guest *et al.,* 2006). Similarly, Bowen (2008:149) indicates that sample size would not necessarily affect the integrity of the study since the depth of theory depends on sample adequacy.

Leedy and Ormrod (2010) recommend small, highly specific samples for rich, contextual, and detailed examples to enable transferrable theoretical insight using in-depth interviews. However, in terms of numbers, Guest *et al.* (2006) suggest 12 case studies, but then report that they had achieved 94% saturation after four interviews, with limited contributions after that. Leedy and Ormrod (2010) recommend four to six samples using axial coding and more than one interviewee or data source per organisation. Breakwell (2004:346) suggests three to four participants for small (specialised) groups and three to six for other groups.

In light of the above, selecting five NPOs for the current research was deemed adequate, with 10 different interviews (two participants per case). In addition, all the participants had appropriate knowledge, and the secondary documentation confirmed the provided information. The researcher worked on the data over an extended period (see Bowen, 2008:149).

The sample was recruited from the public domain in the middle of 2018. Keywords such as stroke, parkinsonism, or quadriplegia, were used to search for registered organisations on the internet to locate possible participating organisations. Organisations identified in this way were approached to confirm the inclusion criteria and get preliminary approval for their participation. The list of possible participating organisations that were contacted is appended as Addendum B.

Several organisations, which met the criteria, initially indicated their willingness to participate, but they did not respond to frequent requests when the time came to do the interviews. The researcher had to accept that such organisations were not possibly interested or available to participate in the study. For example, when an organisation, which renders services to drug addicts, heard that secondary documents, such as organisational reports and financial statements, were needed, the executive manager failed to respond to any further communication. The search for suitable organisations was continued into 2019 when the researcher’s application for ethical approval was granted. As indicated in the ethical approval application, the sample of four organizations would have been adequate, but when a fifth organisation offered to participate in June 2019, the researcher seized the opportunity to increase the sample size and add depth to the data.

Inclusion and exclusion criteria were on two levels: The organisation and individuals who were managers of the organisations. For the organisation, exclusion occurred when the organisations did not meet the following inclusion criteria:

- had to be registered as an NPO, based in South Africa;
- had to be active for a minimum or 30 years;
- had to be active in social care;
- had to be willing to participate; and
- had to have signed the consent to be part of the research.

Individuals' willingness to participate and be in a leadership capacity within the consenting organisation was part of the inclusion criteria. There were no inclusion or exclusion criteria regarding years of experience, age, gender, or profession. Individual participants were senior managers, executive managers, and board managers; this aided diversity of the research field. The organisations served different communities and had different structures, which allowed for general and cross-group saturation (Onwuegbuzie, Dickinson, Leech & Zoran, 2009:6) of the research field.

In addition to the criteria indicated, the researcher had no option but to use the particular sample of five consenting organisations. There were no other organisations that accepted the invitation to participate. All the participants agreed to sign the consent form, allowed the interviews to be recorded. Participants offered to add information afterward if the researcher needed more.

All five organisations opted to stay anonymous. For this reason, for every participating NPO (case) in the research, a single Setswana word representing the essence of the NPOs service was used. As one of the eleven official languages of South Africa, Setswana was chosen because all participating organisations were located in Gauteng, where Setswana is frequently used. The chosen words for identification are listed in Table 3.2. Using a representational word is less cumbersome than using Organisation 1, Organisation 2, etc. The five organisations are introduced in the order of the interviews, although the discussion starts with the fifth organisation.

Tokomelha, which means 'care', was the first organisation. Tokomelha provides social care, primarily to children. There is a board of directors, which resorts under a church. The organisation is part of an international organisation that prescribes some of their constitutions. Services are provided at their premises and in two suburbs within Pretoria, a city in Gauteng. Participants were the chief executive manager and the financial resource manager.

The second organisation, Oka, which means ‘nursing’, is a palliative nursing facility that supports home-based care and trains professionals. The organisation is independent, although affiliated internationally, and is administrated as an Article 21 company, with a variety of professionals staff members. In this organisation, the executive manager and an assistant manager were interviewed. This organisation was the only one where a social worker participant was not found (see Table 3.2). This organisation has several charity shops run by the general staff.

The third organisation, Ntlo, which means “house”, is a residential facility with a protected workshop and provides services in a nearby township. Ntlo is a paid facility for intellectually compromised adults. The protected workshop and external sponsorship support the monthly fee. The executive manager, who was a social worker and a parent who is a board member, was also interviewed). The third participant who provided the historical document was not a social worker and was the only male participant. Ntlo was the only organisation where interviews were on different days. The board member was the only one who was interviewed out of the premises of the organisation. This participant was the only active board member interviewed for the study and the only beneficiary parent. The executive manager was interviewed at the facility of the organisation, and she took the researcher to view the facility. Both the interviewees referred to their beneficiaries as ‘villagers’.

Boko, which means ‘brain’, is a day-care centre in Gauteng for brain-injured adults. The organisation was the fourth organisation to be interviewed. The organisation, which has an advisory board, provides training for professional students, who are regarded as volunteers. The executive manager was interviewed first. The second participant joined halfway through the first interview as an observer and was interviewed separately after the executive manager.

The fifth organisation, Tsotlhe, which means ‘entire country’, is a regional branch of a national organisation, but acts autonomously. Tsotlhe was the most complex organisation in this field of study. The organisation has a protective workshop, provides both daycare and housing, and has more than one service site. There is extensive information on the internet between the regional and national offices, mostly to inform the general public about the medical condition. The services are rendered medically affected adults and children throughout Gauteng. Beneficiaries are often intellectually compromised because of the specific medical condition (Providing the name of the condition - the diagnosis - would compromise the anonymity of the organisation). Tsotlhe provides daycare, a protected workshop, and a residence for beneficiaries at their facility. These beneficiaries are medically affected or intellectually compromised and work in the protected workshop. Other beneficiaries are either frail or aged and reside in a different facility, away from the main property. Tsotlhe functions independently from the national organisation, which has a national director and a national board. Tsotlhe is managed by an executive manager and has a board comprising persons afflicted by illnesses falling within the organisation's scope, but who function on a high level. Only the regional executive manager and a general manager were participants in the current study. During the first interview with the executive manager, the general manager attended and contributed her information at the end of the interview as the tenth participant.

3.6.2 The second level of the sample: Individual participants

NPOs that met the inclusion criteria were asked to identify two individuals in a managerial position, who were available and willing to participate in the interviews. The signing of a consent form preceded their participation. The study required participants who were the executive managers leading the management team daily or managers who had an executive position of finances, administration, human resources, special projects, or either a board member or previous manager or board member. Furthermore, their willingness to participate was possibly the most important criterion, as these individuals contributed their time and knowledge without any obligation.

All participants were active in some of the practices or governance of their organisations. They were exposed to strategic decision-making on different levels. There was no prerequisite for the time individual members took in those positions.

The participants came from different backgrounds and had different experiences. Their positions ranged from managers to executive managers and board members. Four of the ten participants were not registered as social workers. One participant was a board member at Ntlo and held a consultative position in the private sector. The other two participants, who were managers of Oka, were both previously beneficiaries of Oka. Their partners received palliative nursing care at Oka, and they both confirmed their involvement and dedication to Oka for this reason. One participant from Boko was a retired board member, a parent and founder member (also mentioned in 4.2.2.1.5). The researcher perceived all the participants to be friendly, dedicated, organised, committed, and informed. All participants seemed to be honest in t answering the questions and providing insight into the research context. It shows that they were prepared for the interview and familiar with the objectives of the study.

During the interview with the executive manager of Boko, the board member, as a second interviewee, arrived and listened to the rest of the interview. The manager of Tsotlhe attended the entire interview of the executive manager and continued in the same recording, which shortened the second interview and resulted in a joint transcript. The second interviewee's two occasions attended the first interview were in retrospect and advantageous because duplication was omitted, and the second interview added depth.

It was not expected that the research interviews and their responses would pose any risk to the participants. The research was classified as low risk, with minimum discomfort to the participants, although it entailed direct participant involvement through the individual interviews. Interviewees were not personally affected, and no personal information was required. The only possibility of discomfort might have been inconvenience caused by the time of the interview, but this was controlled by the participants. Interviews were scheduled to suit them at a venue of their choice. Their managerial positions were used to identify their contribution in the discussion of data.

Table 3.2 presents a compilation of the first level of the sample (the participating organisations as a research field), and the second level of the sample (the interviewees as direct contributors to the research data). The Setswana word to identify the NPO and the sequence of interviews (Case 1 to 5) are in the first column, meaning the Setswana word in the second column, followed by the type of service they render. The fourth column indicates the location of their services, and the fifth column indicates where the interviews took place. ‘Management position’ indicates the function that the participants were fulfilling in their organisations at the current research time and indicates those trained as a social worker and those not trained as a social worker.

Table 3.2 Information of the participating organisations and their participants as interviewees

Participating organisations: name and interview sequence	English meaning.	Social care	Area of service	Interview venue	Management position and indication of social worker
Tokomelha **Case 1**	Care	Social services mainly for children	Three Gauteng Suburbs	Gauteng offices	Executive manager (social worker) Senior manager (social worker)
Oka **Case 2**	Nursing	Nursing assistance to terminally ill at home or terminally ill in a facility specialised training	Two Gauteng Suburbs	Gauteng offices	Executive manager (not a social worker) Senior manager (not a social worker
Ntlo **Case 3**	House	Residential facility with a protected workshop for intellectually compromised adults	**E**ntire Gauteng	Board member's home Gauteng offices	Board member (not a social worker Executive manager (social worker)
Boko **Case 4**	Brain	Group therapy socialising day care	City in Gauteng	Gauteng offices	Executive manager (social worker) Founder member, retired board member (not a social worker
Tsotlhe **Case 5**	Entire country	Residential facility with a protected workshop	Entire Gauteng	Gauteng offices	Executive manager (social worker) Second in charge (social worker)

	day care for a specific medical diagnosis with possible intellectual compromise public education	

Source: Author's own compilation

Stratification is demonstrated by the diversity of the participating organisations and the leadership positions of the participants, as shown in Table 3.2 (Hesse-Biber & Leavy, 2011:45). The different areas of services are indicated; some serve selected suburbs, others the entire Gauteng.

3.7 Data gathering, analysis, and reasoning principles

Interviewing is a versatile instrument to gather data in a qualitative research design and is commonly used to convey the interviewee's voice as the owner of the knowledge (Robert & Shenhav, 2014).

As presented in the information guide (appended as Addendum C), the interview questions were developed from a pragmatic, grounded objective, keeping the theory of strategy in mind. The set of broad questions served as a guide for developing the interviews (Hesse-Biber & Leavy, 2011:103). During the interviews, the researcher also asked probing questions while still allowing them to relate their experiences and express their opinions (Boswell, Geddes & Scholten, 2011; Dennis, Carspecken & Carspecken, 2013:138). The researcher listened actively and responded to indicators, and then probed for better and depth understanding (Hesse-Biber & Leavy, 2011:94). The semi-structured paradigm enabled the researcher to be flexible while remaining within the context of the research. The level of control during the interviews was low and allowed the participants' views of their reality. The level of control during the interviews is indicated in Figure 3.1 and fell somewhere between semi-structured and open-ended interviews. The questions served to guide towards the practices which aid survival.

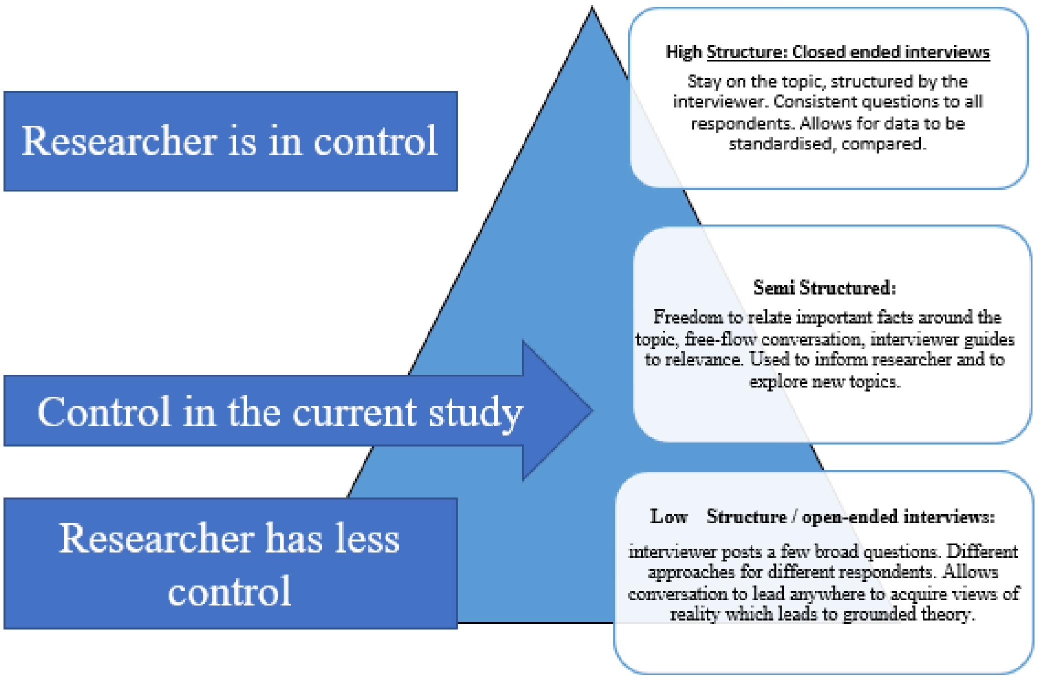


Figure 3.1 Three different structures of qualitative interviews

Source: Author's own compilation adapted from Hesse-Biber and Leavy (2011:103,183,184)

A lower structure (see bottom of Figure 3.1) with guiding questions facilitates the uncovering of rich explorative data. The questions centred on how, why and what and elicited answers from the participants regarding their real-life situation (Hesse-Biber & Leavy. 2011:103,183,184). There were some control and guidance to keep the information relative; hence, the figure indicates the level between low and semi-structured.

The interview questions are attached as part of the interview information guide in Addendum C. All the participants received the interview questions before the interviews. All of them – except the two participants from Boko – prepared for the interviews (the researcher observed that the participants did not prepare. However, the researcher did not explore why it was not a pre-requisite to prepare the answers).

There were three sections to the list of questions comprising of exploratory questions. The **first section** dealt with the successes of the organisation and how these had been achieved. The questions were exploratory, and centred on what, who, and how, in line with the SAP approach (Johnson *et al.,* 2007, 2003). These questions looked at issues such as what they did right, the reasons for their success over the five years preceding the research, and the team's attitude. The **second section** explored the roles of individuals, such as the participants and the staff as a team, to understand their routines and roles and the attributes, which are regarded as essential to the services rendered by these organisations. Furthermore, issues such as planning and viability for the future and how staff and volunteers were kept involved were covered in this section. The **third and last section** of the interview looked at their greatest fears, worst experiences, and best achievements. Overall, the questioning during the interviews gave a broad overview of the case. Most participants embroidered their answers to add to the depth of data.

The interviews were from mid-April 2019 to mid-June 2019 and were conducted at the respective participants' normal context of practice; however, in one case, the interview was done at a residence. This interview was interrupted by family members, but this did not affect the interview. The researcher was able to continue the interview and pick up the threads of the discussion. During all interviews, the participants were in control of the content of their contribution (Jovchelovitch & Bauer, 2000).

The researcher was the sole interviewer and could therefore gain a holistic view of the reality experienced by the participants. The process of eliciting participants' views was aided by the fact that the researcher applied similar work practice experiences to the situation.

The researcher explained her interest in the research topic before the interviews. The participants accepted the researcher as an 'insider' due to her interest in their practice from a personal perspective. At the start of the interviews, participants were asked to consent to participate in the research by signing a consent form. Again, participants were informed of the storing of documents in line with the ethical requirements and sound research practice as were noted in their information guide. The researcher then discussed the interview questions they had received them earlier and asked these questions formally during the interview. All interviews were audio-recorded through two separate recorders. Two recorders were used if one of them failed; one would be used as a backup.

The tone of each interview was set by asking the following encouraging opening question: ‘Why were you so successful?’ Answers to this question often resulted in adapting later questions and established the researcher’s positive reaction to the participants in the initial phase of the interview (Hesse-Biber & Leavy, 2011:107). One participant commented that her stress prior to the interview was unfounded, as she felt in control because the interview was so relaxed.

Tsotlhe was the last to be interviewed and had the most complex structure and rendered the most diverse services in a sense. The interview with Tsotlhe was less structured than the others, as that organisation was the last to be interviewed. The executive manager had introduced the organisation so well that the researcher had to change to an open-ended interview. The change in approach posed no problem for either the participants or the researcher because the interview progressed according to the information that was presented, and the questions developed from that point to achieve an in-depth understanding. An important reason for including Tsotlhe organisation was for stratification. Apart from the organisation having a nursing facility and a home for their aged beneficiaries, their inclusion was to analyse how the protective workshop fitted into their business plan and strategy (There were only a few workshops of that kind in South Africa at the time). Managing such an enterprise with differently-abled individuals who also require medication and medical care must be arduous and, therefore, must affect strategic practices. To add to their complexity, Tsotlhe had both live-in beneficiaries and day-care beneficiaries who worked in the protected workshop, whose medication had to be controlled and administered after the meals that were provided as part of the workday.

The Tsotlhe protective workshop functioned differently from that of Ntlo, which had a protective workshop for intellectually disadvantaged individuals and only residential beneficiaries.

Furthermore, the Tsotlhe workforce assembles and packs items for a hardware manufacturer, whereas Ntlo essentially keeps their beneficiaries busy rather than producing anything for an income. The analysis was not to compare the organisations, but to understand if their strategizing practices were different, how the practices impacted the organisational life cycle, and if leadership attributes were similar.

The participants were thanked for their time and effort at the end of the interviews. Their contributions were voluntary, and they were the ones with the expertise and had to fit the interviews into their schedules. After the interviews, some participants took the researcher on a tour of their facility, which provided the opportunity for more informal questions and a complete understanding of the outlay of facilities.

The research interviews provided a rich description from 10 managers, two each from the five NPOs. The interviewees were all females. Only one male participant took part as a third individual from Ntlo, and he contributed the only individually written history and was not interviewed.

The researcher transcribed three recordings and the rest were transcribed by a professional transcriber, who signed ethical consent. Transcriptions were sent to interviewees for member checking and additional comments. This measure was implemented to minimise the risk of identifying both participants of the various organisations and their opinions in case of criticism by their organisation. All the transcripts were found to be agreeable and correct and served as verification of the research. Transcribing and member checking took much longer than the researcher had anticipated, and only one manager, who was the board member of Ntlo added some information.

3.8 Secondary documents

The organisations were able to supply more documentation than expected, especially after the experience of other organisations, which withdrew as possible participants after the contacts realised that documentation was required. All five participating organisations confirmed that their documentation was open for scrutiny, a requirement of legislation (see The SA Non-Profit Organisations Act 71 of 1997c). After the interviews, when the researcher thanked the participants, they were reminded that they would receive their transcripts for verification. Most of the participants responded immediately with their verification, except one, who only responded after six weeks.

Secondary data in the form of available documents were requested from the organisations. The documents had to provide the history of strategic practices and confirm findings, albeit with limited scope, as there were no guidelines. Any documents that the organisations presented were accepted. The researcher could not demand or expect the organisations to provide anything specific. The documentation that was received comprised annual reports, strategic framework documents, and minutes of meetings of the organisation (Gill & Johnson. 2010:11, 148, 154, 164, 165, 170). These documents were either presented during the interviews or sent to the researcher via e-mail.

All the received documents were regarded as confidential. No personal information concerning either the participants or the beneficiaries was included in these documents. Boko sent their documentation after the interviews via email, while all the others provided their documentation during their interviews. Tsotlhe provided their documentation on a memory stick, while the others presented their documentation in a printed format. The documentation received comprises annual reports, financial statements, and staff numbers or an organogram and services rendered to the community declared in the form of pamphlets or protocols, newsletters, and special publications. In some instances where organisational websites were available, available documents were viewed before recruitment and interviews. The documents that were received are listed in Table 3.2 below.

Many of the documents listed in Table 3.2 are used in DSD annual report and to sponsors such as NLC or the First Sector for funding purposes. The rules and policies serve to guide all the daily and emergency practices that the respective organisations deliver. The financial statements that were received were those required by the DSD for annual reporting and by the different sponsors for funding. Oka presented a one-month financial statement, which indicated their different income sources and expenses for that month. On their statement salaries were the biggest expense. Most of the strategic frameworks were intended for over two years period.

Some organisations provided an organogram, and the organisation's history was mostly part of its marketing material.

Table 3.2 Secondary documentation received

Participating organisations	Financial statements	Strategic business plan	Rules, policies, protocols	Organogram, job descriptions	Reports	Minutes	Marketing
Tokomelha Case 1	2016	General	General	Diagram	DSD Board	AGM	Pamphlets of historic property and projects Newsletter
Oka Case 2	2017, monthly income example	Plan for 2020 List of staff	General				Book with first 25 years' history, Pamphlets
Ntlo Case 3	2011 2015 2017–2018	Planning session general business plan (2019–2022) protective workshops Memorandum of incorporation	Protocols for: safety funding medication	Organogram Executive manager: post description	General progress report to DSD for the year ending March 2019)	Board (number 2 of 2014, number 2 of 2018) AGM 2013 Board 2014	Pamphlets, Newsletters
Boko Case 4	2017–2018	Communication strategy		Organogram			Brochure depicting history
Tsotlhe Case 5	Various flash	National plan for 2017–2018			National annual report		Profile newsletter

	reports, 2017–2018	Plans for: Workshops, residential Care-facility, general managerial		2017–2018	general information brochure information booklet

Source: Author's own compilation

Using a limited scope review, the researcher worked through all the documentation reflected in Table 3.2 and found relevant information in all the strategic frameworks to illustrate or reinforce information obtained during the different interviews. The documents did not give additional daily strategic practice information. The financial statements of all the organisations confirmed their financial status as indicated in the interviews. Financial reports and reports to partners and funders confirmed the status of their administration (Note: participating organisations were under no obligation to take part in the research; no prescribed list was provided to request specific documentation. The organisations, therefore, provided what they had available).

Participating managers were invited to provide a narrative of the history of their organisation to add the option of history for verification purposes (see Freeman, 2010). As previously mentioned, only one such history was received, but the histories of the organisations were obtained from the documents they provided. The histories were received in different forms, namely as a book and a pamphlet. The Tsotlhe executive manager mentioned their history as an introduction to her interview. Only Boko failed to produce any form of documented history, but both the executive and board members revealed some history during the interview.

3.9 Data analysis

Scholars such as Creswell (2014), Hesse-Biber and Leavy (2011:302) and Saldaña (2009, 2013) provide guidelines for data analysis. By analysing these guidelines, it became evident that there is no correct or incorrect way of analysis There are different stages of analysing the patterns in the data (Saldaña, 2009:91), which is an ongoing process (see Hesse-Biber & Leavy, 2011:271). Whatever the process, analysis of data is in effect. The repeated scrutiny of the transcription and this re-visitation is regarded as a systematic verification to cross-check procedures and an arduous journey to uncover the essence of the context. (Hesse-Biber & Leavy, 2011; Yin, 2010:20). In the current study, coding had the objective to uncover the contents within an interpretivist-constructivist paradigm. A coding framework was adopted from Saldaña (2013)). Based on this framework, the researcher deemed that categories were to be omitted, and a move was made to develop themes, which paved the way for concepts and assertions as contributions to theory.

The coding of data was guided by the concept of open coding, which is the first step of organising data into categories (Lambert & Loiselle 2008; Struwig & Stead, 2001:169). This was followed by axial coding, which grouped the codes into clusters with the same characteristics or dimensions, thereby establishing a pattern in relation to the situation (Hesse-Biber & Leavy, 2011; Strauss & Corbin, 1998:124). Coding, in this instance, was a combination of manual and Computer Assisted Qualitative Data Software, particularly the program ATLAS.ti™ 8.

The coding and analysis of the study followed the DIKW model (data, information, knowledge, and wisdom) (Dennis *et al.*, 2013:170–171). According to these authors, these four stages are linked to how the human mind makes sense of or processes data to gain insight and interpretative-constructivism into this concept (Dennis *et al.*, 2013). Figure 3.2 indicates the process from preparing questions to the final stage of the development into assertions.

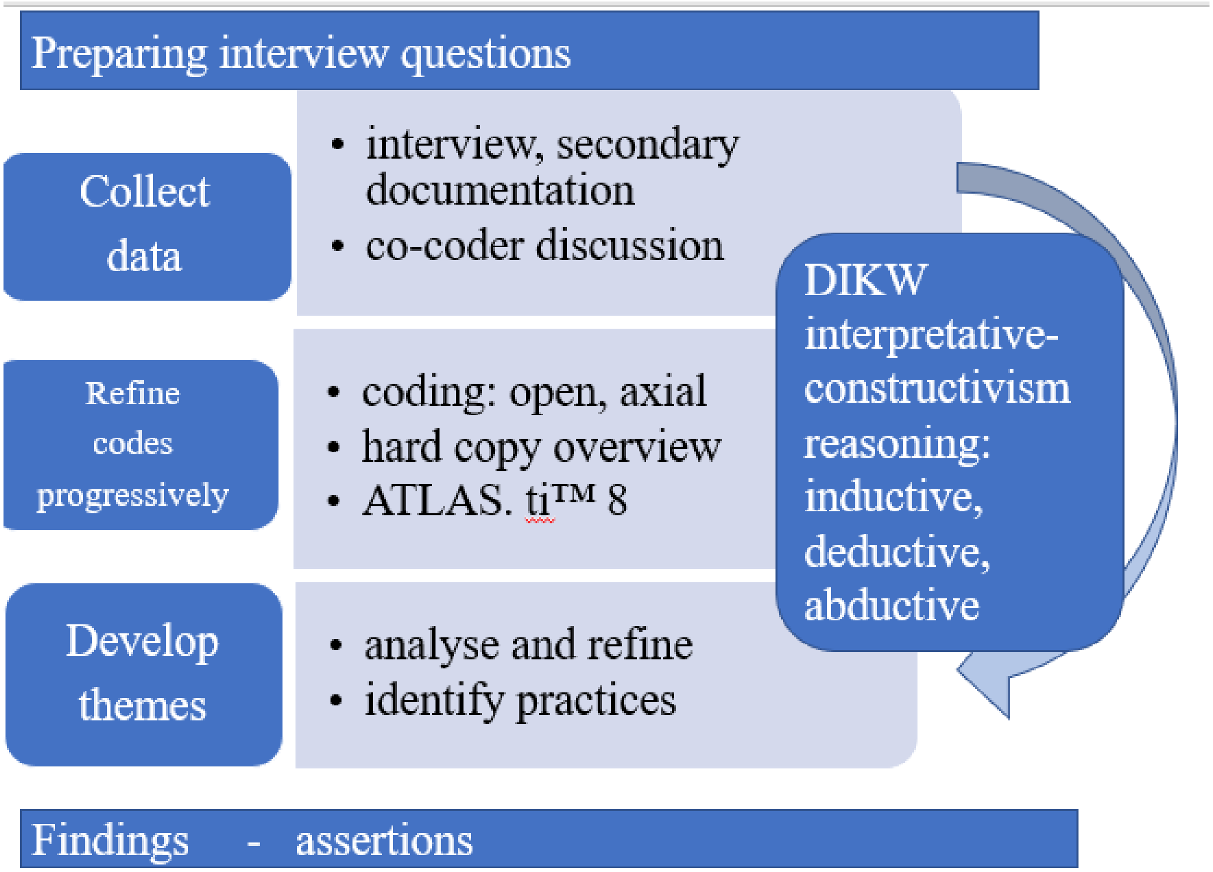


Figure 3.2 Data analysis process

Source: Author's own compilation adapted from Saldaña (2009; 2013)

The main coding done by the researcher was on a progressive continuum – depicted from the top of Figure 3.2 downwards. The interpretation or a first understanding started during the interviews, and additional questions were asked to clarify and probe participants' answers. The researcher repeatedly listened to all the recordings while controlling the transcriptions where hesitations and interjections did not contribute to the analysis, as these were habits of the participants. Coding on the hard copies started during the listening phase from April 2019, and during this time, the researcher and co-coder had discussions. Codes were initially made on printed copies and then clustered toward initial themes. These were imported and further analysed in ATLAS.ti™ 8. Refining themes was a process of going back and forth between the researcher's notes, and the program and memos of thought processes were made. The researcher monitored her emotions throughout the research by recording her experiences in a diary to limit bias.

Clusters of codes and early themes were progressively organised into the final form by deduction from theoretical points of departure to identify interrelationships towards answering the research questions in the form of findings (Breakwell, 2004:347).

During the analysis, the aim was to uncover the meanings expressed by participants to retain the essence of their tacit knowledge. As indicated in Figure 3.2, the coding ultimately led to findings and assertions but still retained the core of the contributions. The ultimate abductive reasoning was from the researcher's interpretations, guided by literature to ensure credibility (Creswell, 2014:196, 200; Mantere, 2008). The broad initial findings were confirmed by peer discussion with the co-coder (see Levitt, Bamberg, Creswell, Frost, Josselson, & Orozco, 2018).

Figure 3.3 illustrates the coding as a process. The transcript was initially broadly coded with colours and underlining, as in the left-hand column. Corresponding colours and underlining indicate how codes were initially clustered toward the second column. These were further broken down into refined codes, as indicated in Figure 3.3, using colours for clarity. The refined codes were progressively clustered and refined into early themes and finally towards assertions. From the hard copy, 180 broad codes were identified and then refined toward 30 initial codes and further honed down toward themes and developed into assertions as to the outcome.

Transcript: Broad Codes identified	Initial Codes	Codes refined	Themes/Assertions
Our attitude in this organisation is bigger than the organisation. ...all the social workers are positive, loyal, to the organisation specifically. We have a different way of dealing and helping people. We **don't have staff benefits** like other organisations. We have a specific kind of person here. We want perfection in our services. Quality reports – reviewed by peers result in recognition "we have good feedback from magistrates. Our work is good, is neat, it's correct, it is on time. Nothing leaves this office unless the seniors have screened it."	Culture Commitment Loyalty Excellence of practice Reporting Administrative excellence Resources **Staff provision** **Staff recruitment** Peer review Quality control Recognition	Culture Commitment Administration Staff Peer review Resources Excellence of services	Organisational culture Governance

Figure 3.3 Example of the data analysis

Source: Author's own compilation

The extract from a transcript in Figure 3.3 shows the richness of the text. One sentence had more than one code. As an example, the first sentence 'Our attitude in this organisation is bigger than the organisation.…all the social workers are positive, loyal, to the organisation specifically' was coded as culture, commitment, loyalty. Codes were then broken down into more essentials and eventually formed part of organisational culture.

For verification purposes, a co-coder was appointed for the analysis of primary data. The co-coder was an independent person and received remuneration for his work. By employing an independent coder, a multi-level perspective was achieved, which added legitimacy. Ethical considerations and research standards were just as applicable to him as to the researcher; hence, he had to sign a confidentiality agreement.

For context orientation, the co-coder received the ethical application documents, a copy of the research proposal, and information about the theoretical constructs. He received the verbatim transcripts after they had been member-checked. As coding was done within an interpretivist-constructivist paradigm, there were no pre-instructions. Pre-instructions were not given to the co-coder to:

- elicit the tacit knowledge of the interviewees regarding their strategic practices;
- allow the contributors' voices to be heard; and
- serve as a means of quality control of the research.

The researcher and co-coder discussed their coding to increase the researcher's understanding of the co-coder's stance, firstly via telephone and then during a face-to-face discussion, as reported in Figure 3.2. These discussions confirmed the essential similarities of codes for verification purposes. For ethical reasons, the co-coder did not have access to the secondary documentation. Secondary documentation was perused for illumination of data in the initial stages and later to confirm findings.

3.9.1 Data saturation

Bowen (2008:137) suggests steps that should be followed throughout the research to report saturation. He advises the constant comparison and analysis of themes, followed by their integration and refinement, and finally, reporting on the emerging theory (Bowen, 2008:139). The concentration of data is needed to show patterns and interrelations (Creswell, 2014), and all possible explanations of the phenomenon need to be considered. Bowen (2008) further indicates that sample size would not necessarily affect the integrity of the study, as the most appropriate criterion for acquiring a depth of theory is sample adequacy.

The researcher perceived data saturation after interviewing the first three participating organisations; the same answers to the interview questions started to emerge. However, interviews were continued for the remainder of the participating organisations to find potential new insights and honour the sample and ethical considerations.

The literature recommends a median of five organisations for a study, while some studies suggest four or even six (Breakwell, 2004:346; Leedy & Ormrod, 2010). Although saturation is not a component of ethics, the research's integrity depends on the quality of the data, and saturation is essential to ensure richness and depth of data (Ten Cate & Regehr, 2019). Furthermore, the participating organisations were prepared to share their time and share their unique knowledge. The researcher coded all ten interviews. The two interviews of Tsotlhe were transcribed as one document. All data sets were viewed as having equal importance, and the findings of all interviews are included in the discussion (Ten Cate & Regehr, 2019).

The five participating organisations within the field of study were diverse in organisational structure and provided adequate data of specific and rich context for theoretical insight (Breakwell, 2004:347). Participants contributed processual elements particular to their organisations, which ultimately led to answering the research questions (Kleining & Witt, 2000; Kouamé & Langley, 2017:9).

3.9.2 Data interpretation process

The researcher adhered to the University of South Africa's ethical codes of research. All research principles and guidelines and conformed to research standards were followed to affirm the value of the research.

As part of using the interpretative-constructivism paradigm, the researcher aimed to understand how long-standing NPOs strategise. Constructivism seeks to reconstruct practitioners' knowledge and meaning of their reality of practice by giving sense to this knowledge, such as making sense and talking about practices, which are tacit knowledge (Samra-Fredericks, 2003). Interpretivism-constructivism involves the re-interpretation of knowledge into findings (Crotty, 1998. In the current study, the findings focused on the research questions to close the gap in theory; however, without predetermined assumptions (Leedy & Ormrod, 2010:35, 36). Using an interpretative-constructivism paradigm, the researcher avoided the control of a specific research methodology (Pontoretto, 2005:127,132,133*)*, and this paradigm was suited to the combined qualitative SAP approach.

A range of methods was used in the current research, which is typical of the interpretivist-constructivist paradigm and declared (Pontoretto, 2005:134). Instead of ‘results’, the term ‘findings’ is used, as many aspects were interrelated (Levitt *et al.*, 2018:33) and are described in relation to drivers of value and the organisational life cycle.

The details regarding the realised data gathering and analysis processes are presented in Chapter 4. The theory will be included where applicable, together with excerpts from transcripts to illustrate the findings and serve as contextual evidence (Hesse-Biber & Leavy, 2011:35,339,340; Lambert & Loiselle, 2008).

After the analysis of data, a revision of the literature was indicated for correct data interpretation. The organisational culture and resilience as practices were not expected to the extent that they emerged. Such a literature review is typical of qualitative research and leads to a depth of understanding of the subject (Creswell, 2014:264). In the final chapter, the implications of the current research for existing work will be noted (Hesse-Biber & Leavy, 2011:342,343).

3.10 Qualitative research standards

Trustworthiness, objectivity, and integrity are part of the researcher’s responsibility in scientific practice**.** For trustworthiness, the researcher pledged to adhere to all ethical prescriptions and be honest throughout the research process.

The co-coder had no contact with participants to manage subjectivity and serve as a control for the researcher. The researcher strictly kept to the text during the analysis process to understand the inherent meanings of participants’ responses, and as the researcher and co-coder had similar codes in principle, this measure aided trustworthiness. Personal reflections were labelled accordingly, acknowledged and where applicable – justified with literature (Creswell, 2014:196, 200) for clarification and to avoid bias (Kleining & Witt, 2000) and to manage subjectivity (Vaara & Whittington, 2012:326; Yin, 2010:264). Despite these measures to manage subjectivity, the researcher accepts that subjectivity is part of qualitative research (Peshkin, 1988:17,18; Yin, 2011). It is further acknowledged that despite measures implemented, a different researcher might interpret the same dataset differently.

The aspects of integrity aimed to capture the data faithfully and correctly, by member checking, for the researcher to reflect adequately and to report on the findings appropriately (MacManus *et al.,* 2007; Williamson, 2013). In this regard, the researcher declares and confirms that her experiences in a professional capacity and as executive manager of an NPO helped her during the entire research process. This experience is in line with Davidson (2012), who refers to herself as a person and a professional person.

The questions for a semi-structured interview should ideally be thought-provoking (Dennis *et al.,* 2013:135; Hesse-Biber & Leavy, 2011:3,4) and relative to the study. For the current study, interview questions originated from the literature presented in Chapter 2. The questions intended to probe to acquire knowledge and depth establish a towards a comprehensive set of data. The participants were allowed to comment on the questions and to add information that they felt the researcher had to know (Hesse-Biber & Leavy, 2011:103; Research Ready, No date). The questions were further aimed at eliciting broad concepts of participants' strategising practices (micro-strategising) and sustainability (persistence) to understand their behaviour (what and how) and the implications of this for the organisation (Jarzabkowski & Spee, 2009:69). During the interviews, the researcher guided the exploration to acquire depth of data, and questions were adapted during the interviews (Yin, 2010:134).

3.10.1 Quality and rigour

It is difficult to define 'high quality' in terms of the qualitative paradigm since quality requires various criteria. Criteria include transparency and methodological order, allowing participants' voices, recording the process, and reflection (Yin, 2010). The researcher complied by describing the processes followed for transparency and methodology by using data as evidence and comparing primary and secondary data (Mantere, 2008). The participants' voices were maintained through direct transcribing and member checking, and their words are woven into the findings as quotations for evidence and verification.

3.10.2 Credibility

Credibility is an aspect that is part of the entire research process. It started with the literature review, followed by the gathering of adequate, applicable verified data of multiple levels of management and various organisations with different sources of structures. Moreover, participants had a chance to review their transcriptions. Adequate sample size and depth of data were considered. Reflecting experiences in a diary and verification with a co-coder managed subjectivity. Tracy (2010) refers to these factors as thick descriptions, multivocality, and member reflections.

3.10.3 Dependability

The results of the current research were linked to the data and reflected the meanings of the participants. The changes to the original plan such as the fact that the historic documents provided by an (third) individual could not be obtained in one instance were noted. Secondary documents also did not always provide additional information. Inter-coder reliability was ensured by appointing a co-coder, and the researcher and co-coder agreed in principle about the findings. One interviewee added information to her transcription; nonetheless, this was not related to the interview questions and did not change anything in the actual transcription. All the other interviewees approved their transcriptions as part of member checking.

3.10.4 Transferability

Transferability was linked to the methodology, such as the research design discussed in this chapter. If these steps are followed in this research, similar results should be found. The participating organisations provided relevant information that assisted in answering the research questions for theory development. As a result, this could be applied in other situations also, as the collected information was in the form of a thick (rich) contextual description. In addition, reflexive memos were made by the researcher.

3.10.5 Authenticity

In context, authenticity includes elements such as trustworthiness and reliability. The current research provided information that was obtained directly from surviving NPOs, and data were not altered. The research quest was to attain a true method of practice for an NPO, which enables survival in difficult circumstances. Participants were always in control of their contributions (see Jovchelovitch & Bauer, 2000).

3.10.6 Verification and trustworthiness

The verification in the current study started with honestly collected data and ended with an interpretation that reflected a situation in the real world. The verification refers to the correct procedures and correct processes followed in ensuring transferability, dependability, confirmability and credibility (Dennis *et al.*, 2013; Hesse-Biber & Levy, 2011:33). As mentioned by Creswell (2014), strategies such as member checking were implemented by the inclusion of participants; by allowing them to review their transcripts. (Yin, 2011:78, 201). To avoid bias (Onwuegbuzie & Leech, 2004:777), the researcher reflected on the research with the co-coder, who was regarded as an experienced peer.

Trustworthiness refers to consistency in the research process (Hesse Biber & Levy, 2011:33). In the context of this research, trustworthiness was ensured through a multi-level verification process. For instance, by comparing primary data with the secondary documents during the research process (Creswell, 2014:201; Hesse-Biber & Levy, 2011:51). In ensuring trustworthiness, the researcher and co-coder discussed and compared their coding. The interview questions were presented to all participants in advance and were explained to them before the recorded interviews took place. The researcher explained these questions in detail to all the participants, particularly those from Boko, who had not perused the questions beforehand. However, they had received them (The researcher did not ask for the reason for Boko not preparing as it was not a pre-requisite to prepare for the interview).

3.11 Ethical considerations

Ethical considerations for the study refer to the researcher's ability to observe infringement of participants' privacy, the assurance of participants' anonymity, and the ethical aspects of scientific research. This is also about creating a balance between the individual's rights and the right to search for truth through research (Mouton, 2006). There are three aspects of ethical concern: the participants, the research, and the researcher's responsibility towards the first two.

According to the University of South Africa research ethics criteria, risk in the current research was considered low. The ethical approval was granted in March 2019 before the interviews could take place. A copy of the research ethical clearance certificate is included as Addendum A. The interview guide that the organisations received included consent forms for both the organisation and the individual participants and the interview questions and contact details of the researcher and the supervisor. After ethical approval had been granted, each of the organisations received a letter via email with the ethical clearance number for administrative purposes.

The following ethical norms applied to the current study:

- Informed consent: Both the organisation (represented by the executive manager) and individual participants had the choice of participating (Addendum C) and were informed of the nature of the study telephonically when the researcher approached them. Before the interview, participants received the interview guide with the interview questions (Addendum C, section C). All organisations (executive manager for the first level of the sample) and participants (second level of the sample) had to sign consent forms (Addendum C, section B1, B2). The purpose and scope of this research were explained. The participants were informed about their right to withdraw at any stage or not answer questions without any risk to the individual or the organisation.
- Convenience: Interviews took place at the premises of the organisations and at a time that was convenient for the individual participants. The locality was to make participants feel as comfortable as possible to ensure relevant and rich data sets. This

had the added benefit of enabling the researcher to view the facility and ask questions during the visit in an informal manner, which helped enhance the understanding of the environment. Participants were made aware that the interviews would be audio-taped and transcribed for the data sets. They could add to or change the data while reading the transcripts before data analysis during member checking.

- Right to privacy: All the particulars and the results of interviews were kept confidential. No personal information was needed for the research.
- Honesty: Findings were reported completely and honestly, without misrepresentation or intentionally misleading information. Data were not fabricated to support a particular conclusion, and participants were instructed to answer honestly and openly. The interviews sought to elicit participants' views of their contribution and the organisation's culture, ensuring sustainability.
- Confidentiality and anonymity: The researcher observed anonymity and informed the participants of the means used to give open and honest responses. Pseudonyms were used for the different organisations for their anonymity to represent the main services rendered. In the thesis, individual participants are written according to their managerial position. The audio-taped recordings were only accessible to the researcher and the transcriber to ensure anonymity.
- Report back: As part of member checking, the interviewees vetted the transcripts to verify their authenticity. The findings of the research were reported to the participants.
- Record-keeping and storage: All documentation and audiotapes were stored and archived, in line with the Unisa ethical requirements for confidentiality and document safekeeping. These items will be stored at the researcher's premises for five years in a locked cabinet within a locked walk-in safe, both of which are only accessible to the researcher. In addition, electronic information is protected by a password on all electronic devices. After five years, these documents and audiotapes will be destroyed permanently.

3.12 Research limitations

Research projects are never without limitations, and limitations need to be recognised. These include bias, which is inherent to qualitative research, time demands of processing, and the research field. The sample in this research was limited to willing NPOs, which provided any kind of social care and who were 30 years or older. The participants were leaders or managers who were responsible for delivering a service to specific beneficiaries. The study was not extended to NPOs delivering services in other contexts. The study was limited to available NPOs that met these criteria and consented to participate within the identified timeframe for this thesis. The selection of five cases confirmed the adequacy of the sample (Guest, Bunce & Johnson, 2006), although saturation was reached after collecting data from three organisations.

A possible limitation in terms of one individual providing an additional historical account was resolved by the researcher, as such information was also derived from other sources. These documents did not add depth to the data; however, they were beneficial to the research verification.

The gathering of relevant data was a positive aspect (strength) of the research methodology, as no other source of tacit knowledge or information was available for the current research. The interviews provided rich data of unique origin (Salkind, 2012:217–218), which was sufficient to answer the research question. In addition, the research field was a unique combination of consenting and volunteering organisations, who contributed freely and honestly to data.

Another limitation was that the study interpreted some causes and effects, such as financial implications, succession issues, and staff problems, which the findings cannot completely address. This is because the interviewed organisations could not answer or resolve these issues themselves.

An assumption of the current research was to study the phenomenon from an SAP perspective to understand how these organisations continuously strategise to survive. It was assumed that the managers' practice affected the strategic outcome over some time, and the only way to understand this was to use their interpretation as a guide. A limitation is that these are all behaviours, and therefore, not quantifiable. The assumption, however, was that qualitative research would reveal the organisations' way of survival due to the leaders' specific behavior.

3.13 Conclusion

This chapter presented the research design and methodology adopted in the study. It started with the main research questions and sub-questions, which guided the study, followed by a choice of the interpretative-constructivism paradigm to explore the phenomenon and how it was implemented in the current study. The research methodology was discussed in data gathering, data analysis, and data interpretation. The research quality and rigour as part of qualitative research were discussed and justified. The ethical principles which guided this study were also outlined. This chapter concluded with the description of research limitations. The next chapter will discuss the findings of the study.

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CHAPTER 4 DATA ANALYSIS

4.1 Introduction

Social work is crisis management. (Tokomelha senior manager)

To recapitulate, Chapter 1 gave an overview of the study. Chapter 2 described the context and relevant information of the research field, followed by a reflection of the literature review on the development of strategy research and current developments in research into the subject. Chapter 3 discussed the methodology and its implementation. In Chapter 4, in agreement with the design and assumptions of the current study, the data were coded in an adapted inductive model of content analysis (see Saldaña, 2013). The chapter discussed the analysis, identified themes, and verified them against the literature. The participating organisations were discussed in relation to five stages of the organisational life cycle and classified in relation to their 'fit-for-purpose' in the participating organisations' current practices. The literature revealed that maturing of an organisation is not necessarily linear (see 2.12), and projects were noted to have an embedded mini-life cycle (see 2.12) and, in that respect, affected the practices of the practitioners' strategising and the life cycle of the organisation continuously and circularly (Tshotle executive manager in particular and see section 4.6). High-level practicing and achieving fit-for-purpose outcomes may create maturity. Should there be a too drastic external shock, such as withdrawal of donors, even a well-managed and mature organisation may decline and be forced to close. A sustainability-oriented leadership style comprises an assortment of practices (see 2.6). The unique perspectives and practices offered by executive managers – who had started as social workers – were noteworthy and contributed to the sustainability-oriented leadership style. Such leadership abilities, management skills, and knowledge of the social needs within the environment contributed to the service to beneficiaries and the organisation's longevity. The themes in Chapter 4 (see 4.3) and strategic and implementation practices (see 4.5) provided insights. The chapter presents how to use these assertions with pragmatic objectives (see Figure 5.3). Findings collectively contribute to the resilience stage of resilience and renewal to the organisational life cycle for organisations operating in the non-profitable social care sector. The additional stage of resilience and renewal requires complex practices that work together as a system under leadership, which is sustainability-oriented.

The previous chapter presented the research methodology, research purpose, and research questions, which have a bearing on the content of this chapter. The current chapter discusses the progression from raw data towards the themes and the themes themselves. By following Saldaña's (2013) model, the researcher first presents the data components by discussing the practical process of gathering information through interviews in the research settings. The data discussion is adapted from Saldaña (2013), omitting the stage of categorisation. The model situates the data analysis process to include the researcher's interpretations across Chapter 4 to arrive at assertions and theorising in Chapter 5. Chapter 4 presents the interview data as the main source of data. Data analysis of the co-coder will be noted for its contribution to methodological criteria. The researcher coded based on the discussion of the data in section 3.2.2. Data are presented at two levels: the first level refers to the organisations and their related narratives (see 3.2.2.1 to 3.2.2.1.6). The second level refers to the participants' contributions (3.2.2.2 and discussion in 3.3). The latter is presented in the form of themes identified from the analysis (see 3.3). Within themes, references to strategising practices will be made. The discussion will end with document perusal for verification purposes as a contribution to qualitative research quality standards.

Coding was done mainly by the researcher, but a co-coder was employed for trustworthiness in qualitative research. The discussion that follows will start with the contribution of the co-coder, followed by the framework implemented by the researcher.

4.1.1 Coding by the co-coder

Qualitative research uses building blocks when analysing data. Thus, it is appropriate to start this chapter with coding as the initial process that led to theorising. Data were coded primarily by the researcher with a co-coder, who then did a supplementary analysis for qualitative criteria. The co-coder is employed to provide a multi-level perspective and add to trustworthiness, in addition to member checking.

After signing a confidentiality agreement, the co-coder completed his coding while the researcher started to immerse herself in the analysis to discuss the broad results with the co-coder. The co-coder's analysis was geared to general business management, and he coded directly in ATLAS.ti™ 8.

Codes were found analogous to broad business management terms. Co-coding served in this respect towards trustworthiness (Lincoln *et al.*, 2011). The researcher found that the co-coder did not cover the depth and richness within the data on further scrutiny. Table 4.1 displays a record of the co-coder's outputs, with the excerpt below the table, copied directly from the co-coder to demonstrate the criteria of confirmability and transparency.

Table 4.1 Co-coding example

Theme	Sub-theme
Governance	Governance: Effective leadership and management Governance: Policies, procedures, and accreditation Governance: Strategic planning Governance: Support, advisory board, committee
Human resources	Human Resources: Appraisal and performance management Human Resources: Disciplinary and Labour Law Human Resources: Qualified staff Human Resources: Volunteering Human Resources: Supervision, emotional support, and training
Operations	Operations: Effective administration Operations: Financial operations and monitoring Managing fundraising and business ventures Operations: General operations
Personal factors	Personal factors: Customer services: Empathy Personal factors: Commitment, passion, and resilience
Service provision	Service provision: Crisis management Service provision: Multi-disciplinary teamwork Service provision: Quality control and assurance Service provision: Maintaining core area or area of intervention Service provision: Monitoring and evaluation
Stakeholder relations	Financial support: Subsidiaries and donors Stakeholder relations: Internal and external communication and marketing Stakeholder relations: Community involvement Stakeholders relations: Partnerships with government and non-government institutions
Groupless	Achievement History: Formation of the organisation

Source: As received from the co-coder (June 2019)

As can be seen from Table 4.1, the coding presented was in broad themes and did not demonstrate the scope of theoretical insights of interest to the researcher. The excerpt below shows a macro and aggregated ‘take’ on the data. These quotations are reproduced verbatim and unedited as received from the co-coder:

Governance: Policies, Procedures and Accreditation

Assigned to Quotation:

Changes in terms of the act, particularly the Children's Act (1117:1928) - D 1: Org 1 - 1

It is changes in terms of the act, particularly the Children's Act which guides us a lot in service delivery. There's a lot of pressure in terms of the act specifically the category of adoptions, pressure on the NGO's /the private organisation. Then there's a lot of pressure from the Department, which is our main financial partner. So, you know you dance maar the tune they play, [...], *'because that's where the money comes from the same applies to Lotto - N Lotto C. (National Lotteries Commission)* [...]. *You have to maar also do what they expect, according to their criteria, their structure, their priorities. Specifically, the Department [of Social Development] gives us (goals/targets) priorities that we have to do and meet. We deal with many foster children. So, we have to align our services according to that.*

The deeper the researcher delved into the data, the more the realisation that there were benefits to employing a co-coder, and that the deeper knowledge was embedded within the data. The researcher regards the co-coder's work only as a qualitative measure towards trustworthiness and transparency. Conformality of codes as presented in a broad strategic management perspective and not from the SAP point of view.

4.1.2 Coding framework for the current study

The researcher coded without a pre-conceived idea of codes and was guided by the theoretical principles of the SAP perspective. Furthermore, coding was indicated on a continuum comparing to refining codes towards themes and findings or concepts (see Breakwell, 2004:347; Saldaña, 2009). At the micro coding level, the process followed the stages of assembling knowledge: data, information, knowledge, and wisdom (DIKW) (Dennis *et al.*, 2013:170–171), with the adapted framework of Saldaña (2013) used as the macro model to arrive at the assertions. DIKW reflects how the human mind makes sense of information leading towards insight (see Dennis *et al.*, 2013). Equally, interpretative constructivism fits into these principles of analysis, assembly and reaches an understanding (see Dennis *et al.*, 2013). The researcher's coding considered the meaning of answers, which is an advantage of doing the interviews and recall the context.Analysing in this manner leads to a re-construction of the practices of the participants, or from the real to the abstract, or from the particular interview to the more general findings of the research as indicated in Figure 4.1 (see Saldaña, 2013). Coding and theming were also guided by the researcher's previous experience as a practitioner (Davidson, 2012). The researcher believes that data interpretation starts during interviews when appropriate additional questions help exploit deep tacit knowledge. These observations are endorsed by Balogun *et al.* (2003:203) as communicable interviewing and by Pontoretto (2005; 127, 132, 133) as a personal perspective.

Data analysis was performed on two levels: organisation (level 1) and interviews (level 2), as indicated in Figure 4.1. Figure 4.1 presents the framework adapted from Saldaña's (2013) framework, following data gathering through coding to themes and terminating as theoretical conceptualisation in Chapter 5. In essence, this framework follows the principles of DIKW.

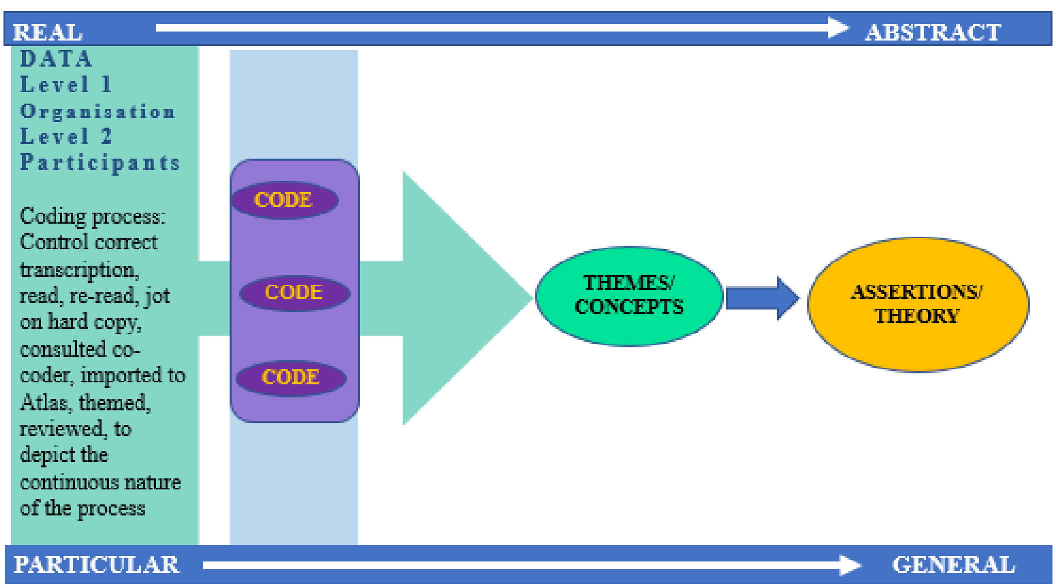

Figure 4.1 A streamlined codes-to-theory model for qualitative inquiry

Source: Author's own compilation as adapted from Saldaña (2013)

The left column of Figure 4.1 names the processes involved when verifying the correctness of the transcriptions. During Level 2, the researcher started jotting down pre-coding ideas on the documents. The researcher followed re-read documents and jotted down ideas repeatedly, which then translated into initial codes. Colours and notes were added to formulate relationships (Figure 3.3). The process comprised a continuous re-working to find relationships between codes to simplify codes further through working on the hard copy and utilising the program ATLAS.ti™ 8, into which coding was done. Table 4.2 indicates how related codes were grouped into related concepts towards theming.

Table 4.2 Incremental grouping of codes

Codes developing towards theming	**Codes**	**Codes**	**Codes**	**Codes**
board	level of involvement	portfolios	advising	guided by management
finances	procurement	controlling	emergency fund	alternative income
experience	tacit knowledge – how things are done in the organisation	management	supporting staff	professionals
governance	how to handle situations	reporting	protocols	leadership
training	improving skills, standards of practice, community service and training	management peer support	supporting staff training community	professionals cover services, fit-for-purpose
quality service delivery	standards of services, organisational culture of providing services	management	supporting staff	professionals
property	generating finances and	shop: managing	rent	garden/property

Codes developing towards theming	Codes	Codes	Codes	Codes
	alternative sources,			
reporting	partners	legislative DSD	board	supporting organisations
commitment	dedication to the objectives,	leading by example, management	supporting staff	professionals
volunteerism	philanthropy	volunteer	volunteering	funding
personnel management	recruitment and succession	training, rewarding	supporting staff	professional, registration, CPD
salaries	lower than in private and public sector	financial strain	DSD 50%	minimum wage
changes in services	change in needs of the community, legislation	constituents	DSD demands	NLC funding absent
culture	differences in cultural perspectives of service delivery	management	supporting staff	professionalism
legislation	repeated change in demands for reporting, service delivery	training	reporting	wages

Source: Author's own compilation

The section on coding in Table 4.2 provides a short orientation towards forming themes and concepts to trace Saldaña's (2013) pathway towards theorising. The coding and discussion with the co-coder were part of the analysis. The short section that follows serves as an overview for the sake of conceptual continuity. It demonstrates how codes were clustered toward themes, discussed under "Theme-ing practices" in section 4.3 below.

4.2 Theme-ing practices

Practices are discussed as they were presented within the research field. For this purpose, the drivers of strategy form the basis of the discussions within themes of practices; hence, the reason for calling it theme-ing. **Practices** imply doing things drawn from the theory of SAP, while **theme-ing** means performing the different practices within a system of practices under a theme. From an SAP perspective, practices are the verb that indicates the action of the practice (i.e., training, meeting, and leading).

The complexity of the context is demonstrated as the same codes appear in more than one context. For this reason and after the various coding cycles, the researcher found that codes were robust enough to cluster: first into early or developing themes and then into refined themes and bypass the categorisation stage of the Saldaña (2013) model. To adapt this way is accepted in qualitative research, as the Saldaña (2013) model served only as a guide. The clustering or consolidation of codes developing in themes is demonstrated in Table 4.3.

Table 4.3 Codes toward themes

Clustered codes	Towards developing themes
Adapting, protocols, board involvement	Governance
Procedures (protocols), policies, standards of administration, meetings, legislation, customer relationships	Reporting
Planning, control, procurement, control, emergency fund	Finances
Planning, advice, board involvement, portfolios, training, philanthropy, organisational culture	Leadership
Personnel shortages, financial dearth, succession, running costs, maintenance, financing	Challenges
commitment, training, teamwork, changing needs in the environment	Standard of practice
Compensation, stable workforce, attitude	Personnel
Training, challenges of delivering services	Capacity

Source: Author's own compilation

The main daily or frequent practices were leading, reporting, training, reviewing, adapting, and resourcing. Other practices were re-assessing, meeting, working as a team, rewarding, monitoring, guiding, and planning, which leaned toward long-term practices. Table 4.3 serves only as an example of incremental development. More practices and more refinement occurred towards the development of assertions, provided in Chapter 5. As an indication of the development, governance and reporting became part of one theme, and more codes were added to leadership.

To demonstrate progression toward clustering (consolidation), the code of **challenges** initially appeared in 88 quotations of all participants, **behavioural codes** in 81, **commitment** in 62, f**inances** in 42, **attitudes** in 41, **experience** in 39, and **additional services** in 30 instances. The richness of the texts was found as dominant codes appeared in several themes, while more than one code could be attached to most quotations. An example was **leadership** or leading, governance, and organisational culture. The coding development towards themes is further presented in Figure 4.2. The richness, depth, and integrated content of the data led to developing assertions in answering the research problem and listing practices and enablers of practices. The researcher regarded assertions to be an incremental development of SAP.

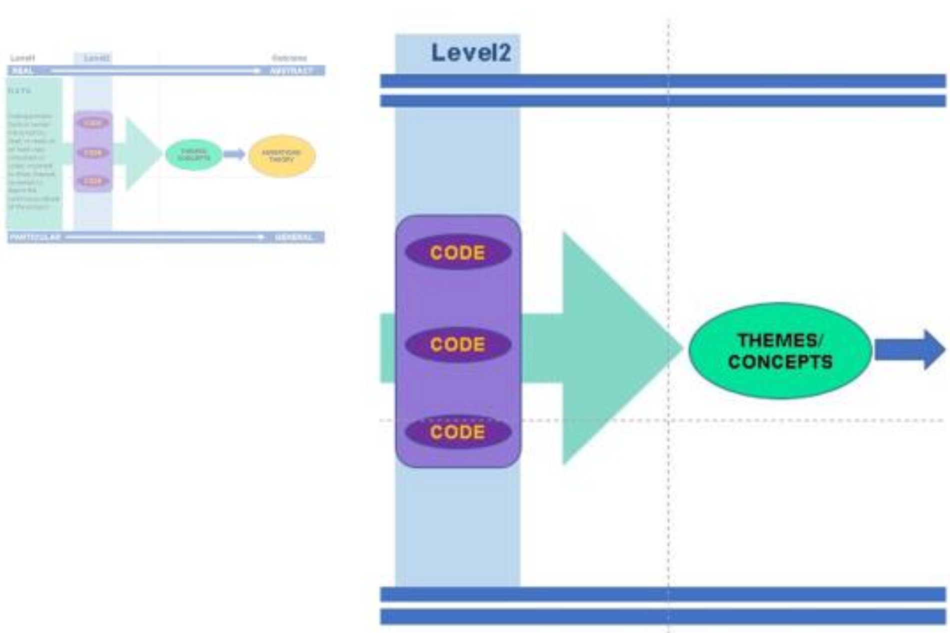

Figure 4.2 Coding development: A streamlined codes-to-theory model for qualitative inquiry
Source: Author's own compilation, adapted from Saldaña (2013)

Codes were consolidated by working between hard copy notes and the ATLAS.ti™ 8 programme in Level 2 as that presented primary data (Figure 4.2) from participants, as opposed to the organisation (Level 1), which is not a living entity. Six main themes of collected practices were identified: **governance**, **leadership**, **commitment**, **organisational culture**, **resilience,** and **resources**. These practices will be discussed based on Level 2 of data analysis, as per participants' contribution. Analysis with ATLAS.ti™ 8 produced 346 quotations selected from the data of participants: Boko 43, Ntlo 70 Oka 99, Tshotle 43, and Tokomelha 91 and. These quotations were used to reflect participants' strategic practices and implementation practices toward survival and sustainability.

Following the framework discussed above, the data components are first presented by discussing the practical process of gathering information through interviews in the research settings at two levels. Level 1 consists of a contextual, narrated description of each case, with integration when commonalities were found. As indicated in the section above (see 4.2.2; also see Figure 4.1), the substantive themes of the data analysis are presented (Level 2).

The themes build the assertions of this research and offer views towards understanding strategising practices at the management level in this particular sector and how survival is enabled. The identified themes show a relationship to the drivers of value and the participating organisations of fit-for-purpose services; they have been implemented for the organisations to stay relevant. As part of the SAP perspective, these themes are developed from the 'how' and 'why' and 'when' of the embedded experiences of participants, which they own as tacit knowledge. The analysis was centred on how strategy implementation and practices were implemented at the time of this research towards the survival and sustainability of the participating organisations (see Johnson *et al.,* 2003). Exploring and discussing participants' practical knowledge fills a gap in the literature of business management in the Third Sector, which is the aim of the current study.

4.2.1 Level 1 of data: participating organisations

The research field was diverse. Participants contributed rich dialogue and descriptions of their real world, which was well suited to the qualitative philosophy of the study. This led to findings applicable to the Third Sector, serving in the particular context of social care. Coincidentally, the organisations had different structures and served different communities. Overall, stratification of the sample allowed for general and cross-group saturation (see Onwuegbuzie *et al.*, 2009:6; and see 3.4.4). The researcher had no option but to use the particular sample of five consenting organisations because no other organisations accepted the invitation to participate. For the current study, these participating organisations shared a common context of social services.

Furthermore, the sample provided various insights from different viewpoints and types of expertise, which allowed for a broad perspective of tacit knowledge of their strategic practices in answering the interview questions. The semi-structured interview allowed for a professional conversation, which was open to dialogue, with the respective interviewees being informed partners. The interviews became sites of joint, co-evolving knowledge. In all interviews, the participants opened up localised and co-created narratives in inter-relational, interactive web of knowledge, networks, and practice (see Kvale, 2007).

As explained in 3.4.4, in addition to the interview questions, the researcher posed more questions where necessary to gain a deeper understanding. The first interviews with Tokomelha indicated that the interview questions were easily understood and covered what needed to be understood. As a result, no adjustments were needed, and it was not necessary to regard the first interviews as a trial run. The last two interviews with Tsotlhe were conducted and reported in an even more probing manner.

The interview questions set out to elicit the daily strategic practices within the participating organisations. Strategic implementation constitutes the so-called “DNA” of strategising practices (see Jarzabkowski & Spee, 2009:74): how and what the managers do for the survival of their organisations. It is believed that managers shape practices and deliver towards the realities of their organisation (Jarzabkowski & Spee, 2009:72; Jarzabkowski & Whittington, 2008:282–285). Strategising practices that managers use include the embedded knowledge of the organisation, the experience and background of the participant, and the physical resources available to accomplish the specific method of strategy-making used in the organisation (see Jarzabkowski & Spee, 2009:72; Jarzabkowski & Whittington, 2008:282–285).

The discussion of each case considers each NPO's particular circumstances to provide an understanding of the organisation. The information broadly describes the research setting and provides a background to the organisation and the participants. Given that the organisations had different structures and levels of complexity, it was impossible to follow a standard rubric for discussing each case. The contributions of participating organisations are presented and based on the flow of impressions. The participating organisations are listed in the order of complexity and perceived depth of data acquired rather than interview sequence. Although Tsotlhe was the greatest contributor in terms of volume of data, the choice of the sequence was rather difficult, as the participating organisations each made a significant contribution from their unique contexts. Consequently, contributions of the participating organisations are summarised to guide toward the sequence and complexity of data:

- At the time, Tsotlhe had complex business activities and services and needed to consider certain rulings of their national organisation.
- Tokomelha and Oka then follow. Although they are part of global organisations, they function independently. At the time, these organisations displayed multiple aspects of governance and services, which added to their complexity. Tokomelha had several programmes for children in a township at the time, was involved in ‘court work’, and progressively had less external financial support than in previous years, according to both the senior and executive managers. Oka, in contrast, had a large business of second-hand goods, complex dual registrations, and more than one point of service at the time of the present research.
- Ntlo is presented next and was noted for ongoing human resource problems at the time of the research and the diverse number of services and projects that had to be managed.

- Boko was the least complex of all the participating organisations, as it was only delivering services directly to beneficiaries.

4.2.1.1 Case study Tsotlhe[1] (Entire country)

The researcher interviewed the Gauteng executive and senior managers. Tsotlhe is part of a national organisation but functions independently. Alignment with the national organisation is in terms of serving beneficiaries and educating the public. Their offices are located on a smallholding on the outskirts of a Gauteng city suburb, and the premises provide accommodation and a sheltered workshop. Their location on the outskirts of an industrial city limits their ability to run a lucrative thrift shop. The shop and workshop are managed by beneficiaries as floor managers since some of the beneficiaries function at a high cognitive level. All beneficiaries need monitoring for their medical condition. Daily medication has to be controlled from the sickbay by nursing staff on the premises. A frail care section at different premises provides nursing 24-hour care by professional personnel.

4.2.1.2 Case study Tokomelha (Care)

At Tokomelha, participants were the executive manager and a senior manager, who are both social workers. The offices are situated in a historic house in a busy suburb and at a busy intersection. The house serves multiple purposes, such as administration, in-house training, and provision of special projects within the community.

The national organisation of Tokomelha is older than 60 years, and their board serves several other associated church groups. The services offered by Tokomelha focus on social problems experienced by families in the city suburb and a nearby township. The organisation constantly had to adapt to the community's changing needs over the years while still rendering their primary service of general child welfare. The staff respond to walk-in beneficiaries and further afield in the community and children’s court. Furthermore, they provide children in their

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[1] All information regarding the organisations and their functions was correct at the time of writing this report. The information is therefore reported in the present tense, as no notification regarding any changes have been received at this stage.

communities with additional tutoring in mathematical sciences and programmes about the implications of drug abuse, HIV/AIDS. The personnel has to cope daily with crises, such as the police arriving with a child who needs immediate foster care.

DSD is regarded as a partner and provider of 50% of salaries; hence, these organisations have to respect DSD demands at short notice, as the executive manager indicated. The NPO is responsible for the balance of the salaries, which comes from a dwindling emergency fund. Financial security is of concern to this organisation. The senior manager is in charge of financial resourcing, such as application to the NLC. Both participants viewed current external support to the organisation as precarious and problematic for their survival. Volunteers who provide support are dwindling due to changes in the church community and community at large. Feedback to all their supporters and the board of these organisations is done through reports. The executive manager showed the researcher how she keeps her statistics for reporting, especially to DSD. All paperwork is controlled before leaving the office as part of their governance and peer-review policy to train junior personnel and establish an organisational culture.

Future threats are due to legislative rulings, as the DSD intends to take over court-work and the services in townships they currently serve. The participants indicated that the organisation has previously been forced to change their services due to DSD take-over and how adapting was constant as part of their survival. They were concerned about succession.

4.2.1.3 Case study Oka (Nursing)

Oka's operations cover four aspects: administration, procurement of finances, the service delivery of patient care, and management of a shop. The premises house a palliative terminal care facility, a training centre, offices, and a lucrative thrift shop. Palliative services are also offered in a nearby township. Training in palliative care is offered as an additional service. The personnel range from labourers to professional medical personnel who work according to a 24-hour roster. Salaries comprise the biggest financial expense, and volunteers who serve in the shops receive stipends. Interviews were conducted with the executive manager and the senior manager.

According to both participants, the shops need constant management, as it is essential to their financial stability and sustainability of Oka. The executive manager said that her worst nightmare was a fire in their warehouse, which would ruin them financially. Her remark was made before the pandemic, which must have had a negative effect on their finances (this research was done in 1991 before the onset of the pandemic). Both participants reported that the upgrading of the facility was urgent because the warehouse for receiving donations from the community was inadequate.

The board is approached only in emergencies and needs to approve any changes to long-term strategy. The board functions within portfolios and aids whenever necessary. There is frequent reporting to financial supporters. A senior manager of finances procures funding through donations and applications to the First Sector. Despite the supporters and donations of goods from the public, which supply the shops, the executive manager indicated ongoing financial constraints because services to beneficiaries are delivered free of charge. The senior manager handles the social media and websites and the transporting of donated goods and delivery of large sales of goods.

Registration as a health provider with the Department of Health comes at a financial premium but contributes to their international recognition. Documentation provided by Oka confirmed this financial cost and the large salary expenses.

4.2.1.4 Case study Ntlo (Home)

The organisation provides residential care and a sheltered workshop for intellectually compromised adults. This NPO was the only organisation that responded to the request for written history. The executive manager, a social worker, and a board member were interviewed. The board member is a businesswoman who is both a parent of a beneficiary and a volunteer (see also 3.7.2).

The executive manager heads the administration and oversees the services to beneficiaries. The board is supportive and advisory, and board members offer their particular expertise within designated portfolios.

The facility is situated on a smallholding, far from public transport. For this reason, most of the personnel live on the premises. Housing for residents is run as ‘a home away from home’. Some villagers have lived there for as long as 40 years and are now progressing toward old age and require different care.

Ntlo leases out their hall to a church over weekends. Other facilities on the premises are solely for the benefit of their beneficiaries, who are residential. (Residents are intellectually compromised and are referred to as ‘villagers’ and need constant supervision from personnel.) A satellite day centre in a nearby settlement receives support services free of charge, which places a financial burden on parents who pay for most of their children’s care. The subsidy from the DSD comprises 50% of salaries and is often received late. The executive manager expressed unreliable support from the NLC and how difficult it is to procure financial support from this source.

The sheltered workshops offer employment suited to the different menial abilities and mostly serve to keep the villagers busy for part of the day. Activities comprise what the occupational therapist can source for the villagers’ abilities and have to be undertaken under constant supervision.

The care of villagers is monitored by a social worker. The turnover rate for this position is high due to the psychological strain resulting from work. The ability to work with the villagers requires a special kind of person. Services for this type of special care are rendered 24 hours per day and 365 days a year. Personnel works on a rotational basis, and their burnout is a concern and the main cause of the daily crises and problems. Challenges are a shortage of staff, financial challenges, and Department of Health regulations regarding 24-hour medication.

Volunteers are an important source of aid and mostly comprise the mothers of villagers. Both participants indicated financial security as a problem and the need to obtain additional income by utilising the property somehow. They emphasised the fragility of their beneficiaries in the event of the environment being ‘unstable’, such as an excessive number of strangers present on the premises.

4.2.1.5 Case study Boko (Brain)

Boko offers daycare and social support for adults with head injuries in a city in Gauteng. There is an outside and inside area for group therapy, a small, well-equipped therapy gym, and individual therapy and administration offices. Offices for management personnel are located away from the activities. The premises are close to a bus route and are rented. Interviews were conducted with the executive manager, a social worker, the younger participant, and a retired board member, a founding member, and a beneficiary parent (also mentioned in 3.7.2).

Volunteers comprise professionals and students from a nearby university who work on a rotational basis and under supervision. The executive manager is a social worker, and there are some administrators and labourers. Boko does not provide any staff training but has a journal club, contributing to the required CPD points for professionals. Salaries are not competitive. Some professionals use the facility for their practice, while others are part-time staff. Group therapy sessions are facilitated by volunteering professionals and students. Activities and services are provided free of charge to the beneficiaries.

The board acts in an advisory capacity but not within portfolios. According to the executive manager, there are no protocols to guide any procedures. The board member expressed confidence in the executive manager and indicated that Boko previously had trouble acquiring the correct person for this position. Both participants acknowledged that the organisation is under strain and its closure is imminent, although the services are essential to a large community.

Membership fees contribute to the organisation's finances, and a few donors and First Sector organisations support the community, but this support is dwindling. Boko finds it futile to apply to the NLC for funding and receives no support from DSD because the DSD requires services to children before any possibility of a partnership with Boko. The organisation is unable to develop such additional services unless they are funded. According to the executive manager, children with head injuries receive similar services at special schools. The executive manager spoke about the ongoing financial difficulties despite a major organisational restructure in 2017, and consequently, skeleton staff affects service delivery and administration.

4.2.1.6 Commonalities observed amongst the participating organisations

Only one interview was held outside of office hours and off the premises at the board member's home. At the start of every interview, the required administration was completed, and the participants are informed about the purpose of the research. Participants received a copy of the interview questions and the interview guide beforehand and therefore prepared their answers. In all the interviews, questions were asked freely and supplemented with probing questions to better understand. The interviewees gave their opinions honestly and freely; they contributed significantly with their tacit knowledge.

Boards were reported to play a supportive role, and, at the time, members were responsible for specific portfolios, except for Boko and Tokomelha. All participating organisations indicated that their strategic frameworks were set for three years and were adjusted annually. Tsotlhe had an additional five-year plan per the requirements of their national office. Ntlo and Oka had emergency funds, while that of Tokomelha had been depleted at the time of the study. Tsotlhe was building up such a fund, and Boko had none at the time.

At the time of this research, all the organisations owned their property, except Boko. Boko and Tokomelha were unable to utilise their premises for additional income. Ntlo ran a successful thrift shop, and both Tsotlhe and Oka had sheltered workshops manned by their beneficiaries to boost their income. Tsotlhe and Oka were trying to establish vegetable gardens to provide for the meals they serve their beneficiaries, and both had small thrift shops. All participating organisations were dependent on volunteers to help lessen workload and finances. All the participating organisations expressed their concern regarding succession. They felt that the successor should be from an internal source as their organisational culture was a priority.

The NPOs had much the same problems in common: DSD demands, financial insecurity, staff problems, and legislation issues. The executive manager of Tsotlhe mentioned a legal case against the NPO for a staff dismissal, which crippled them financially. However, with strict financial control and a significant reduction of staff, they managed to survive the burden of the legal costs. At the time, all participating organisations had measures for financial control. The participating organisations – except Boko and Tokomelha – had adopted different measures to sustain themselves. Minimum wages and other legislations were stretching the financial resources of all participating organisations. The executive manager of Tsotlhe reported making the DSD aware of labour laws, which cannot apply to special health care organisations due to the ”sensitive needs of beneficiaries and psychological strain that has on staff”. These laws also applied to Ntlo and Oka at the time. Tsotlhe had staff shortages and was barely able to cover their services during absenteeism. Owing to the character of the services of these participating organisations, personnel turnover was reported to be high. All participating organisations indicated their personnel had to be of a special breed.

In addition to dwindling funding from the First Sector, all the participating organisations had trouble procuring funds from the NLC. Applying for this funding requires a dedicated person either on the board or on the staff, and it takes time to be granted and more time to receive the grant. The application requires lots of documentation and “BEE [Black Economic Empowerment] compliance”. For financial support applications, additional services in townships help, but if the participating organisations do not have the finances to render these, the applications also fail. The DSD expects BEE compliance of staff and expects services to be rendered to previously disadvantaged parts of society from their partners. Moreover, payment from the DSD is often late, and then salaries have to be paid from emergency funds.

All the participating organisations train personnel and do team building, and have some reward system. They regard these practices as part of their organisational culture and reward to work towards being a preferred employer to compensate for lower salaries of personnel than in other economic sectors. All participating organisations indicated taking good care of the personnel to keep a stable workforce and establish an organisational culture. In many regards, they cross-train personnel to cover for each other in case of absenteeism. The executive leaders indicated adapting and re-training resulted from personnel reporting back the changing needs in the community.

Management of the NPOs takes place in a unique and complex reality, which has financial restraints and is also governed by legislation and increasing needs of beneficiaries, who usually do not pay for the services they receive. However, they need the services for either physical, emotional, or mental reasons. Themes for survival were developed from strategic practices, which serve these needs. Practices within themes focus on funding, needs of beneficiaries, legislative requirements (such as those from the DSD), and other registration bodies. They also focus on providing services by adequate personnel, and numbers of personnel as unique challenges. Further realities are the evident lack of successors and the shortage of volunteers in a changing society and the business value of fit-for-purpose services unique to the sector. Themes were derived from strategic practices in this environment, and these aspects invigorated the stages of the life cycle. The need to adapt to stay current is a continuous theme to keep the organisational life cycle current. For this, an organisation has to change strategy in the short term often to keep it fit-for-purpose (see Veldsman, 2019:404–405). Furthermore, each organisation has a fit-for-purpose reason to exist, and for this reason, the organisaiton needs to maintain its services required by the community.

4.3 Level 2 of data: Participants' contribution

This section discusses the demographics of the participants. The participants were the representatives of the organisations. Eachof them had a different view of the role they had to play in the strategy towards survival. These strategies comprised the interest of the current study, and the participants were the ones with the knowledge of their daily and regular activities for their organisations to survive.

4.3.1 Demographics of the participants

All participants had the experience of management practices or governance of their organisations and were exposed to strategic decision-making on different levels. There were no criteria regarding the duration of employment in those positions as criteria.

Six of the participants were social workers, which implied registration with their particular board and the legal implications associated with the registration, such as CPD and standards of service delivery, which are known as standards of practice (see SA, 2003). The other four participants were a businesswoman (board member of Ntlo), a retired board member (Boko), an executive manager, and a senior manager (Oka). The background and training of the latter three participants were unknown. The fifth participant, a gentleman who was not a social worker, was an octogenarian and the only contributor of a written history of Ntlo (see also 3.7.1). This fifth participant was a founding member and previous board member. He was briefed by telephone and received the interview sheet from the executive manager.

All the personally interviewed participants were female. Based on the inclusion criteria of the sample, there was no prerequisite for years of experience. However, all participants indicated that they had been in their positions for several years, some even for decades. Several interviewees indicated they were close to retirement.

Both the executive manager and senior manager of Oka indicated that they used to be on the receiving end of Oka's services years, as they were partners of terminal individuals treated at the facility and who have since died. (Oka is a palliative care facility for the terminally ill.) Both participants (both not social workers) then expressed the desire to be involved with the organisation because it delivered such a unique service to people in difficult situations.

The leadership or managerial positions of participants varied. There were five executive managers, three senior managers, one board member, and two retired board members, one of which presented only a document and was not interviewed.

All the participants agreed to be interviewed by signing the informed consent form. Once the interviews had been transcribed, all participants reviewed the transcriptions. All the interviews were conducted between April and June 2019, at a time and place convenient to the participants.

The participants eagerly contributed their tacit knowledge and expressed the need for research into their sector. The participants were experienced, and most were promoted to their present managerial positions. One participant had previously been the executive manager of the same organisation, while another participant was sourced from a similar organisation elsewhere. The youngest executive manager had the least experience and was under duress, as the organisation had a bleak financial outlook. The two participants who were not social workers managed the organisation with a successful financial enterprise to supplement the external funding. Strategising practices were identified from all participants' contributions to answer the research sub-question: “What are the successful strategic implementation practices for long-term survival of standing NPOs?” (see 1.5.2). Themes and assertions were developed to indicate the broader implications of the presence of these identified practices to answer the research question: “**How do practitioners within long-standing NPOs strategise for survival and sustainability?**” (see 1.5.2).

In theme-ing the practices, the researcher saw themes in central relationships within the context of the research field. The researcher also considered the unique challenges identified in previous chapters: the needs of beneficiaries (see 1.1), funding (see 1.1), and other resource challenges, such as changes in volunteerism (see 2.2.3), legislative requirements (see 2.2.) and succession (see 2.2.2).

4.3.1.1 Theme 1: Governance

For this discussion, governance was identified as the directive operating model for leadership of the board to manage and monitor strategic objectives within the legislative parameters of the Third Sector (see IoDSA, No date[a]; IoDSA, No date[b]; Kantola *et al.*, 2016). The literature research underscored the importance of governance as the standard of operations. Practices in this strategic driver include leading, reporting, planning, adapting, guiding, and funding as mirrored in the view of Brown (2010:33). “Governance is the high-level leadership and focusses on strategy, policy, compliance, and monitoring. Governance involves monitoring financial, human and organisational resources to enable the purpose and strategic objectives of the organisation.”

While the structure of the participating organisations in the current study differed, the analysis indicated similar principles of governance. The efficiency and effectiveness of the governance added value and were part of the organisations' fit-for-purpose practicing. In this particular sector, strategic objectives are achieved by constant re-assessing, deemed to be a strategic practice to maintain service delivery within the available human resource power and financial resources, and this contributed to sustainability (see Veldsman, 2019). The organisations started with a planned strategy, which needed frequent adjusting and thus became adaptive. These adaptive strategic practices focused on internal changes, such as training and providing adequate personnel, driven by the available funding and the needs of the beneficiaries. Successful organisational strategies consider the needs of all levels of personnel and all governance and operational objectives from the bottom up and are not enforced from the top down (Davies, Nutley & Mannion, 2000). "Top-down solutions are both ineffective and inefficient" (Merk, 2014:4).

Governance involves monitoring the norms and standards of services regarding professional requirements and adhering to legislation (see SA, 2003). These practices are dependent on the commitment of those involved and on the practice of "continuously assessing and implementing needed changes to an organisation's strategy to allow for expected changes" (Veldsman, 2019:404–405). These practices also provide the fit-for-purpose aspect of governance.

In general, the sustainability of an organisation lies in its performance in response to the changes and challenges (Bell, Soybel & Turner 2012; Kazlauskienė & Christauskas, 2008:23). Scholars confirm that "companies are striving to achieve long-term benefit by adopting sustainability activities as core of corporate strategy" (Goyal, Raham & Kazmi, 2013:362). The practices identified were first measuring outcomes and then adapting services. Activities require planning, skills, and experience, which are driven by leaders' leading by example to establish and confirm organisational culture (see Hofstede, 1998). Leadership, and the practice of leading, as a main driver of value, are affirmed by the literature and, according to King III and IV (see, IoDSA, No date[a]; IoDSA, No date[b]; Kantola *et al.*, 2016), leadership is the main contributor to governance. This finding is true also in the Third Sector (see Brown, 2010; Lewis *et al.*, 1991).

The strategic frameworks by participating organisations emanated from the board as a guiding and legislative directive, under the guiding influence of management. The development of their strategy is done according to the prescribed legislation and organisational architecture. It has to be reported to DSD as part of legislative requirements. Participants indicated that when personnel recognise or anticipate changes in the needs of their beneficiaries and the community, adaptive practices are implemented. As seminal authors, Lewis *et al.* (1991) also advise that all personnel should contribute to goal setting. From an SAP perspective, Johnson *et al*. (2003; 2007) indicate that daily practices are part of strategy drivers, determining the outcome of strategy and forming part of the interaction between practitioners and their strategy implementation. In light of this, in the current study, the practices within drivers were seen as strategy implementation.

The social milieu within which the NPOs were functioning at the time of this research and were not the only aspect to affect strategic frameworks. According to all the participants, other major influences are legislation prescribed by the DOH, available finances, and unstable external factors (mostly financial factors). Therefore, strategy outcomes are mediated by the documented planning and are often adjusted by the daily changes in circumstances reported by the various role players that are influenced by internal and external circumstances. Adjustments in this manner are regarded as an emerging strategy (see Mintzberg & Waters, 1985). The Covid-19 pandemic is an excellent example of unstable conditions where the strategy to maintain services must be adapted according to the situation.

The general finding was that strategic formulation was top-down but was influenced by reporting needs from all levels of the organisation. Formal planning was generally done for three years because the participating organisations regarded the period as long-term owing to uncertain environments. Tsotlhe had five-year plan and the three-year term; the head office mandated the organisation to do this. All the organisations adapted their strategy or service plans annually to prioritise and adapt objectives. Service plans are regularly required for funding from the DSD as a partner. For the most part, finances and, to a lesser extent, personnel uncertainty are the main reasons for a constant review. A relatively shorter term is justified for turbulent environments, where there is a need for frequent re-assessment (Lynch, 2006:541), which is also effective for fit-for-purpose practices. The three-year formal planning is relatively short and shorter than the more accepted norm of five years in the First Sector (see Lynch, 2006). The relatively short term may benefit the adapting practices and regularly renew the stage of the organisational life cycle.

> *It's much easier for us to manage a three-year plan because sometimes you can't do things in a year…… and you don't know if you're going to have money. We do strategic planning for three years and every year as well. ... that we do as a work plan, our goals for the year.* (Oka executive manager)
>
> *As for our success – we have strategic planning-sessions year on year.* (Ntlo board member)
>
> *We submit three service plans for next three years.* (Tokomelha executive manager)
>
> *We often cannot reach a short-term objective in a year.* (Oka executive manager)

To stay appropriate in their service delivery, organisations have to determine continuously, and in conjunction with their partners, what the needs of the beneficiaries are and to change their strategy or adapt their services accordingly, keeping available resources in mind. In the case of Boko, the restructuring was due to –

- no financial support from the NLC;
- no partnership with the DSD;
- dwindling support from the First Sector due to legislative requirements (a result of BEE according to the executive manager); and
- the executive manager's loss of volunteers.

The executive manager of Boko acknowledged the imminent failure of their organisation as it might be too late for restructuring. She indicated that no board member took on the responsibility of financial procurement. Previously, the board had appointed an executive manager from external sources who lacked organisational knowledge and culture, which could have added to the complexity of their crisis and resulted in not adapting timeously.

In addition to adapting to circumstances, the participating organisations engaged in new ventures and continuously coordinated the activities of their personnel and the processes that they followed to improve and adjust their services. In the current study, a central objective was to render services free of charge, except for the housing of beneficiaries in the case of Tsotlhe and Ntlo. Practices in this theme are **renewing**, **adapting**, **monitoring**, **planning**, **educating**, **training**, **empowering,** and **providing**.

> *Obviously, our patients come first whenever we have to do anything.* (Oka executive manager)
>
> *Our services are free of charge and that's something else that makes us amazing.* (Oka executive manager)
>
> *Our service is for intellectually disabled adults. Only that. We affectionately call our residents' villagers, because we like to have that ethos of a village: so, it is a home from a home.* (Oka board member)
>
> *Open-door policy to the needs of community is essential.* (Tokomelha executive manager)
>
> *We saw that needs of the communities changed, so we changed. When the Department moved into that area, we moved over to another area [township name withheld] where there were no services.* (Tokomelha executive manager)
>
> *The protected [sheltered] workshop is [for] poverty alleviation. Their [beneficiaries] disability grant is not enough to live on. Our other functions are social improvement – the meaning to live, to socialise and to provide nursing care.* (Tsotlhe executive manager)
>
> *Stay focused on what we can do and what we are doing, and don't make plans for huge things that we can't do. Focus on doing on what we have to do in this environment.* (Boko executive manager)
>
> *The other thing which is also important is that we have never changed our core business. We have stuck to our core business.* (Oka executive manager)
>
> *What we're doing has to go to the patient [the] people.* (Oka manager)

If I have to close the in-patients unit, I will leave, because it means so much to families, to see their family member lying here, full of pain, but dying in dignity, it just means so much to their family. (Oka executive manager)

Both the personnel and the community report change in respect of the community needs the leadership to guide the development of specific fit-for-purpose services, which are ‘macro programmes’(i.e., programmes away from core areas of services). For instance, palliative services provided by Oka were extended to a suburb, which meant that the demand for in-house palliative nursing became less. In a different environmental change, the DSD took over some of Tokomelha’s responsibilities in a suburb. This action resulted in them extending the services of their available personnel to two needy townships. During these changes, the participating organisations stayed true to their initial objectives. Changes may also add value and benefits to the sponsors in keeping pace with changes in the community. Lewis *et al.* (1991:51,165, 233) indicate that the delivery of services appropriate to the needs of a community and the knowledge of personnel contribute to the capacity to survive and respond to challenges, confirmed by Tam and Gray (2016). Directional changes may be related to innovation and the reconstruction of organisational architecture (Haywood, Trotter, Faccer & Brent, 2013; Holton, Glass & Price, 2010) after the re-evaluation of strategy and measurement of outcomes. Boko, Tsotlhe, and Tokomelha were examples of adaptation. They showed that adapting to be fit-for-purpose is an ongoing practice that positively affects the survival or organisational life cycle. Some of the objectives and structural changes that the NPOs had made are described below.

All NPOs showed the ability to change their objectives and structure. However, if they face difficulties due to inadequate capacity, they cease operations. Tsotlhe closed a housing unit because of a personnel shortage and kept adjusting to legislative parameters, such as having registered professionals dispense medication 24 hours per day. Tsotlhe found that the disability grant was often the only source of families’ income, and they consequently expanded their workshops to accommodate daily workers. These changes are supported by training personnel with new skills and an entrepreneurial leadership style. The leadership style is that of a ‘surgeon.’ According to Rothschild (1996), it is essential to stop practices that are not worthwhile sooner rather than later.

Boko adapted organisational restructuring and adjusted services to maintain their group rehabilitation schedules for beneficiaries. Tokomelha moved to a new township when their district was taken over by the DSD and retained all personnel familiar with the organisational culture and who had received appropriate training to continue with the same standard of service in the new area. Siddiqi (n.d:5) describes NPOs as a training opportunity for social entrepreneurs in adapting to changed circumstances.

The participating organisations focused on and planned towards future objectives and strategised to improve their financial position. Future planning was regarded as essential, as the beneficiaries' needs change continuously. Both Tsotlhe and Ntlo plan for their ageing beneficiaries. At the time of this research, they were planning to provide housing and medical services to their ageing and frail beneficiaries, despite legislation that requires 24-hour services by professionals, helpers, or carers. The Tsotlhe executive manager reported that they had to deliver services despite all the challenges, even with unreliable and insufficient personnel.

> *The reality of the future is change.* (Tokomelha executive manager)
>
> *We changed our other centre into a frail-care centre because we realised that they [ageing beneficiaries]) have been staying here … and … old age homes also do not want people with [medical conditions]. The need was also for frail young people.* (Tsotlhe executive manager)

Adapting to the beneficiaries' specific needs at a specific time was evident, despite the organisations' limitations and legislative challenges. The executive manager of Tokomelha said that they "make a plan" to keep providing services. Ntlo and Tsotlhe both indicated that adapting was a crucial aspect of their strategic practices. Adapting strategic objectives to the needs of people in the environment has a positive influence of renewal on the organisational life cycle, as the adjusting operations prevent projects from stagnating or becoming inappropriate. There were examples of major adapting measures, in agreement with the view that resilience in an organisation responds to disruptive events and involves the ability to withstand disjointedness (see Burnard & Bhamra, 2011). The ability to re-direct and re-assess aids renewal. Objective planning is also important in developing and appointing personnel to enhance the commitment of individuals and strengthen the organisational culture.

4.3.1.2 Theme 2: Leading and leadership

Based on attending to the dimensions of this theme, **leadership** needs to practice decisively (see 2.9.3). Leading is by example to establish a culture within the organisation and lead renewal practices and develop and implement strategic practices for survival (see Northouse, 2012; Duygulu & Nurcan, 2009:). Practices in this theme are **interacting**, **guiding**, **supporting**, **problem-solving,** and **managing crises**.

The leadership of both the board and management emerged as important aspects in the current study. While leadership by and guidance from the board were needed, leading the management team had to do with day-to-day service delivery, and executive leaders guided their respective boards in strategy development. Leadership was found to be interactive, supportive, sympathetic, and steering personnel towards quality service delivery and for the organisation to remain fit-for-purpose. The overriding opinion and finding were that leadership need to be decisive and strong in leading. It has to be decisive and alert to reporting, especially the personnel who are in touch with the beneficiaries' needs and requirements, to be supportive, and solve problems accordingly.

> *The success of Ntlo would be that we have a strong executive manager, a strong chairman, and have people on the board that are mature and are experts in various fields.* (Ntlo board member)
>
> *Leaders support individuals and teams as a strategy to deliver quality service … delivery. You do need a specific kind of person.* (Tsotlhe executive manager)
>
> *We always had strong management.* (Tokomelha executive manager)
>
> *I don't interfere in my managements' day-to-day running. They know I'm here if they need me.* (Oka executive manager)
>
> *I talk to the clients in the shops, I hear if everyone is okay.* (Oka executive manager)

The analysis indicated that a leader's commitment was an asset within the organisational environment, and that leadership required a special kind of person, even if he or she was not a registered professional (see also Lewis *et al.*, 1991). Except for one executive manager, all were social workers. The implication was that leading from a committed perspective has a positive influence on the organisational life cycle. In the current study, only Oka was managed by a person who was not registered with one of the health professional boards. At the same time, the other participant from Oka was also not a health professional. They had intimate knowledge of the organisation; they were a family of direct beneficiaries of the organisation's services before their employment. Therefore, they understood the importance of survival and sustainability and the needs of the professionals and beneficiaries within the organisation. Oka delivers a wide variety of services to the public to fund themselves and use professional health care workers to render services to their beneficiaries. Hence, there was no need to enforce leadership of a registered social worker. Ntlo and Boko both had a participant who has not received social work training.

In NPOs, leadership has the greatest need to be 'job-fit.' "Effective NGO leaders are able to balance a range of competing pressures from different stakeholders in ways that do not compromise their identity and values" (Hailey & James, 2004:343). Stakeholders of NPOs comprise partners, professionals, and other personnel, beneficiaries, volunteers, and the public. Leadership must attend to all these stakeholders' needs and must balance service delivery with financial uncertainty. Crisis management of customer relationships and beneficiaries is a daily occurrence, and support for problem-solving is part of the daily routine:

> *Social work is crisis management.* (Tokomelha manager)
>
> *We have an open-door policy.* (Tokomelha executive manager)

Unexpected crises may occur at any time, and leaders need to manage these crises. An example of this was when a villager of Oka died on the premises, and the other intellectually challenged villagers had to be kept calm until the police arrived. Coping practices contribute to the situational knowledge unique to an organisation and the individual; this was alluded to by the participants. The participating organisations in the current study acknowledged the development of protocols from experiences to handle situations. At a practical level, individuals within these organisations are the driving force of sustainable development and change (Joseph, 2015), which is also applicable to financial procurement and control. An example of such a complexity and driving force was the manager of Tsotlhe, who managed to keep the organisation afloat despite a large financial lawsuit.

> *We've implemented a flash report, and you will see it reflects the total consolidated financials for the branch.* (Tsotlhe executive manager)

The executive managers of Tsotlhe and Tokomelha believed that a registered social worker should be their executive manager and succession should preferably be from inside the organisation, with a candidate who is familiar with the organisational culture. All participating organisations highlighted succession as a concern because most of the executive managers were close to retirement. At the time of this research, no successor had been identified yet. The stability of leadership was regarded as essential – to ensure continuity and develop organisational knowledge. The terms of leaders participating in the current study were not discussed, but it was evident that they had been in their positions for some time. Therefore, their terms of service could not be regarded as a decisive factor in the current research. However, understanding the organisation was deemed necessary to sustain the organisational culture and help stay fit-for-purpose towards their particular organisations' objectives.

> *Our board members, all volunteers who support management, get re-elected each time their term of office come to an end.* (Boko executive manager)
>
> *We don't pay much, so commitment is* ***big*** *absolutely… it has to be commitment from all our role players. It's the norm to go above and beyond.* (Boko executive manager)

The leadership style was viewed as important, not only as an expression of behaviour, but also as an asset. Transformational leadership aims to empower followers (see Montgomery, 2015; Rothschild, 1996), and training is provided to develop the confidence and potential of leaders. The interaction between leadership and team members can be found in frequent meetings and training sessions. NPOs have a special challenge about management, as they have to listen and respond to their operational environment (Fowler, 1991:3). This view is supported by Neneh and Vanzyl (2012). They further indicate that an entrepreneurial focus on survival, as highlighted by Montgomery (2015), is important in the first three years of the organisation. The dominance of entrepreneurial skills demonstrates leadership traits, such as risk-taking, innovativeness, and resilience. An entrepreneurial leadership style is critical for innovation in an ever-changing environment. For renewal, it could then be regarded that a combination of the transformational leadership that develops personnel and entrepreneurial leadership styles that develop the organisation would be preferred, in the researcher's view. The data showed that these leadership styles were present in most of the participants. The participants regarded constant feedback from the environment and training and re-training as most important in meeting the needs of employees and beneficiaries. Personnel would report situations in which leadership would react appropriately by training and adapting services. The leaders were open to new ideas and ventures regarding entrepreneurial skills, especially regarding funding. Examples of proposed new ventures were to develop a nursery, vegetable gardens, and a guest house and to expand the sheltered workshop to accommodate day workers.

> *We are developing our nursery again as a separate income stream.* (Tsotlhe executive manager)

Leadership is important in all aspects of management and governance. It determines the standard of practice and attitude and affects the organisational culture (see Hofstede, 1991; Manetje, & Martins, 2009; Westrum, 2004; see also 2.9.2; 2.9.3). Leadership involves having an imagination, assisting in learning, showing good judgement in terms of structurally inhibiting factors, and contributing towards sustainability (Lozano, 2013; Wolfgramm, Flynn-Coleman & Conroy, 2015). Borgelt (2013:249) believes that that leadership and management can be organised into one discipline and be merged into organisational thinking and the job description. Borgelt (2013) posits that actors move between these roles and their attitudes are not affected by their responsibilities. This view compares with the aspects of leadership and leading (see 2.9.2). In the researcher’s view, leadership and leading are embedded in leaders' personalities and commitment to the cause. Borgelt (2013:249) emphasises that leadership and leaders should not be thought of in absolute terms, as they acknowledge their shortcomings (see Pinho, 2013). Tokomelha's current senior manager, for example, used to be the executive manager but stepped down from that position in favour of the present executive manager, who is an excellent administrator.

Furthermore, it was found that leaders often fall somewhere between acting on their own and acting according to the organisational identity. They usually incorporate previous methods of problem-solving. The executive manager of Ntlo, for example, indicated her previous experience at a similar institution as contributing to her knowledge of reporting and handling crises in her current organisation.

In terms of the organisational architecture, the board would be the highest level of leadership and governance. In the current study, boards were guided by the executive manager in their strategic planning (framework) decisions. Board members who are experts in their field support management through directives and advice when needed. Appointments to both the board and management should include individuals with a financial background supporting financial governance. Ntlo was the most viable NPO in the current study as they had a financial manager to coordinate their financial procurement. The other organisations had financial advisors on the board.

> *Legally, as far as success goes, the board pulls things straight administratively … in line with what's required.* (Ntlo board member)
>
> *Our board is small, and everyone has a designated role.* (Ntlo board member, and also Oka executive manager)
>
> *We work with our board, as each has a portfolio. ... Management go to their board member for guidance or support, because that's what they're there for. ... We don't know every day what happens in the labour law for example, and that's why it's so important to have a good working board. They … give us advice on what we need to do.* (Oka executive manager).
>
> *The board is a small team and the exco [executive committee] work closely with each other if there is an issue.* (Ntlo board member)

> *I had a board member that is part of the psycho-social team come to me and he said to me, "I see you have a lot of meat on your plate, what can I do for you?" So even though they're not part of your portfolio, they still look out for you.* (Oka manager)

Tokomelha indicated that their board also acted in their bigger organisation. Board involvement with Tokomelha is limited, and the board functions mainly as a token gesture. Nonetheless, this board involvement did not affect Tokomelha's leadership, as the executive manager and manager both had a record of long-standing employment and supported each other. The manager was the previous executive manager and was responsible for financial procurement. At the time of this research, the board of Boko had no portfolios. The board provided some financial support and further limited support to the executive manager, who appeared to be under stress. Boko appeared to be the participating organisation under the most strain, having undergone a major restructuring a short while before the interview.

Considering the complexity and influence of leadership, the current study's finding was that leadership plays a key role in governance and is an important value driver. This statement supports the finding that "leadership, organisational culture and the ability to make decisions are factors which contribute to sustainability" (Montgomery, 2015:26). In the current study, it was found that social workers are important role players in survival and sustainability, mostly from their commitment and especially when there is no financial security.

4.3.1.3 Theme 3: Commitment

Based on a review of the data, the researcher established that commitment involves believing and being involved in the organisation's objective. Practices include **leading**, **motivating**, **teaching skills**, and **training**.

Hassan *et al.* (2017:3) refer to commitment in terms of a job to fit a personality and an imperceptible behaviour. The commitment may be described as the pride being part of an organisation, strengthened by empathetic leadership, which also has the effect of retaining personnel (Hassan *et al.*, 2017). The executive manager of Oka referred to commitment as an 'asset'.

Personal commitment is based on desire, obligation, and duty, each of which has a different effect on work behaviour (see Hassan *et al.*, 2017). ‘Motivation’ refers to personal needs and involves both intrinsic (positive feelings, joy) and extrinsic (money, admiration) motivation and feelings (see Hassan *et al.,* 2017). These motivations are supported by adequate motivation and training for the services rendered. The participants revealed that they were motivated by their personal experiences, and they realised how the different aspects of their organisation were interrelated and became the glue for commitment. The commitment of participants of the current study was observed during the interviews. The participants were proud of the services they provided and of their facility. How they spoke about the intangible aspects of their organisation, such as the motivation of their personnel, also showed commitment. Data provided examples of personal commitment and motivation. The manager of Ntlo alluded to teaching herself social media skills to market the organisation. Both she and the executive manager wanted to work at Ntlo for personal reasons. The executive manager of Tsotlhe reported teaching herself to control the organisation's finances daily for the NPO to survive. Leaders generally viewed their commitment and drove to achieve success as a personal reward. They indicated that the time they had spent at the workplace had no relation to the salary or the time required to be at work. Commitment as a behaviour has to be managed by leaders because a heavy workload could lead to burnout (see Montgomery, 2015).

Commitment may be regarded as a philanthropy to motivate a type of volunteerism (UN, No date). It is a way of life, a behaviour particular to leadership, and shows the determination to succeed regardless of the costs. For this reason, leaders should also manage their time. The commitment that was shown in the current study did not only come from social workers, but was also a personal philanthropy, as there were four participants in the research field who were not social workers.

> *We two seniors are committed until our retirement.* (Tsotlhe executive manager)
>
> *What am I going to do if I have to retire one day? I just love this organisation.* (Oka manager)

> *I think that women [Oka executive manager] has something like seventy-two leave days and she just says she is on leave, but in fact she comes to work the whole time.* (Oka Manager)
>
> *The social workers are positive and loyal to the organisation. I know we have a way of dealing with people ... We find a way of helping ... not to refer people to other NGOs or to say 'no we can't help you'. I would say this kind of attitude, and a way of dealing with people, is essential for survival.* (Tokomelha executive manager)
>
> *I always said the attitude in this organisation is that what we do is bigger than the organisation.* (Tokomelha executive manager)

Commitment is an intangible aspect and difficult to measure (see Hofstede 1991). Objectives of an organisation are related to the commitment and culture of the organisation. They are the reason for the existence of the organisation and the driver for delivering services. In the current study, some of the objectives were empowering the community (through courses and/or training) and assisting beneficiaries to have an income. Beneficiaries who work in the workshops earn an income for their labour, and the public buy goods in the thrift shop to resell at a profit. All participating organisations allude to involving the community, helping beneficiaries achieve their full potential and fulfilment in life, or rehabilitating those with physical disabilities (see Matei Gherman, 2012).

The current study found a mutual commitment between personnel to work in synergy to achieve their goals and objectives. Part of the commitment is to be associated with the NPO as a preferred employer. The achievements of the organisations are therefore part of the commitment and eventually the organisation's culture. The personnel of the participating organisations was proud of the achievements of their organisation. International recognition, local accreditation, and registration according to a certain standard were regarded as achievements and rewards for hard work. They help to make it a preferred employer, according to the executive manager of both Tokomelha and Oka. Oka has international recognition, according to the executive manager. Sponsors and beneficiaries recognized Tokomelha for its additional activities. Professional services of NPOs are provided to get the job done, regardless of the challenges of serving a particular community, and with pride of being part of an organisation that delivers services of superior quality.

> *We make a plan.* (Tokomelha executive manager)
>
> *We are proud to achieve our registration for court work.* (Tokomelha executive)
>
> *I think getting our five-star, [Care organisation of South Africa] accreditation has put us on the map especially with HSPCA which is our head body because being a five star gives you a little bit more awareness, because people come here to come look at the ... facilities, a good example, we're used as an example in the big wide world.* (Oka executive manager)

Findings highlighted the pride these organisations had in maintaining the standard of their premises:

- Tsotlhe had renovated their housing section shortly before this research;
- Oka emphasised the need to upgrade their facility, as the thrift shop had expanded beyond their expectations;
- Tokomelha had restored their national monument shortly before this research;
- Ntlo indicated that they continuously maintained their facility; and
- Boko did not own property; they provided access to their facilities with the necessary ramps and rails, as well as adequate gym and treatment areas.

> *You cannot leave a place to go down.* (Ntlo board member)

4.3.1.4 Theme 4: Organisational culture

Organisational culture is a particular mindset of members of an organisation (Hofstede, 1981, 1998; Lewis *et al.*, 1991; Brown, 2010). Practices are **leading**, **training**, **motivating**, **governing**, **problem-solving**, **caring,** and **maintaining the standard of practice**.

Organisational culture as a strategic practice and driver of value frequently emerged in the current study as a theme. Organisational culture refers to the intangible nature of the behaviour of an organisation. Services provided by registered professionals imply a required standard of service delivery even if the services are provided free of charge. Services provided to participating organisations were provided free of charge, except for the housing provided by Tsotlhe and Ntlo. Practices that are evident in this theme are **problem-solving**, **caring** (for beneficiaries and families), **rewarding**, **planning**, **training** and **re-training**, and **adapting** to be fit-for-purpose, and **maintaining the standard of practice**.

Organisational culture is a multidimensional construct (Borgelt, 2013; Hofstede, 1998; Pinho, 2013; Sempane, *et al.*, 2002). In general, organisational culture is regarded as emerging from a shared belief of colleagues, their attitudes, values, and norms of behaviour, and standard of services delivered (Borgelt, 2013). Participating individuals alluded to the fact that they had an organisational culture of commitment, team effort, peer support, and development, culminating in a superior quality of their service. Organisational culture becomes a common outlook on how things are judged and valued on a conscious level and is commonly referred to as how things are done in an organisation. The cultural fluidity of adapting services occurs in a turbulent environment (Davies *et al.*, 2000). Such turbulence requires problem-solving and re-training and correcting negative behaviours before they become the norm, as negative attitudes could lead to a negative organisational culture (Borgelt, 2013:256). Enhancing employees' abilities and commitment is important, as they work together towards structure and an equal standard of service delivery (Tam & Gray, 2016:25). From subjective observations during the interviews, it was evident that leaders were committed and driven to make the organisation successful.

> *I think this entire place 'has' you – there are three different worlds. You have the admin block, you have the IPU [(In-Patient Unit], and you have shop staff, and … everyone that is qualified in something different. And I think the greatest achievement that this place has and has ever had, is that everyone with a different background, with a different qualification, with a different opinion, can come together as one and work towards the same goal.* (Oka manager)

> *It's not about the money, it's about there must be people out there that need to be in the in-patient unit. Like [hospital name withheld] patients, they've got no money, but they need to die somewhere, they're not lying in the corridors with no care – that's part of the report that goes to our funders as well.* (Oka executive manager)

Behavioural values and attitudes are constructs and concepts by definition; they exist within an organisation and are measured in the behaviour of an organisational unit (Hofstede, 1981). To be part of the organisational culture is to belong and gain a sense of achievement in such an organisation. Organisational culture was an intangible aspect evident during all the interviews and visits to the premises. It was found, together with leadership, to support all other aspects of the research and data. Participants expressed their pride in surviving as an organisation and being part of the management of their respective NPOs. The entire research field highlighted and demonstrated a specific way of performing their daily and recurring activities, such as training and problem-solving. Aspects of the organisational culture were compassion and attitude towards the beneficiaries (shown as caring) and a determination to maintain service delivery despite the challenges. Problem-solving was part of the organisational culture, which developed in these organisations.

> *This is a calling … you need to have a passion to drive it … you look at this person as an adult – he's got beard, he's old, he's grey. You've told him once or twice or maybe thrice what to do: it doesn't sink in. So, the staff gets frustrated and they don't understand, but that's exactly what we do. We do repetitive teaching.* (Ntlo executive manager)

> *It's very expensive to run an in-patient unit. It means so much to families, not necessary for the patient, but to see their family lying here, full of pain, dying in dignity, it just means so much to their family.* (Oka executive manager)

Organisational culture is determined and affected by the kind of person involved in these organisations over an extended period. In this regard, integrity and honesty are essential and work together towards the same objective. Each of the participating organisations had a particular service objective, which was dependent on finances, professionalism, and training, among other things. To attain the objectives in a service organisation depends largely on individuals who deliver the services, which depends on the organisational culture.

> *I've seen people come in wheelchairs and drooling ... and I've thought to myself 'oh my word, this is awful!' and I've seen them walking out and talking, and obviously they're never going to be hundred per cent again, but getting out of a wheelchair, walking, talking, making sense – ... that is wonderful!* (Boko executive manager)

> *You need to be a special kind of person.* (Oka manager).

> *We what we do is for family or the beneficiaries. You become part ... you become part of a family, you become part of that person's family and I became part of [name withheld] family at that moment. But it's literally from the board to the cleaner – that has a concern for a patient, even though you don't know them personally.* (Oka manager)

> *You've got to show that you care about everybody, especially and especially the poor of the poorest and the ones that actually need it the most.* (Oka executive manager)

> *Obviously, our patients come first whenever we have to do anything.* (Oka manager)

> *We need to make sure that we become the preferred organisation for parents.* (Ntlo board member)

> *We kind of look for the small things, so we call it our tributes and accolades ... I think we have great success in what we do every day, whether it's someone walking through the door feeling like they're stressed and then you kinda see them at teatime and they're laughing and smiling again, for me that is success.* (Boko executive manager)

All the participants referred to their service delivery as 'excellent' or 'excellence and perfection'. Strategy development and commitment to the quality of service require satisfying the dual needs of beneficiaries and partners. All five participating organisations in the current study highlighted external financial support and adequate provision for the remainder of the salaries as a challenge. All participants noted the high standard of their governance practices, such as reporting to partners, and commented that their partners gave them credit for this. According to the participants, things are done this way in their organisation, and these practices are part of their organisational culture and the personal commitment of leadership to comply with partners and legislation. The practice of reporting was supported by the documentation received from the participating organisations. According to the participating organisations, service level agreements with the DSD require frequent reporting for statistical evidence. The executive manager of Tokomelha indicated that the statistics did not represent the quality of services or needs of the community at the time, resulting in a difference in priorities between Tokomelha and DSD. To meet DSD demands and the standard of practice expected in terms of the objectives of the NPO, the executive manager of Tokomelha had trained the professionals to keep logs that were rich in context.

> *We deal with many foster children. We have to align our services accordingly and have to submit statistics every month. The daily record is compiled into about three different forms, where you compile all stats according to the demands or priorities of DSD – evidence-based reporting. We have to reach the targets … to qualify for a grant because the department is about quantity, but for us, it is quality service. We do everything we can to reach thte targets, and I regularly give training to my social workers to focus on that kind of services so that we can make the targets, but never at the cost of the quality.* (Tokomelha executive manager)

The beneficiaries of services provided by social service NPOs usually need services provided by various registered health professionals. Registered health professionals practice under the legislation of their professional boards, which implies service delivery according to standard or prescribed protocols. The organisations developed protocols to suit their particular contexts, with evidence-based practice recommendations and adherence to the standards of practices.

> *I think what distinguishes us from other organisations is we are absolutely for excellence.* (Oka manager)
>
> *My whole point is basically, we want perfection. (Tokomelha executive manager)*

It's about perfection. It's not about excellence because anything can be excellent, but we, we aim to perfect, because if you don't do perfect, someone's going to be unhappy. (Oka executive manager)

I figured out that our patients are so well cared for in their own homes that they don't need to come here [in-house nursing facility]. (Oka executive manager)

I've to prioritise how to do the work and we work flexi-time. (Tokomelha executive manager).

'Rewards' were regarded by the leaders as adding value to the culture of their organisation (see Hofstede 1991). Participants indicated that in lieu of competitive salaries, personnel needs to be compensated differently. Some means were to train and develop personnel and to support personnel if they have domestic problems. The executive leader of Tokomelha further explained continuous training, achieving organisational objectives, and receiving accolades for projects help make Tokomelha a preferred provider. The view of Tokomelha is supported by Lynch (2006:14), who views the result of a successful strategy to add value to both the organisation and the individual. (Tokomelha indicated that personnel compares organisations informally at professional meetings.)

On an organisational level, participants viewed financial survival as a success and a reward for their successful management practices. The ability to pay salaries, a thirteenth cheque, and deliver free services was regarded as an achievement. On the one hand, there are financial shortages; on the other hand, there are diligent financial management practices.

We have always managed to pay a thirteenth cheque, even when times were really bad. (Tokomelha manager)

We are financially independent due to the sales at our shops. (Oka executive manager)

We managed to survive a huge legal claim. (Tsotlhe executive manager)

Training for newcomers toward organisational culture needs to be done through explicit instruction. Oftentimes, training is done implicitly for new employees to adapt to the organisational culture (Davies *et al.,* 2000). Training is done in the form of workshops, meetings, and seminars. It should aim to modify individuals' mindsets and implement focused strategies to develop entrepreneurial-like characteristics and ways of strategic decision-making (Neneh & Vanzyl, 2012:8341). Planning for succession was problematic for the participating organisations and was viewed as important in maintaining the organisational culture.

Rewards were often for personal satisfaction: philanthropic to which compensated for lower salaries. These benefits included respect and status and being recognised as committed and dedicated (Brown, 2010:4; Pearce, 2006:82). Contributors' rewards come from their satisfaction gained from being involved in a cause, not only the value of having achieved the goals of a sponsored project (Moore, 2013:17). Tokomelha was awarded a prize for their programme to educate township children in Mathematics (mentioned in 4.2.2.1.2), which was sponsored by and done in partnership with the South African Association of Actuaries. Projects such as these help future sponsorship.

In-house training and attaining CPD points during working hours were also regarded as benefits. Such training develops abilities in teams for individuals to support each other's services. The development of professional skills within the team ensures services of a high standard and improves team spirit. It also encourages individual team members to cover for each other during absenteeism, which several authors confirmed (Hendrickse, 2008; Merk, 2014; Montgomery, 2015).

4.3.1.5 Theme 5: Organisational resilience

From the data, resilience was described as how an organisation adapts to changes to manage its vulnerabilities. Practices are **adapting**, **reassessing**, **rethinking,** and **relearning, reporting**, **adapting**, **renewing**, **training**, **retraining**, and **working as a team**.

Adapting involves rethinking and relearning when strategy and resources change. The participants indicate that external and internal environments affect the ability and need to adapt. Some of the adaptive measures for financial stability were evident and altered the structure due to financial strain. Changes were made in service delivery to accommodate changes in external and internal environments.

> *We all adapt our routines to accommodate what is asked for, what is needed. We are adaptable, and I think change is inevitable.* (Tokomelha executive manager)
>
> *One of our biggest success stories are that we are very adaptable. We move according to the needs, even the needs of the Department.* (Tokomelha executive manager)
>
> *We always moved where the need was. It was started when there was the need for adoptions. When we saw the needs were bigger, we went out to cover those needs, and once we started with funding from the Department, being a partner of the DSD, we always moved where the needs were.* (Tokomelha executive manager)

Resilience is regarded as an intangible part of an organisation. It is influenced by external and internal environments (Willcoxson & Millett, 2000:93), intellectual and moral discipline, and training (Hayward & Sparkes, 1984:273). Resilience relies on the presence of goals and objectives, decision-making processes, reward systems, and compliance with requirements, such as behaviour, communication, and interaction with external elements. Resilience implies adapting to circumstances; it depends on the reaction of personnel, commitment, and leadership (Maull *et al.*, 2001; Pinho *et al.*, 2013), as culture is something that an organisation owns (Montgomery, 2015:103; Sempane *et al.*, 2002:3,14). The adapting capabilities, priorities, management styles, and other organisational factors affect both organisational culture and life cycle, and they may change over time (Tam & Gray, 2016:18). Resilience as adaptive practice featured strongly in the analysis and will be further discussed as part of extending the organisational life cycle (see 4.6). Customer needs and providing beneficiaries in a different area with alternative services are central to adapting (Oka executive manager). Adapting implies a free flow of ideas and supportive management (Irani & Beskese, 2002:648). In practice, this often means a new project or macro programmes away from the core services. Oka is an example of an organisation that developed a sub-culture. They adapted their services to provide home care in a township as an alternative to nursing in the care facility.

Obviously, our patients come first whenever we have to do anything. (Oka executive manager)

We need to make sure that we become the preferred organisation for parents. (Ntlo board member)

Such adapting as a practice or strategic fit is an operational positioning in accordance with the internal and external environment (Garud & Gehman, 2012; Markard, Raven & Truffer, 2012). Adapting is a cognitive interaction between procedures and available resources to accomplish the desired activity (Paroutis *et al.*, 2013). Furthermore, personnel development should be directed towards enhancing motivation to achieve those intrinsic objectives (Kantola *et al.*, 2016:47–50, 52–60; Tam & Gray, 2016:25). In the current study, professional services to the community were of a high standard. All five organisations were proud of their achievements and how they adapted to meet the community's needs.

4.3.1.6 Theme 6: Resources

For the current study, resources were regarded as those means to aid and support services and provide and build the capacity needed to implement strategic objectives. Financial and human capacity are central to resources in the Third Sector (see Lewis *et al.*, 1991). Practices in this section include **planning**, **training**, **controlling**, **reviewing**, **marketing** and **volunteering**.

The challenges identified in this research were related to finances and service delivery, especially during personnel shortages. To overcome these challenges, the organisations might ensure an alternate income, improve training and reporting to partners or sponsors (Khanal, 2006). Financial independence and best practice are linked to sustainability, with a balance between resources and objectives. This is ensured by strict handling of finances, improved delivery of services, and adequate reporting measures (Khanal, 2006). Training to cope is an important aspect and to understand the needs of beneficiaries, especially when there are people with disabilities or illnesses (Ntlo executive manager).

The resources focused on in the current study were financial procurement and human capacity, which covered three aspects: personnel, volunteers, and the community. These resources might have an external origin, such as donors or government, or an internal one, such as human capital. Several participants regarded the possibility of generating additional income from property as important. For good governance, resources need to be evaluated continuously and should be controlled strictly and managed through planning, doing, and reviewing (Hendrickse, 2008). Culture, atmosphere, teamwork and personal motivation support performance within the available means (Hendrickse, 2008; Ntlo executive manager).

Most of the challenges that emerged in the current study were related to finances, legal issues, and personnel (all discussed in this section; see also 4.3.4; 4.3.6). Financial provision for the services needed is a priority. For this reason, projects and services are part of this discussion. At the time of this research, most projects were sponsored by external sources. Before the current changes in society, referred to in Chapter 2, Lewis *et al.* (1991) already warned that resources dwindle while the need for services cannot be met by professionals alone. Changes in society and legislation affect services and funding.

Managing finances was indicated as essential for financial stability and independence (Montgomery 2015; Merk, 2014). Finances are managed stringently. The Tsotlhe executive manager indicated that she taught herself to do regular management and even daily transfer of funds from one section of the business to another as part of her fit-for-purpose management of survival. All the participating organisations emphasised that sponsorships are regarded as important, even small donations. A major concern of the research field was paying salaries, as personnel is key to all service deliveries. All the participating organisations indicated that they never failed to pay salaries. This was a high priority, part of their culture and responsibility, and their greatest expense to enable services (Montgomery, 2015:103). A concern of leaders was that funders need to realise that salaries are crucial and essential when it comes to funding projects

> *Companies now do not give to welfare organisations anymore, but now sort of have their own outreaches. This is due to BEE and legal issues imposed on them. Especially because a lot of new young people are coming in, and they have different values.* (Oka executive manager)

So, by law we are bound with this terrible frustration of having to employ someone who is not designed for the job. Love and care:[the] quality of work is paramount in this environment. (Ntlo executive manager)

An important view of several participants was either to become the preferred partner for the First Sector or by adequate reporting and serving the partners' objectives in the First Sector as there is competition for funding other NPOs. Financial stability is dependent on the partners, and therefore a culture of reporting strengthens the relationship and mutual trust between the partner and the NPO. Furthermore, reporting to the DSD is a legislative matter, and NPOs sign service level agreements for the subsidy of 50% of salaries. This reporting allows the DSD to determine future planning. Agreements between the NPO and the DSD imply an obligation to report according to requirements of the DSD, which might change, often ‘a day or so before the reports need to be submitted,’ according to the executive manager of Tokomelha. Without effective administration, professional reporting becomes impossible. The executive manager of Tokomelha declared emphatically that administrative ability is her strength and quality reports are a high priority. She can put her hand on any report, or information DSD requires for any interim requests. At the time of this research, all five NPOs were proud of the quality of their administration, specialist knowledge, and peer support to provide the required reports jointly. Reporting extends to all partners and supporters as they fund salaries and projects.

The Department [DSD] tells us what we do. Basically, we are partners with them. (Tokomelha executive manager)

The Department tells us what we do. They do our registrations, so we are totally basically, not dependent on them, but partners with them. Their twenty-five-year plan is to take over all statutory work which at this stage is ninety per cent of our work ... and the idea is that we do the preventative work. The projects, community developments and counselling which will mean that we will have to restructure this whole set-up. (Tokomelha manager)

We are quite popular with the Department. ... because we work with them. We are anyway going to sit with projects, so wouldn’t the wise thing be for the [name withheld] Council

> *to employ one or two social workers who can help them with their projects?* (Tokomelha executive manager)
>
> *We are struggling to generate sufficient income to source relevant, capable staff and maintain the campus. Income from fees and [DSD] grant alone is not enough to keep Ntlo afloat.* (Ntlo board member)
>
> *The constant issue of funding keeps one from not sleeping at night. As we grew from the old fundraising act and the old dispensation. In the old South Africa, we had a lot more volunteers. When BEE came along, we had to fulfil BEE which put a load onto our employment, our payroll and that transition is something we have not come over yet so many years down the line.* (Boko executive manager)

Partners expect appropriate reporting for their commitment of funding and their CSR programmes (Bell *et al.*, 2012; Linneluecke & Griffiths, 2010). Sufficient reporting affects the long-term relationships between the NPO and partners of funders positively and is regarded as important (Goyal *et al.*, 2013).

> *There's a lot of pressure from the Department, which is our main financial partner. ... you dance the tune they play ... The Department [DSD] gives us [goals or targets] priorities that we have to meet. The same applies to NLC. You have to do according to their criteria, their structure, and their priorities.* (Tokomelha executive manager)
>
> *We are never difficult, if they call, we are there, we attend every meeting.* (Tokomelha executive manager)

Examples of macro projects in this research – services in the larger community and not only to direct beneficiaries – include the following:

- Rendering community training (information concerning drug abuse and sexually transmitted diseases during holiday programs for children, feeding scheme in a different township than where their main services – Tokomelha);
- providing external groups with facilities (Ntlo, Oka, Boko, and Tsotlhe), and

- providing support services as part of legislative (DSD) requirements (Ntlo, Oka and Tokomelha).

Lack of adequate financing is the reason for not expanding or halting services. Boko, for example, halted a service due to a lack of finance because the NLC did not approve further funding (Boko executive manager). Ntlo provides a weekly program to support intellectually compromised beneficiaries in a township close to their facility as an additional service. Such additional services extended services and developed additional partnerships and additional funding, such as which Tokomelha has with the South African Association of Actuaries (Tokomelha executive manager). Oka regarded their thrift shop as an additional service as clients resold the second-hand goods they purchase in the shop to earn a living. Tsotlhe and Oka had charity shops and sheltered workshops at the time of this research. The income from these two enterprises aided the NPOs' initial objectives or their prime services.

> *We're going to stay as we are until we get money for whatever other project we want to do.* (Boko executive manager)
>
> *We received money from America. ... it has to do with HIV counselling and testing in the rural areas ... If it was for the nursing facility, we wouldn't have got it because it's too white.* (Oka executive manager)

The services that the organisations render need financing. For additional income, the participating organisations try to support themselves and not be dependent on external financing. At the time of this research, Oka provided training in palliative care and home nursing to other institutions and individuals. Tsotlhe trains professionals beyond their direct beneficiaries via their national organisation. The organisation once embarked on a venture. Ntlo tried tunnel gardening and a bakery. Such ventures are advised by Eade (2006:81–85). He advises there should be a few clear, tangible objectives covering the short, medium, and long term, which should be measurable. Ventures should not be complicated, and NPOs should have access to specialist advice if needed. Further to such ventures, Lynch (2006:83) advises innovation, experimentation, and frequent re-assessing outcomes.

Providing additional services (macro services) gives stature to a future vision and development of small and medium long-term enterprises. This provision of additional services is achieved through workshops, meetings, seminars, and training to modify individuals' mindsets towards focused strategies, business practices, and ways of strategic decision-making (Neneh & Vanzyl, 2012:8341). Recognition as a prime provider of services aids external financing. In this regard, additional registration adds to the stature or prestige of the organisation, but requires additional reporting, more administration, and more financial expenditure.

> *We are accredited with the Council of Hospital Services of South Africa. We can tell them how many kilometres we've driven that month and how much it cost us for petrol ... how many patients we have, how many patients have passed away, how many have been admitted into the in-patient unit, how many have died, how many gone back home, that sort of stuff. So we've got all the stats as well.* (Oka executive manager)
>
> *We have international recognition for our nursing facility, we have overseas visitors to see our facility, and had the state president visiting.* (Oka executive manager)

Macro outcomes help to motivate for sponsorship from the First Sector but require structural adjustments to try out new ideas and develop and expand different services to enlarge the NPO footprint (Johnson *et al.*, 2014, Quinn & Dalton, 2009). Development of new ideas and implementing and managing them are recommended (Bossink, 2013). Increasing the footprint by way of macro programmes is to find suitable and sustainable practices. Most organisations depend on their partners and donors, and partners and funders require communication to know where their money is spent. For this reason, the aspect of reporting is essential.

Protocols are important for daily and regular practices and crises. Participants emphasised the importance of policies and procedures, including strict financial control, adhering to legislation and regulations, and accreditation as crucial for the organisation's survival. Procedures outline how certain challenges must be addressed and how certain routine procedures should be executed. The professional registration bodies set standards of services. Standards of governance are set according to legislation, the NPO constitution, and requirements of partners. Boko, the organisation that admitted it was under financial stress, did not have policies or procedures at the time of this research. Boko's executive manager only indicated that the board had to approve large expenses. All the other participating organisations had policies and procedures covering governance and service delivery to beneficiaries.

> *Every two weeks we try and have meetings … a good structure … at Oka's shop.* (Oka executive manager)

> *We do not know how, but we even managed to get through a legislation lawsuit and are now starting to re-build an emergency fund.* (Tsotlhe executive manager)

Reporting is mostly regulated by legislation and to the registration body DSD and to comply legally with registration requirements and the court, as in Tokomelha. It complicates matters if there is more than one department to report to, as requirements may differ. As a strategic practice, reporting to partners is important to secure financial support over the long term. Effective administration aids accurate reporting of statistics and progress of projects and serves to indicate future needs. Reporting may be a mutual responsibility as several people contribute to the reports and their quality as Tokomelha reports: they control all documentation before anything leaves the offices.

> *Nothing leaves the office if the senior has not checked it. It is critical. The seniors check one another's stuff. Because of this quality control we receive good feedback from magistrates that we work with. Our work is good, is neat, it's correct, it is on time.* (Tokomelha executive manager)

> *We have only four administration people, which is few. We have policies and procedures: The banking procedures, the risk management, all … so it's easy to manage. Even staff loans, every little thing you can think of we have policies for.* (Ntlo board member)

> *Nobody must have in excess of 11 days' leave, so that becomes a managerial nightmare.* (Ntlo executive manager)

> *There is some inconsistency between the health services and labour law which need correction. We reported it to the DSD.* (Tsotlhe executive manager)

Reporting and developing or maintaining operations such as the above quotations show how to "maintain an edge", which is necessary for competitive funding (Moore, 2013:10) and proves accountability (Pearce, 2006:87). Maintaining good relationships with providers and legislators through adequate and timeous reporting provides the opportunity for management to re-assess their position and outcomes, which would indicate fit-for-purpose, the stage of the operational life cycle, and the need to adapt to stay viable. Accountability in reporting means to

- be honest;
- comply with regulations;
- serve strategic ends;
- have roles identified between framework and/or structure and operational realities;
- guide the staff and create a feedback loop to the board; and
- respond to new business and regulatory needs (Baret, Hida, Hatfield, Sandford & Vazirani, 2013:3).

Eade (2006) supports the findings of quality in administration, such as keeping statistics and reporting to partners. All the participants regarded reporting as important.

Objectives regarding finances refer to having adequate financing to pay salaries and to provide the services. Salaries were reported as the main expense of all the participating organisations, and personnel is key to delivering the services. The DSD only supports salaries. Payments are often received late, and for these two eventualities, NPOs must provide. Maboya and McKay (2019:8) advise not to opt for alternate revenue streams, but findings in this research indicate otherwise. The participants viewed an income-generating enterprise as essential, although these enterprises may not always be successful, and they may not always maintain good relationships with partners and donors.

> *We've had the relationship with companies over the years and … from trusts … but now … there is no guaranteed funding … if the members [beneficiaries] say 'we can't afford it', we can't turn them away. We just have to figure it out.* (Boko executive manager)

You need a critical mass to financially make it. The grant from the DSD helps, but it is not enough. So, you need to bump up the contribution of paying clients. Our financial director has a constant eye on the finances all the time. (Ntlo board member)

We received a grant from them [NLC] a couple years back, it didn't relate to our asking at all. The application was in 2012 and they paid the grant in 2017. We're not in a position to apply again. (Boko executive manager)

Financially our success mainly comes from the community … if it wasn't for the community that supports through the charity shops, we wouldn't be able to have all the professionals to look after patients. ... the secret to success is that we have got our own sustainability project – our charity shop. (Oka executive manager)

Maintaining funding and recruiting new funding from corporations prove difficult as the First Sector requests proof of the viability and successes of projects. To alleviate this need, Eade (2006:81–85) recommends structural growth to reinforce leadership and suggests formal structures to aid accountability, managing, and reporting. At the time of this research, the participating organisations in this research complied with reporting, quality in service, developing entrepreneurial possibilities, and having a protocol of managing finances as mentioned before (see 4.1.2). The executive managers confirmed that funders generally want to be involved with projects they deem worthwhile, but they do not want to donate toward salaries and administration. External funders need to be kept involved and locked into the relationship as there is a competition of other NPOs for funding (Maboya & McKay, 2019:5).

Financials are controlled strictly. (Tokomelha executive manager)

We mainly depend on donations, but we have strict financial control, and control in our charity shops. (Oka executive manager).

Altogether, the best part is that all are on site and we have good control over them. (Oka executive manager)

Our financial director has a constant eye on the finances … We've got flags what we are worried about, such as a certain donation we get daily from a company. If that donation *falls away it will impact us directly and we are very aware of it. This potential problem comes onto the board meetings' agenda constantly.* (Ntlo board member)

Funders want to donate toward to patient care and not for running costs. ... Often a funder will say they don't want to give to people who are dying. (Oka executive manager)

Problems of external funding were rife at the time of the research. Subsidies of DSD arrived late, and the DSD requires services in certain sectors of society, such as supporting children. Boko, an organisation for adult beneficiaries remarked that they had lost funding from DSD and a regular sponsor due to not serving children. Boko further told that late payment by the NLC forced the organisation to take out a bank loan in waiting for the promised funding, which NLC did not honour as the NLC only funds future projects. A backing or emergency fund was considered necessary by all participating organisations to overcome a cash flow problem. Those that had none, such as Boko, or who had a dwindling fund, such as Tokomelha, were acutely aware of the deficiency. At the time of the current study, Tsotlhe was again building up its emergency fund by stringent financial control. Mostly, the emergency funds came from a legacy or were from previous fundraising efforts.

So yes, eventually our investment will run out. (Tokomelha executive manager)

We are privileged enough to have built up a reserve. (Ntlo board member)

In the First Sector, technology aids financial returns to survive (Nidomulu, Prahalad & Fangaswami, 2010). Because financial incentives are lacking in the Third Sector, survival originates elsewhere – from what practitioners as individuals and groups of individuals do (see Allen, 2017; Wilber, 2008). At the practice level, individuals form the driving force towards sustainable development and change (Joseph, 2015), and in this research, entrepreneurial leadership and management were found to aid financial independence. The NPO in the best financial position was Oka, who indicated their dependence on volunteers' donations of second-hand goods, which they sold in their shop. The executive manager of Oka said the worst thing that could happen to them is the warehouse catching fire. Two sheltered workshops demonstrated examples of successful NPO enterprises as part of organisational hardware

(Veldsman, 2019) (i.e., of Ntlo and Tsotlhe). For the sheltered workshops' sustainability, the local industry providing their contracts needs to be supportive to have a long-term relationship. The duration of the contracts was not examined, but the researcher was informed that the relationship was a long-standing one. The workshops had contracts for work suitable in terms of the cognitive abilities of the beneficiaries:

- Ntlo did packaging of toiletries for hotel guests;
- Tsotlhe did the packaging for a hardware manufacturer, which entailed cognitive abilities of a higher level; and
- Oka had the most successful business in this research in the form of a thrift shop.

Attempting new ventures supports the entrepreneurial behaviour of leadership essential to keep reviving the organisational life cycle and fit-for-purpose governance by adapting as necessary, or withdrawing when ventures fail. As the executive manager of Tsotlhe indicated, they even tried to run a guest house and to consolidate their two properties for easier administration while also developing a nursery on their property. Ntlo tried tunnel gardening and a bakery but had to stop the efforts when it proved unattainable. Such enterprising leadership is supported by Borgelt (2013), but he warns to withdraw on time if ventures are not successful. Such leadership is also advised by Salamovska (2015) as part of organisational architecture. Participating organisations indicated a variety of alternate ventures to aid their income:

- Ntlo let their hall to a church, had a small thrift shop, sold Christmas cards, produced vegetables;
- Tsotlhe had a guest house, expanded their workshop to accommodate day workers, planted a vegetable garden to become self-sufficient; and
- Oka ran a monthly 'stokvel' (a lucky draw), had special drives with sales of tickets for a stokvel (type of lucky draw), and employed a financial manager who worked incessantly to obtain funding from the First Sector.

Most participating organisations have more than one project, each with a separate objective, which was per the view of the Interdisciplinary Centre for Organisational Architecture (Interdisciplinary Centre for Organisational Architecture [ICOA], 2020) that different components together work toward the organisational goal.

We even tried to run a guest house[unsuccessfully]. (Tsotlhe executive manager)

As vice-chair, my portfolio is sustainability of the organisation, so I constantly look into where we can earn income. Together with the board, we also constantly consider how to stay relevant and grow. (Ntlo board member)

In a new venture, our head office partnered with an organisation who does national coercing of funds. (Tsotlhe executive manager)

We let out our facilities [property] and we train palliative care. It brings in a little bit of extra income and we look for sponsors. We're busy with accreditation at the moment. We offer other courses for, like home-care workers. (Oka executive manager)

Our doctors or nurses are excellent in what they do, but we wouldn't be able to … if we didn't have the community who monthly give us those little fees (not large donations), and also our major sponsors. (Oka manager)

I look at prices of items. I see what we can change, what we can make a bit cheaper or what we can change. (Oka executive manager)

It's a different type of culture, [the] second-hand stuff, it's not same kind of person you find in Pick n Pay. ... clients would literally physically lose it or and they start swearing at you. (Oka manager)

There is a routine in receiving donations. So basically – donate, sort, tag, price … what we can't sell, we recycle, or we donate … we have to put out a certain standard of stock. … we have a proper little eco-system that works well. (Oka manager).

The executive manager of Boko stated, "[financially] we survive on a wing and a prayer," even after major restructuring and cutting services. Their financial shortfall was exacerbated by the difficulty of attaining a grant from the NLC. They were, therefore, short of manpower, which made re-applying for funding from the NLC impossible. As a strategy to overcome such a dire situation, Khanal (2006) advises reaching financial independence by best practices and striking a balance between resources and objectives and strict handling of finances, improved ways to deliver services, and adequate reporting. These practices are findings of importance also when financing is less stringent.

Related to financing is for the NPO to provide an independent income: all participating organisations acknowledged the importance of an own source of income to be less dependent on donations and partners. In three cases, their property (Tshotle, Ntlo, and Oka) provided an opportunity for additional income in the form of a lucrative charity shop. One had a hall which a church rents over weekends, one had a small training or conference facility, two had sheltered workshops and residential facilities, and two had vegetable gardens to supplement feeding schemes.

Development of alternate means of income leads to additional challenges, such as additional personnel, pilfering, and managing public shoppers in the charity shops (senior manager Oka). Examples of dealing with the public reported by the senior manager of Oka, were of a person who exposed himself in the shop, fights between shoppers about goods, shoppers who abused the shopkeepers, and shoppers who argued about the prices of items. At the time of this research, the workshops provided by Ntlo and Tsotlhe needed supervisors to sustain the contracts and monitor the quality of the workshops. Despite these challenges and problems, entrepreneurial activities could become the main financier, or help to support donations and subsidies if managed well.

> *At the moment, our warehouse is a wooden structure. We've been trying to get it built, but it's never happened because of funding.* (Oka executive manager)
>
> *[W]e are focusing on getting our workshops more viable, getting more contracts in self-sustaining contracts, looking at our grounds can we rent some of our grounds out, can we build and maybe get in extra money? ... How can we make sure that it works for us?* (Ntlo board member)
>
> *[T]he other thing is looking at [developing] frail care which puts us in another category…] It could be an extension of our services and that could be an income in itself.* (Ntlo board member)

Developing capacity was viewed by participants as part of their resources, namely capacity then to operationalise strategy. The reasoning primarily was that the organisations cannot function without personnel trained adequately for the challenges that they have to face regularly in the services offered.

Developing additional social services are part of the sustained relevance of services and for this, the human element is important, and part of the complexity of the sector. Developing the personnel equally develops the capacity of the organisation. Practices associated with this theme are **training** and **retraining**, **developing teams**, **adjusting** to the services needed, **planning**, **enabling** the community, **managing** personnel, **marketing** to increase volunteer base to be fit-for-purpose and **developing** tacit or organisational **knowledge**.

Usually, NPOs start with only a few volunteers. As it develops, they gradually progress to multi-disciplinary teams to accommodate growth (see Montgomery, 2015). Capacity is needed on all levels of services, namely the administration and professional services. However, capacity is a complex issue as many NPOs in social care need a diverse group of professions on the staff, affected by different laws. Personnel provision is affected further by labour and minimum wage laws. South African legislation views 24 hours per week as employment with certain benefits (see Author, date), affecting replacements when personnel are absent due to illness or annual leave. To cope with these situations training and retraining to cover services are needed and is endorsed by Dvir *et al.* (2002). Adjustments to accommodate services and continuous training are essential to maintain quality of services, especially if the environment changes and trains toward succession. Internal capacity is strengthened by providing opportunities to accrue CPD points during working hours, such as the aforementioned journal study group, in-house training, or joining training with other NPOs. Since the start of the pandemic, online conferences transformed training (Tokomelha executive manager).

According to spokespersons for Tsotlhe and Ntlo, there is a disparity in legislation between labour laws and the 24-hour services required in a combined housing and nursing facility. Tsotlhe and Ntlo have to manage 24-hour medication, a grey area concerning scope of practice, as certain prescribed medication may only be administered by registered nurses at a certain level, which implies the employment of such professionals. Tsotlhe had some undisclosed labour issues, which increased its financial burden. For this sort of problem, including disciplinary hearings, the DSD support is lacking (Tsotlhe executive manager). Legal information and support refer to instances where the boards play an important role. Legal requirements, such as BEE, Department of Health regulations, and laws concerning the youth and the aged all affect service delivery. Some of these laws are not clear and need more attention, according to both executive managers of Tsotlhe and Ntlo, as they are not for multi-purpose or multi-level NPOs.

Several participating organisations reported a stable workforce with a dedication to the cause, which again indicated commitment to the cause. Tokomelha (executive manager) reported the stability of personnel, which enhanced the coherence of their teams, but she indicated that the reason might be as DSD offered better benefits and were at the time not employing additional personnel. Loss of personnel on all levels and for whatever reason – even annual leave – presents a crisis for these NPOs. An example of an unexpected staff shortage occurred when a home-worker (looking after intellectually disabled lodgers) from Ntlo resigned with immediate effect via WhatsApp. Although this resignation did not comply with the labour contract, such cases are usually not acted upon by Ntlo, but all resignations such as these nevertheless place an immediate burden on other personnel. Oka regarded dismissals due to poor service or pilfering as their worst crisis.

> *Nobody must have in excess of 11 days' leave; so, that becomes a managerial nightmare.* (Ntlo executive manager)
>
> *There is some inconsistency between the health services and labour law which need correction. We reported it to the DSD.* (Tsotlhe executive manager)
>
> *We are dealing with a vulnerable society. We actually can't go through the stupid processes of three warnings before dismissals. There is no space for that when it comes to the care of an individual. So, by law we are bound with this terrible frustration of having to employ someone who is not designed for the job. Love and care quality of work is paramount in this environment.* (Ntlo executive manager)

> *Staff stealing: We've got to do disciplinary hearings. We have to go to the CCMA [Commission for conciliation, mediation and arbitration], and to me that's always the worst thing out.* (Oka manager)

All managers have to deal with crises particular to their NPO as part of their daily duty, which then becomes part of the individual's tacit knowledge. All participants indicated that succession should be from within the organisation for their organisational knowledge to be carried forward. The social workers expressed the opinion that succession should be from their professional cadre for insight in the professional side of services and guide and teach their organisation's culture. According to the participants, the customs and manner of service delivery are schooled into all personnel, not only the professionals.

> *We teach them how to deal with clients. We want to see where we could improve and every year there is something new that happens, and we have to learn how to adapt with it.* (Oka executive manager)
>
> *The experienced ones [social workers] are okay but it is sometimes still a battle for new or young social workers to follow the process. ... how do you remove a child according to the Children's Act, how to take a child to court, how to place the child in foster care, how to have the order renewed every two years.* (Tokomelha manager)
>
> *The organisation is the best place for the young social workers … that's where they gain experience of all the work.* (Tokomelha executive manager)
>
> *We use service providers to do training in general stuff such as fire extinguishing when we determine a need. One of our house-mothers taught beneficiaries to bake bread for daily consumption of our residents.* (Ntlo executive manager)
>
> *We train our workers to be aware of all sorts, such as TB [Tuberculosis].* (Oka executive manager)
>
> *One of the needs … is the way they are keeping their diaries. They are not reflecting work that … I have to submit to the Department. So, for this coming Friday, personnel meeting, a training for how to keep your diary.* (Tokomelha executive manager)

> *As an organisation we've also in the past done a lot of training for time management, stress release, things that specifically we see where there are needs.* (Tokomelha executive manager)

There are particular challenges to capacity. Appointment of personnel is affected by location, as two NPOs, Ntlo and Tsotlhe, are both not on public transport routes, and due to their range of services require a variety of personnel. In addition, there were other challenges concerning the services being offered:

> *We do not have care workers that are qualified to care for someone who is physically disabled or for someone who has deteriorated so much that we cannot care for them. It is wrong for us to care for them and it is wrong for them to be cared for by us as we cannot give them the care they need.* (Ntlo executive manager)

A constant challenge is the inability to provide the required services due to financial strain, affecting personnel appointments. Personnel turnover varies. In some participating organisations, it is stable; in others, it is not stable. Ntlo has frequent personnel changes for the position of the social worker and had to close a residence due to shortages of staff. The personnel of Ntlo has to work with intellectually challenged adults, which requires a certain kind of attitude. Other organisations have a more stable workforce, such as Oka and Tokomelha.

> *There's no turnover, they absolutely stick to their jobs even though we can't compare to the Department's salaries and benefits.* (Tokomelha executive manager)

Work atmosphere, general education, training specific to the services rendered, and pride to be part of the organisation contribute to the NPO being a preferred employer. Tokomelha (executive manager) says they have sympathy for the home situations of their personnel. Other participating organisations noted the atmosphere and feelings of achievement and success, such as the tributes and accolades given to Boko.

We don't have the benefits like … medical benefit or housing, or a pension fund … but a member of staff returned to work here as she can manage her family before coming to work and because of the atmosphere. (Tokomelha executive manager)

We provide training for personal development [keeping a personal diary] and for CPD points. (Tokomelha executive manager)

We provide training for all our staff, even the labourers are educated on topics such as signs of TB. (Oka executive manager)

CPD training is offered during working hours in various ways. Journal clubs that allow discussion and analysis of published research (Boko executive manager), and lectures and seminars are organised at affordable rates, usually during working hours. At opportunities such as these, peers talk to each other and compare organisations as co-professionals (Tokomelha executive manager). An NPO not part of the current study in Gauteng uses the opportunity to provide CPD training at their venue and uses this as an entrepreneurial opportunity for funding and to market their organisation to other professionals. The finding is that a preferred employer supports all personnel, especially professional personnel, by training and creating a pleasant working atmosphere. Updating and developing professionals add value to the organisation (Tokomelha, Oka executive managers). Training may be regarded as innovative and integrative; it is a feedback possibility to the different professional societies and contributes to research and continuing professional development. Development and training and re-training to ensure the long-term survival of an organisation links the review and renewal stage of the operational life cycle (see Brown, 2010) and institutional development (see Hailey & James. 2004:350). Siddiqi (2019:5) confirms NPOs as the training ground for social entrepreneurs. Cross-training as a strategy to support professionals and continuous training is lacking (see Tang, Robinson & Harvey, 2011). Furthermore, developing human potential is advised by Veldsman (2019) as part of the organisational hardware, which the participating organisations were doing at the time of this research.

All the participants viewed succession as a challenge. Four executive managers were close to retirement at the time of the research, with no possibility of succession, and were looking for answers from their boards. Participants indicated they attempted to provide answers by training and personnel appointments with the right attitude to maintain the organisational culture. Siddiqi (2019:1, 3, 38) confirms the general lack of successors and argues there is "no systemic approach to developing second-line leadership". He, however, does not explore the availability of successors nor recruitment options. A lack of competitive remuneration, a lack of personal commitment, and a lack of vision of some personnel with potential are possible constraints (Siddiqi, 2019:22). Lewis *et al.* (1991) advise that where top management appointments are from 'outside', management should introduce changes rapidly to ease the transition in strategy. Whatever the solution, selecting all personnel is important as job-fit provides direction to all personnel development and because behavioural tendencies are essential for effective projects (Hassan *et al.*, 2017:9, 10). In one participating organisation, personnel selected new appointees as they were the ones who had to work with the new person as a professional colleague.

All the participating organisations were acutely aware of the importance of successions and their need in this respect. All the social workers indicated a preference to appoint a social worker as executive manager as such a person is familiar with social services. All participants confirmed having a successor from within their organisation as the person would have been trained in the particular organisational culture.

To aid human capacity, the participating organisations referred to the development of multi-disciplinary teams to accommodate the diverse needs of clients, partners, and management. Concepts such as teamwork, flexi-time, and peer support, or supporting specific managing functions are part of daily routine. Appointments of new personnel are done by the executive manager or a small management team. In reinforcing their organisational culture, the Tokomelha executive manager asked the personnel to help choose new appointees as they have to share work with newcomers, and they need to fit in. In much the same vein:

> *Our 'family' [personnel] comes first and that is our attitude we carry forward ... Attitudes makes the service better. Team effort produces a lot of what we deliver for the community. We're a tight-knit team.* (Oka executive manager)

Leaders acknowledged the need for a team and the development of team spirit to ensure supporting and covering services if the need arose. Team development aids commitment and synergy to achieve objectives (Duygulu & Nurcan, 2009:390), while teams provide a competitive edge to the organisational hardware (Veldsman, 2019). Whichever way the choice of new appointments is made, the right attitude and fit into the team aid development of the particular organisational culture of such individual.

The manager of Ntlo asked what she would do if she had to retire from the organisation one day, as she loved her work and loved to work with the team. Notably, she was the youngest participant. Teamwork stimulates affection among personnel (Manetje & Martins, 2009:108, 109). Correct appointments are key to personnel stability and apply to volunteers who help with services. All participants emphasised the importance of motivation, culture and their training to support these attitudes. Several scholars endorse this (see Kantola *et al.,* 2016; Lewis *et al.*, 1991:306–307).

The involvement of volunteers requires careful planning and depends on the view taken of volunteers in the organisation (Lewis *et al.,* 1991:118). Recruiting volunteers to do non-skilled work is preferable, as they do not require training (Sozanská *et al.,* 2004) and aids capacity (Shields, 2009:123, 149, 153). Recruiting volunteers should be specific. They should recruit all ages and all segments of the community. The personal need to volunteer is found at all levels of society and in all educational backgrounds (see UN, No date; SustainAbility, 2003). Such voluntary services need to be planned to the same extent as those of salaried employees. However, the participating organisations in the current study all confirmed that the availability of volunteers was dwindling, which supports a previous finding of SustainAbility (Beloe *et al.*, 2003). Volunteers in the current study served on all levels of the participating organisations, such as on the board to providing elementary services to beneficiaries, they helped with fundraising, served as recreation aides (i.e., talking to beneficiaries in palliative care), and acted in professional health capacities.

Volunteers should be trained to acquire the necessary skills before deployment in appropriate and specific roles (see Daries, 2000; Lewis *et al.,* 1991). Training could include shadowing a supervisor to learn the culture and systems of the organisation. Responsibilities, job descriptions, standards of service delivery, and conditions of service should be documented and set out, as well as the process of termination of service (see Daries, 2000). According to the Boko executive manager, by providing young volunteers with an opportunity to work there, the culture of volunteering is firmly established.

Volunteer recruitment was largely absent in the current study. Only one organisation (namely Oka) had an active presence on social media to inform the public and was managed by the senior manager interviewed. Oka has a social media marketing strategy to educate the public and recruit volunteers. Boko has a pool of students from a university to treat beneficiaries as part of their practical training under the supervision of expert lecturers. These treatments are free of charge. During the time these students spend at the facility, they are made aware of the availability of the NPO for future volunteerism (Boko executive manager).

Donations from the public were regarded as volunteering by all the participating organisations. The sale of donated second-hand goods had contributed to Oka's successful enterprise. Volunteers provide food parcels for the Tokomelha feeding programme and volunteers donate second-hand goods to Ntlo and Tsotlhe for their small thrift shops. Tokomelha endorsed the change in the attitudes in society towards volunteering and highlighted the looming loss of volunteers who support them. The executive manager of Tokomelha indicated that the loss of their volunteer base will eventually lead to a complete restructuring of Tokomelha and, in all probability, its eventual closure.

Involving the community is about more than recruiting volunteers and donors. As previously discussed, the participating organisations in the current study attempt to recruit volunteers from the community to assist with service delivery. The participating NPOs further reported that they try to encourage community involvement in some form or another. Marketing is also important, as an uninterested public is mostly unaware of NPO services and needs, especially in relation to finances or donations. The national organisation of Tsotlhe has a comprehensive web presence and does national marketing and public education. An important objective is to educate the public about the conditions of their beneficiaries to lessen the stigma associated with these conditions. Oka uses social media tools, such as Twitter and Facebook, to mobilise volunteers, educate the public concerning palliative care, and to market goods for sale in the shop. Oka is the only participating organisation with a social media presence. All the other participating organisations only have a website with basic information regarding the organisation. Ntlo's website provides the option to donate and register as a contributor via the Woolworths My School programme. A percentage of shoppers' purchases go towards a chosen organisation as beneficiary.

> *Marketing is a big thing.* (Boko executive manager)
>
> *[A] church ... rents our hall on a Sunday and they actively involve this community and support our motto … 'our home away from home'.* (Ntlo executive manager)
>
> *There are people who live a street, up the road, and they don't know who we are, or what we do ... didn't know for twenty years – while they were living there – the shop existed, and this happens regularly. So we put things on – like the hospice video to basically promote what we do and we have the Oka page.* (Oka manager)

Up to this stage of discussion, Level 1 and Level 2 data analysis resulted from the interviews, but for qualitative research purposes, secondary documentation was sourced to ensure reliability. The purpose of secondary documentation in the current study was to support or disprove the above discussions.

4.4 Secondary documents

Secondary documents were obtained to provide supplementary data to the interviews and present an alternate source of evidence. The interviews were seen as the primary source of data, with the documents providing the secondary data. As reporting was regarded as the strategic importance to the participating organisations, the aim to use documentation to verify qualitative research was achieved more than anticipated. The documents served to affirm the data gathered and coded from the interviews, such as the organisational structure and financial status. Some documents provided historical information. Reports were presented to partners and funders such as the NLC, the DSD, and First Sector funders to confirm their proposed and current projects.

Most organisations did not understand that a third individual was expected to provide a different and personal perspective on their history to gain insight into past practices that contributed to strategy. In most cases, there was no additional or third person's perspective. Ntlo was the only organisation to provide a written history, as indicated by the only male (who is in the eighties) in the entire sample. This gentleman was frequently mentioned in the documents of the organisation as someone who contributed to the organisation over several decades. His contribution was one of many such philanthropic actions or personal commitments, and his document confirmed the board member's account of Ntlo's history.

As an alternative to history from a third individual, Oka presented their history in the form of a book celebrating 25 years of committed service. In this book, Oka acknowledged their previous board members, volunteers, administrative, executive, and medical staff, and the special contributions by volunteering individuals. This acknowledgement helped to add depth to the data.

All participating organisations provided secondary documentation. Tsotlhe presented their secondary documentation on a memory stick. There was no prerequisite in terms of what the organisations had to provide.

All secondary data were perused to confirm strategising practices and to confirm the analysis of the primary data. For this purpose, notes were made and compared to the data in the transcripts to confirm data or add to the depth. The documentation, for instance, confirmed the following:

- salaries are the greatest expense (Oka);
- additional income from thrift shops (Tsotlhe, Oka);
- history (Tokomelha, Ntlo, Oka);
- rewards received (international recognition, sports achievements of beneficiaries) (Oka, Ntlo);

- additional programmes (Tokomelha)
- missions and visions;
- sources of funding; and
- strategic frameworks for 3 years.

Financial reports confirmed different levels of financial stability. The researcher's impression at the time of the interview was that Boko is under duress, which was underscored by the fact that it took a considerable amount of coaching to receive their documentation and no documentation on the history of the NPO was forthcoming. Legislative reporting by NPOs require detail of all activities, scrutiny of such reports, and the relevant documentation and operational documentation.

4.5 Themes identified from both the primary and secondary data

Themes were identified from the data analysis. They form the basis of the assertions that were developed and will be discussed in Chapter 5. Strategic themes identified from the analysis were:

1. A governance model enables a leader to focus on the following:
   - adapting strategy;
   - monitoring processes and outcomes;
   - policy and compliance;
   - effective use of resources to enable fit-for-purpose service delivery in terms of all objectives and all stages of the life cycle of an organisation.
2. Board involvement is essential to provide resources (volunteers and financing) and support executive leadership.
3. Leadership practices are the enablers of the ultimate outcomes of the objectives of the NPOs. They are the means through which personnel can provide adaptive and fit-for-purpose services to meet clients' needs. The initial objectives of the organisation are retained, but services, adapted according to needs as determined by the internal and external environment, are provided, thus, staying fit-for-purpose.

4. A succession of executive leadership needs to be planned, preferably from within the organisation. Objective planning for succession in all positions is developing personnel abilities, strengthening organisational culture, and enabling resilience in covering for other team members.
5. A documented strategic framework (plan) is for a relatively short duration (e.g., three years) and reviewed annually. However, as the Third Sector is known for crisis management, occurrences in their services result in strategising often, even daily, if the need occurs; hence, there is an adaptive practice as the practitioners strive to maintain their fit-for-purpose mandates.
6. All echelons of the organisation contribute to strategic direction, yet the strategic framework is developed by leadership. It is an indication that SAP is present on all levels. This is endorsed by authors who have advised against top-down strategy (see Brown, 2010; Lewis *et al.*, 1991).
7. An organisation for preferred employment is cultivated by training all personnel to compensate for lower remuneration than in the First Sector. Objective planning, through re-assessing and redirecting, serves to develop personnel abilities and strengthens organisational culture, and enables resilience.
8. Leading by example contributes to organisation’s culture and personnel commitment.
9. A volunteer and donor recruitment programme is developed to enhance resources.
10. The intent is to become financially independent should the partners terminate support. Protocols are followed to keep strict control over finances.

Within these themes, practices are surfaced, and amount to the strategy that emerges from implementing the strategy (Lê & Jarzabkowski, 2015:439). The daily strategy within these themes refers to practices of governance to maintain the adequate provision of finances, the intellectual or organisational knowledge of how to go about daily management, and the benefits of doing certain managerial processes to attain a desirable outcome (Lê & Jarzabkowski, 2015).

Figure 4.3 shows the integration of the central flow of logic that supports the research question. Concept 1 encompasses daily strategising practices (which are evident in the themes). The practices feed into renewing the organisational life cycle, another central concept of this study. The analysis done in detail on these two concepts shows that the NPOs pursue implementation that adapts to remain fit-for-purpose, resulting in sustained services to the beneficiaries and subsequently demonstrating the need for the organisations. The survival of the organisation becomes important to fulfil critical needs in the sector. It is towards this existence and these needs that leaders strategise, either knowingly or unknowingly, using their tacit knowledge and organisational knowledge to succeed.

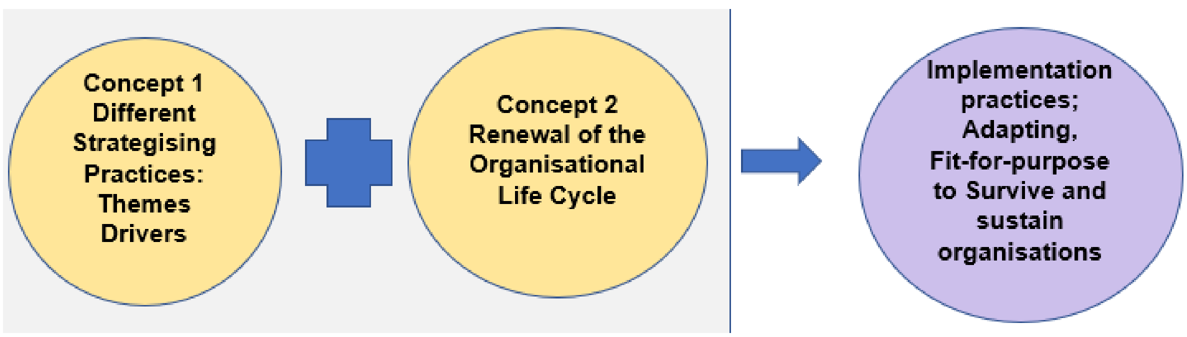

Figure 4.3 Two concepts of practicing towards sustainability

Source: Author's own compilation

The two concepts in Figure 4.3 aggregate the dimensions that contribute towards sustainability and survival. The leadership should know what needs to done and how best to do it as the organisation evolves. Having such knowledge identifies these leaders as champions of strategic practice within their practice context: they have a history and experience of strategising for survival (see Fenton & Langley, 2011; Whittington, 2006; 2018).

Participating organisations' evolving life cycle practices are further aggregated into assertions in the final chapter of the current study. Figure 4.4 indicates the progression toward the assertions, which follow in Chapter 5.

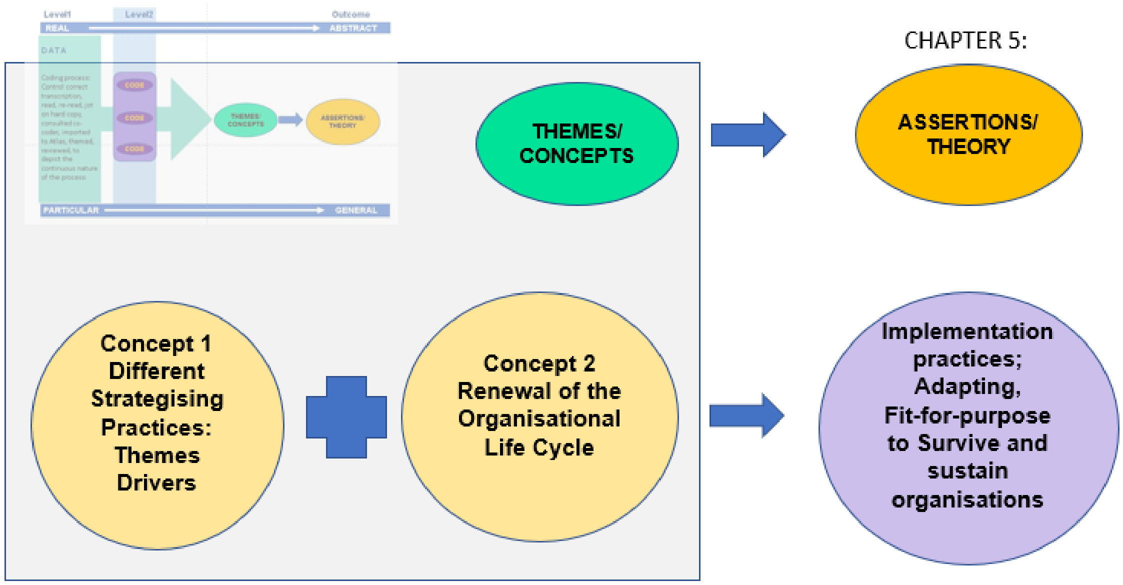

Figure 4.4 Development of concepts and themes toward assertions and theories

Source: Author's own compilation, adapted from Saldaña (2013)

To build the assertions, the themes were taken and aggregated into two central concepts, each derived from a different theoretical perspective (Figure 4.4). The concepts lay the foundation for the central thesis of practices that enable survival, as found in the data analysis. First, strategising practices have been discussed under the theme-ing of the data (Concept 1 in Figure 4.4). Concept 2 comprises the stages of organisational life cycle. The practices that affect the organisational life cycle are on a spectrum to stay fit-for-purpose and thereby help sustain appropriate services, culminating in the survival of the organisation (see 2.7). The current study sought to discern the strategising practices claimed as present within themes that enable survival and sustainability (see 2.7). How these practices (Concept 1) attribute to survival levels and sustainability may be demonstrated using the stages of the organisational life cycle (Concept 2 in Figure 4.4). For this reason, the narrative of each organisation on strategic practices is overlaid with the estimated stages of the organisation in its evolutionary or organisational life cycle. These concepts cause the conceptual linkages to propel forward to the assertions and theorising that follow in Chapter 5.

4.6 Staging the organisational life cycle

In this section, the participating organisations in the current study are positioned in stages of the organisational life cycle, according to the stages identified by Stevens (2002). The use of SAP as a lens to uncover strategic practices, which aid sustainability, has not been researched previously within the Third Sector. Positioning these practices within the organisational life cycle indicated the practices that would be most effective in terms of the sustainability of NPOs. SAP was used to discern the strategising fit-for-purpose practices for survival. Using SAP as a theoretical lens to evaluate the practical aspects of strategy and positioning the participating organisations in the perceived stages of the organisational life cycle will add to the literature of business management theory. Leadership styles will be indicated in broad terms. Although this was not the main aim of the study, it has a significant effect on the strategising practices of individuals and the organisational life cycle (Montgomery, 2015).

As the study focused on the sustainability or survival of older organisations, the expectation was that they would reveal enough about their organisational hardware and architecture to allow an interpretation of the stage of their life cycle. Their practices would then show how these either maintained or renewed the strategies to sustain services and allow the organisations to survive. The assumption was that leaders' experiences would allow the interpretation of their management practices. There was always the possibility that organisations could be stagnant in their service delivery and that their practices were so well-established that there was no immediate need for their renewal but rather for them to maintain their service delivery. One of the criteria for participation was for the organisation to be older than 30 years. Thus, it was argued that the stages of start-up and adolescence would not be applicable. However, it became clear that the organisations reverted to earlier stages of the life cycle with their new projects, reinvigorating the organisation. Another assumption was that the participating organisations would be in a state of decline and that their situational knowledge might contribute a different perspective to the findings.

In Figure 4.5, the five participating organisations are positioned in relation to the stages of the organisational life cycle. This positioning is viewed from the perspective of the organisation as an entity, as one could also position individual projects on such a cycle. Mature organisations can sustain practices toward renewal to stay fit-for-purpose, while stagnant organisations can avoid declining by maintaining their strategic practices.

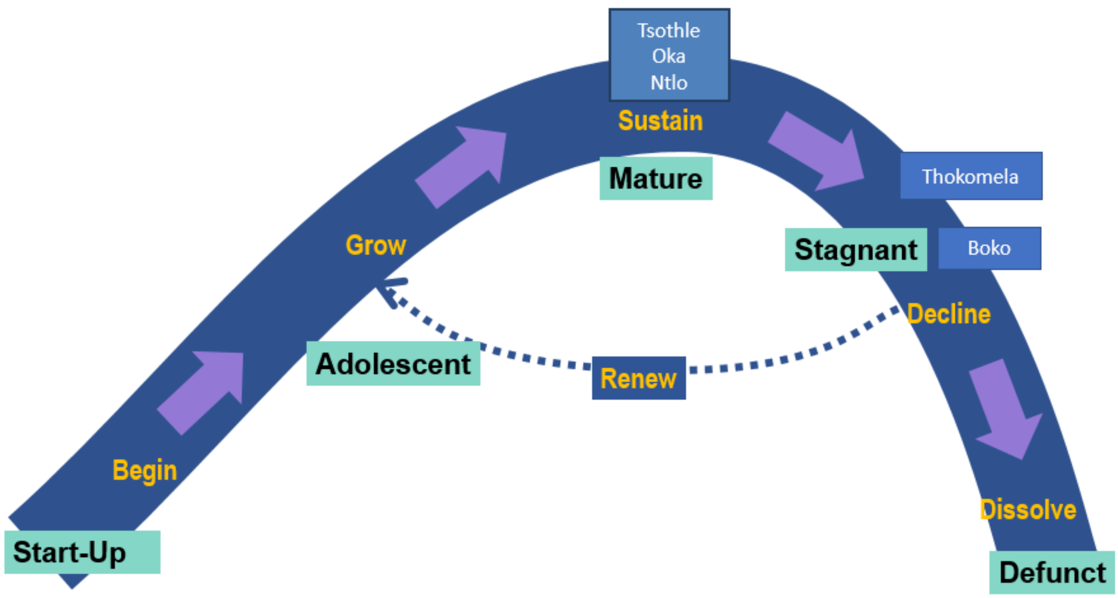

Figure 4.5 Positioning the participating organisations on the organisational life cycle

Source: Author's own compilation adapted from Stevens (2002)

As could be expected, several participating organisations were positioned in the mature stage at the top of the cycle (Figure 4.5). Tokomelha reported financial insecurity, less volunteer involvement than before, and an ever-changing area of service delivery as the negative aspects. On the other hand, these organisations had stable leadership and running programmes in their favour, hence a stagnant position in Figure 4.4. Boko reported an uninvolved board, financial shortage, and decreasing support from the First Sector, resulting in a position worse than stagnant and edging toward decline. They restructured to prevent closure but appeared to continue toward decline. Most of the participating organisations demonstrated that entrepreneurial and transformational leadership contribute towards renewal and the resilience of the participating organisations, but the renewal was seemingly absent in those organisations indicated on the right side of the graph.

Practices that were identified as important to renew the life cycle were a constant evaluation of the internal and external environment to keep abreast of the needs of the beneficiaries by personnel reporting on these needs and then to retrain personnel and adapt services accordingly. Financial procurement allows sustaining projects, and developing the possibility of an additional and independent income is most important. Adapting activities depended on the culture, commitment of personnel, strong leadership, and the leading by example of leaders. Reporting on these changes was crucial for both the partners and legislative bodies to be informed.

The researcher's impression of the stage of organisation life cycle will be discussed in detail next. The study considered the current organisations' stages as derived from an analysis of the primary data and the secondary documentation. Leadership in the organisations had a definitive effect on the life cycle, but external factors had extenuating effects on the stages discussed. In the discussion of each case, the services rendered, and the management perspective, and possible leadership styles are noted. The order in which the participating organisations are discussed follows the same sequence as earlier in the chapter (see 4.2.2.1).

4.6.1 Positioning Tsotlhe in stages of the organisational life cycle

Taking its age as the criterion, this organisation was in the mature stage of the life cycle at the time of this research. Several services rendered by the organisation such as the provision of meals, the sickbay, and the small thrift shop were stagnant. These services could be regarded as basic enterprises and a means of financial support (Tsotlhe and Ntlo). Renewal of the organisation's practices covered two aspects: projects have just been completed and the planned renewals. Recent renewals included renovating the housing units and extending the workshops to provide work also for day workers. Providing the daily contact had the added benefit to provide the day workers with a daily meal and supervise their daily medication. Extending the workshops was a renewal of an old project towards an adolescent stage. The leadership of Tshotle indicated that entrepreneurial objectives were part of their planned strategic renewal. The executive management style is mainly entrepreneurial by nature. The entrepreneurial style of leadership is confirmed by the intention of Tokomelha for further renewal–

- to consolidate two premises to make management easier;
- to start providing housing for their ageing beneficiaries and frail younger individuals;
- to develop the main property by establishing a vegetable garden, which will assist in keeping costs low, and
- to extend the thrift shop if possible.

Most of these activities are strategising practices geared towards survival, suggesting that Tsotlhe will continue to survive – at least for the foreseeable future.

From Tshole's strategic plans (framework), it was evident that this organisation has a future vision and constantly undertakes renewal. Leadership is always looking for new opportunities to support beneficiaries and to cover their expenses. If all these aspects are considered, it is apparent that Tshotle will sustain themselves for the unforeseeable future. However, one negative aspect, which could affect their sustainability, is the absence of a successor.

Practices that contribute to the success of Tshotle to renew the life cycle were planning, training, renewing, adjusting, and controlling. These strategising practices are a daily occurrence. Table 4.4 reflects an aggregate of the contributing aspects to decide the current stage of Tshotle's organisational life cycle.

Table 4.4 Findings to position Tsotlhe in the organisational life cycle

The main stage of the life cycle: Mature	Renewal of projects	Imminent threats	Stagnant or sustainable projects
Entrepreneurial leadership Commitment Strict financial control	Increase workshop output, contracts Consolidate of two properties Develop vegetable garden	Withdrawal of contracts to the workshops	Maintain housing, feeding program, dispense and control medication 24-hour nursing care in frail care

Source: Author's own compilation

4.6.2 Positioning Tokomelha in stages of the organisational life cycle

As a 60-year-old organisation, Tokomelha would be a mature organisation, as several of their services are routine, while others are developed constantly to suit the needs of their beneficiaries, indicating renewal and resilience. However, the external threat of a loss of their need to serve due to the DSD taking over all services in townships, together with their precarious financial state, are factors that could cause decline. Threats are the dwindling of the emergency fund, no possibility of an own enterprise, and no direct recourse to additional financial support and a board which did not source additional funding at the time of the study. If the organisation finds alternative areas to serve, they will adapt as they did previously, but these options are running out. The services rendered in the community are ongoing and are well supported by organisations that have a vested interest as part of their community services (see 3.1.0 concerning the South African Association of Actuaries), which classifies the organisation as in a stagnant stage of the life cycle, but the decline is imminent.

The executive manager indicated a lack of access to sections of their larger organisation. Both participants acknowledged imminent decline unless the board becomes involved to recruit additional finances and volunteers. Further, both participants have showed entrepreneurial leadership behaviours as they established several new projects in the community for pressing needs according to the history provided. At the time of the research, the participants demonstrated transformational leadership abilities, which aids their survival. The leaders organise training and retraining of personnel towards empowering them with the needed abilities. They teach the personnel personal and management skills (how to keep diaries and appropriate statistics required for different reports) and peer review practices (control of legislative requirements and reports). The executive management team seems to be battling to turn the tide, despite all their strategising practices, which are comparable to strategies of the other participating organisations. Tokomelha has the leadership, culture, commitment, organisational hardware, and architecture to be sustainable, but its demise is threatening due to external circumstances beyond management control. The leadership demonstrated a history of innovation and a mission to succeed. There is a need for human capacity, strict control of funds, and a vision to continue renewing objectives, all factors necessary to prevent decline. Transformational leadership is demonstrated in the empowerment and training of personnel and an entrepreneurial leadership style in the macro projects that are constantly being delivered and developed. Succession is considered a problem, as both senior managers are close to retirement. According to both participants, there was no suitable person available to take on the responsibility.

Practices that contributed to their ongoing success to renew the life cycle are **meeting**, **training**, **planning**, re**training**, **renewing**, **adjusting**, **reporting,** and **crisis management**. These strategising practices occur daily, weekly, and even bi-annually. Continued training and retraining ensure adapting to stay fit-for-purpose for present service delivery and maintaining the present stage of their life cycle. Table 4.5 reflects an aggregate of the contributing aspects to decide Tokomelha’s current stage of the organisational life cycle.

Table 4.5 Findings to position Tokomelha in the organisational life cycle

The main stage of the life cycle: Stagnant	Renewal of projects	Imminent threats	Stagnant or sustainable projects
Transformational leadership: training, empowering Commitment History of adapting strict financial control	Stagnant service delivery projects: no new areas to serve when the DSD takes over existing services	DSD taking over all sectors of service delivery The shortage of new areas to deliver services A non-involved board, not providing the required funds Dwindling volunteerism Depleting the emergency fund	Additional services to children in townships Crisis care of children; court work Providing food parcels to the community

Source: Author's own compilation

4.6.3 Positioning Oka in stages of the organisational life cycle

Taking age as a criterion, Oka is in the mature stage of the life cycle, and several aspects of their service delivery are in a mature and stagnant state. The leadership constantly reviews the management of the thrift shop, which is their main source of income. Renewal of the building is envisioned for the outlets of the shop and the receiving area once additional funds have been sourced. Their home care unit was established to support in-patient care. Oka now operates as a separate service but with the same ultimate objective. Other ventures are stagnant, such as letting off the conference facility and presenting courses for palliative care trainees. Leadership is strong, with a willingness to take risks. No successor has been identified yet; hence, there is no opportunity to train anyone in their particular culture. The organisation's culture is caring, which is a prerequisite for personnel on all enterprise levels and their organisational architecture.

Management is stable and seldom changes, which indicates a commitment to the cause. At the time of this research, the financial manager had different projects running to raise funds, and he was continuously looking for other opportunities. These practices could be viewed as a constant renewal and definitive strategising practice of the organisation. The younger participant demonstrated innovative leadership, as she used social media to market the organisation. Most Oka's services are stagnant, with limited renewal, but need marketing to inform the general public of their need of second-hand goods for the thrift shop and the objectives of palliative care. Oka has limited scope for new ventures related to their objectives. However, if governance continues and the public still donates their second-hand goods, this organisation would be sustainable in the long term. The leadership has an entrepreneurial style because they are willing to embark on new ventures and manage to keep the thrift shop running. Leadership is also perceived to be transformational, as they empower personnel to develop themselves and recognise achievements. If there are no unforeseen circumstances such as a fire in the goods store, the organisation will survive in the unforeseeable future.

Practices that contribute to the success of this organisation to renew the life cycle are **meeting**, **planning**, **training**, **controlling,** and **managing** the thrift shop and **reporting**. Some of these strategising practices occur daily, especially those concerned with the thrift shop. The organisation trains all personnel in their quest of fit-for-purpose and fulfil its main objective of free palliative care, which is another instance of the importance of the humane contribution by service organisations. Table 4.6 reflects an aggregate of the contributing aspects to decide Oka's current stage of the organisational life cycle.

Table 4.6 Findings to position Oka in the organisational life cycle

The main stage of the life cycle: Mature	**Renewal practices**	**Imminent threats**	**Stagnant or sustainable projects**
Transformational leadership Strict financial control Financially independent due to constant volunteer donations	Increasing public or social awareness	Thrift shop unable to expand Legislation for multiple registrations	24-hour provision of palliative care Palliative home care Training centre Renting out of training facilities

Source: Author's own compilation

4.6.4 Positioning Ntlo in stages of the organisational life cycle

If age is the only criterion, Ntlo is in the mature and stagnant life cycle stage. The organisation has two separate programmes, but with the same objective, strengthening their position as a mature organisation. The workshop activities are stagnant, and renewal is problematic due to the limited intellectual ability of beneficiaries, which means that only menial tasks can be performed. The management has the vision to establish a vegetable garden on the property to supply vegetables for meals, which would help reduce running costs.

The leadership has attempted several projects, but they withdrew when these failed. Therefore, they manage their organisational hardware strategically and do not regard anything as sacred: the surgeon leadership style (Rothschild, 1996).

Personnel management is intricate, as it encompasses individuals ranging from labourers to professionals. The dominant culture at the time of the research demonstrated that leadership strategise to cope. To maintain the 24-hour services, the management adapts their programme practices of beneficiary care in order to survive, resulting in fit-for-purpose for the situation. The board has a vision for survival. As a result, it has avoided the decline, but this could be affected by unavailability of professional personnel and funding and the maintenance of their property. The leadership style is entrepreneurial because the leadership is willing to develop new ideas and transform as there is a continued training of personnel on all levels. According to the executive manager, succession is a concern. The organisation should survive.

Practices contributing to maintaining the current position of Ntlo on the life cycle are **meeting**, **training**, **adjusting**, **reporting**, and **crisis management**. The strategising practice is having a routine, which affects the organisation to remain fit-for-purpose. Table 4.7 reflects an aggregate of the contributing aspects to decide the current stage of the organisational life cycle.

Table 4.7 Findings to position Ntlo in the organisational life cycle

The main stage of the life cycle: Mature	**Renewal practices**	**Imminent threats**	**Stagnant or sustainable projects**
Entrepreneurial and transformational leadership Managing a successful financial enterprise Strict financial control	Develop vegetable garden	Unstable personnel Legislation for multiple registrations	24-hour provision of palliative care Palliative home care Training centre Renting out of facilities

Source: Author's own compilation

4.6.5 Positioning Boko in stages of the organisational life cycle

If age is used as a criterion, Boko is mature. Service delivery at the time of the current research was stagnant. Boko indicated shortcomings of their financial resources. There was an architectural restructuring of the organisation before the current study to ensure survival. Owing to lack of finances, Boko had to terminate services from their main premises. If these aspects are considered, Boko is in the stagnant phase of the life cycle but under threat of declining due to financial shortages, an external factor. At the time of this research, the leadership had to make urgent decisions, despite earlier changes in structure. Most threats were related to a lack of financial procurement. The executive manager was concerned about the lack of sponsorship and emergency fund. At the time of this research, the board did not have a procurement strategy; they did not function within portfolios or support executive management.

The premises are rented and are barely adequate for the services rendered. At the time of this research, there was no possibility of an own financial enterprise. The executive manager acknowledged the possible decline, which she attributed to her being under stress. It was difficult to determine the leadership style. A transformational element was demonstrated in the sense that training for professional personnel was organised. However, it was possible that personnel organised the journal club themselves, as they did not need the leadership for this. The executive indicated that there was no successor as they were on skeleton staff due to the financial position. The organisation is given little chance of survival unless the board makes drastic strategic decisions – mostly in terms of procurement of finances. Some of these strategic decisions could be to appoint an external firm to apply for funding from the NLC.

Practices contributing to maintaining their position on the life cycle are **meeting**, **training,** and **crisis management**. Table 4.8 reflects an aggregate of the contributing aspects to decide the current stage of the organisational life cycle.

Table 4.8 Findings to position Boko at a stage of the organisational life cycle

The main stage of the life cycle: Declining	**Renewal practices**	**Imminent threats**	**Stagnant or sustainable projects**
Crisis management Strict financial control	None	No support from the board Financial dearth Dwindling volunteers Withdrawal of financial support from the First Sector due to legislation (relating to BEE)	Group therapy Office space for professionals Partnered with the university for student practical training

Source: Author's own compilation

4.7 Aggregated implementation practices

From the analysis, several strategising practices came to the fore. Strict financial control and resource to own funding were deemed important. Reporting to funders and partners and complying with different legislation and their constitutions as part of governance was a priority for all participating organisations. To become a macro provider, adding additional services was regarded helps stay fit-for-purpose and also attracts funders while making the provider the employer and provider of choice. . Leading by example to establish a culture and appoint personnel with the required attitude and commitment was part of the humane aspect of the social services peculiar to these organisations. Fit-for-purpose was attained by constantly adapting and retraining to provide appropriate services to a change in the environment and different needs in the community. Volunteering as a source of capacity to render services andprovide financial support or donate goods was deemed important. The need to develop stable partners and continuous recruitment of volunteering was identified as essential strategising practices. Collectively, these practices contribute to the spectrum of the organisational life cycle, providing findings of maturity and survival and/or stagnation supporting survival.

4.8 Conclusion to Chapter 4

In this chapter, data collected from the participating organisations were discussed, analysed, and developed into themes. The data analysis followed an adapted framework from codes to themes, and analysis of secondary documentation provided points of verification in relation to the primary interview data. Discussion and analysis set the context of each organisation as Level 1 and the participants as Level 2. Participants explained themselves to bring to the surface their situational or tacit knowledge. These were then analysed as themes with practices embedded in the themes. Lastly, the participating organisations were positioned and discussed in relation to the perceived stages of the life cycle. The analysis demonstrated the inherent knowledge of the leaders as strategic practitioners. The leadership style was noted and found to be mainly entrepreneurial and transformational; thus, enabling organisational maturity and survival or even stagnation, but survival. In Chapter 5, the practices uncovered in the analysis will be discussed and presented as assertions that influence sustainability and survival in social care NPOs.

CHAPTER 5 RESEARCH CONCLUSION

> *In human service organisations, workers should be, and usually are, motivated by high need for achievement and effectiveness, by expressive rather than instrumental orientations. Their continued motivation, whether they are professionals, paraprofessionals, or volunteers, depends on the degree to which their jobs can be enriched and the degree of involvement they feel in the ongoing work of the program (Lewis et al., 1991:219).*

5.1 Answering the research questions

Two research questions were presented in the first and third chapters (see 1.5; 3.4). The research design was conceptualised to find answers to these questions by analysing the rich data gathered. Table 5.1 offers the alignment between the two research questions and the main findings.

Column 1 in Table 5.1 reflects the primary question (see 1.5.1; 3.4.1) and responses in terms of strategising. Column 2 reflects the sub-question (see 1.5.2; 3.4.2) and responses in terms of strategic implementation practices. It is important to note that the responses to these questions and the actual findings are intimately linked to the unique research and operational context.

As per the SAP perspective, practices form the core of what happens in the organisation as an entity, and practices were found and implemented at all levels of the organisation. Practices were present in drivers of value, which worked toward the themes of the implementation practices. By applying business management theories to the analysis of participants' tacit knowledge, themes of implementation came to the fore and are listed in answering the primary research question (see 1.5.1; 3.4.1). Themes, together with the strategies of planning and implementation practices, led to assertions, which are reflected in the final section of the research framework presented in this chapter (see Saldaña, 2013).

Table 5.1 Response to the research questions

Primary research question	**Sub-question**
How do practitioners within long-standing NPOs strategise for survival and sustainability?	What are the successful strategic implementation practices for NPOs' long-term survival?
In answering the primary research question:	**In answering the research sub-question:**
The organisational life cycle served as a lens to aggregate themes toward assertions, which affect renewal towards adapting and to become resilient fit-for-purpose.	The SAP perspective was used to understand the practices: by *whom*, doing what, how is it done in the specific context of NPOs
Managers of long-standing NPOs in the social services sector strategise for survival through: • **Sound governance practices:** financing, reporting, financial independence • **Leadership:** leading, guiding, commitment, supporting, transformational, entrepreneurial, and sustainability-oriented styles, preferably trained as a social worker • **Commitment** to the cause and objectives • **Establishing an organisational culture** with fit-for-purpose services • **Resilience** by constant adapting and retraining • **Developing resources:** personnel, volunteering, sustainable partnerships	**The main implementation practices are:** • Leading • Reviewing • Resourcing • Adapting • Training • Working in teams • Reporting • Guiding **Daily or regular practicing:** • Training • Resourcing • Reviewing • Adapting • Leading **Reflections for long term – 3-year strategic framework:** • Changing environment • Organisational culture,

Primary research question	Sub-question
	• Succession • Financial independence
CONTEXT LEADING TO THE PRESENT RESEARCH	
The reality of NPOs in a unique and complex reality is uncertain, as expressed by the following needs for survival*:* • Increasing needs by patients or constituents who cannot pay for the service; • Financial challenges; • Adhering to requirements of the DSD, funders, boards, committees, legislation; • Uncertainty in terms of succession; • Realities of fewer volunteers (who are prepared to do work without stipends); • Business value settled in behaviours, such as commitment and organisational culture; • Unique contextual challenges (such as changes in society: volunteerism, social media, uncompetitive salaries, philanthropic and/or emotional needs, psychological stress in the workplace)	

Source: Author's own compilation

In this chapter, assertions are the result of a combination of factors. First, strategising practices would provide for specific needs fulfilled by NPOs, followed by adapting practices to suit changed objectives, such as training, re-distributing personnel or developing new services. In the present study, such renewal practices were found to work in conjunction with each other toward the resilience of providing services. The combination of practices was site- and situation-specific. Adapting as a general practice aids a renewal for site-specific services, thereby extending the life cycle towards survival. Renewal and adapting practices find expression in, for example, a particular service, which would renew its life cycle, but where the effect would also add stimulus to the organisation as a whole. It was found that resilience and adapting comprise a continuous return to site-specific services and a continuous system of practices, which work together toward survival. The progression of themes and strategic concepts toward assertions is shown in Figure 5.1.

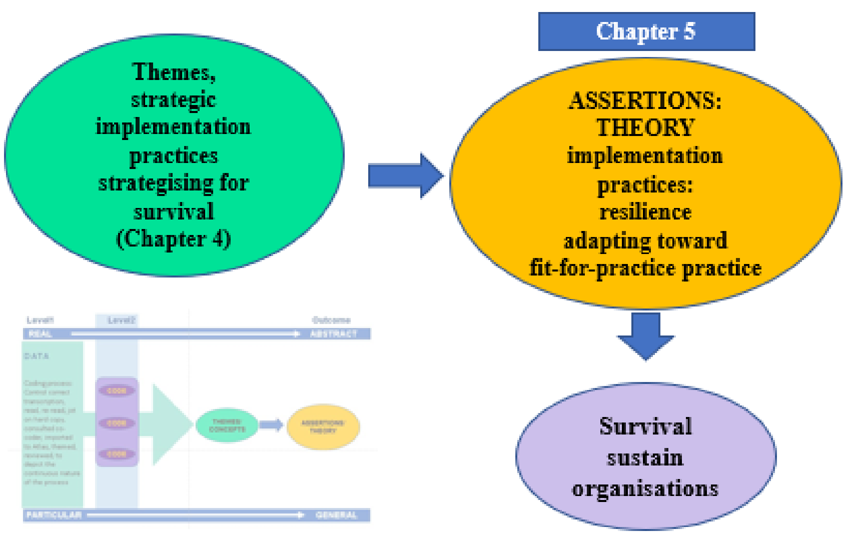

Figure 5.1 Final stage: A streamlined codes-to-theory model for qualitative inquiry

Source: Author's own compilation, adapted from Saldaña (2013)

Assertions form part of the adapted framework following Saldaña's model (2013).,The assertions argue that the survival and sustainability of organisations are outcomes (as illustrated in Figure 5.1) of strategic practices, and lifestyle stages. Assertions require answering the questions of the research objectives of the current study, which were enabled by the leaders of participating NPOs sharing their insights (Table 5.1). The researcher then invoked analysis and interpretation of this data to achieve the assertions. The assertions offered practical insight into the problems faced by the NPOs in this particular field of services.

5.2 A system of practices towards sustainability

The current study aimed to identify strategising practices in non-profitable social care organisations to contribute to an understanding of how NPO leaders active in social services put emergent strategies into practice. The roles the leaders fulfil depend on the context of their organisation, the demands (which they must meet), their responsibilities according to the constitution of their organisation, and legislation applicable to their registration.

In the current study, the following definition was used:

> *An integrated system of practices incorporates external and internal role players and circumstances to attain the strategic objectives of the organisation.*

Renewal in services within the Third Sector, in general, depends on complex external and internal factors. Some are not controllable by leadership despite following the required identified practices for survival or influencing others to collaborate towards integration. Six assertions are discussed below.

First, participating managers viewed it as important to adapt strategy toward the current needs in the community. They viewed governance as important to manage risks and resources within their available budgets and the need to prioritise accordingly and consider the stage of the life cycle. This notion is supported by Braes and Brooks (2010:20) and Merk (2014:42, 78). A strong sense of mission is needed to connect the purpose and structure, a notion that Lynch (2006:582) supports. Although approaches to strategy implementation by practitioners in the Third Sector may differ, such as a shorter-term of a strategic framework (3 years) and the collective practice of personnel resulted in the organisation's core strategy, in agreement with Jarzabkowski and Seidl (2012). It was determined in the present research that the outcomes of the objectives or strategies should be measurable and should be based on effort, efficiency, accountability, and cost to determine future adapting and planning. The use of measured outcomes is confirmed by Lewis *et al.* (1991:306–307), and leadership used measured outcomes in their reporting. Regular reporting to sponsors and partners is part of the constant re-evaluation of the NPOs to ensure continued funding and comply with legislation and determine whether their operations are applicable and viable. To be applicable, the managers indicated services were a collection of core services with broad objectives, which allowed adapting to changes. To deliver the original objectives, the organisations maintained and developed the required standard of practice through constant training, developing teams, and recruiting volunteers. All services had a financial implication; hence, the reason to aim for financial independence. The view of participating organisations was to develop alternative sources of income and manage those enterprises, to retain their sponsors with shared objectives. This finding is in line with Rothschild's (1996) view that the board has to have a futuristic vision. However, it also emphasises the ability to adapt or step away if an enterprise fails (see also Eade, 2006).

The Third Sector is complex and therefore strategy implementation cannot be linear. Given the complexities in this sector and the various crises that develop, NPO leaders and managers are tasked with strategising in a messy reality where, for example, the Covid-19 pandemic affects their sponsors have direct implications affecting all future strategic planning. Crises can be immediate, unpredictable, and have short- or long-term effects which all require immediate adapting and may have long term implications. Apart from one participant who said their management is always in the crisis mode, all participants confirmed that all kinds of incidents happen incessantly, requiring immediate strategic responses (practices), which affected linear strategic implementation. Continued adapting is in line with the SAP view of non-linear strategic implementation.

Second, managers of long-standing NPOs in the social services sector strategise for survival through strong leadership that exemplifies values towards social care. Leadership, as an essential part of governance, is of particular importance. Specialist situational knowledge of leading is required for continuous adaptation, re-evaluation, and re-directing, which come with the leadership experience as tacit knowledge offered by participants in the current study. This finding is in line with *Lewis et al.* (1991:51, 165, 233), who found objective planning appropriate to the circumstances, and that outcome should be measured and compared to costs. Furthermore, human core capabilities are confirmed as part of resources and are contribute to resilience (Veldsman, 2019). In this regard, leadership provided a vision and direction and strategised towards training to adapt continuously. Veldsman (2019) views complex leadership practices to influence governance and behaviour in the organisation and plays an important role in fit-for-purpose service delivery. In agreement, Montgomery (2015:26, 43) identified leadership, organisational culture and decision-making ability as essential for sustainability (Montgomery 2015:104).

When the scope of an organisation changes, a different kind of leadership may be required. Such changes have to be implemented as a quick changeover, without changing the initial objectives (Lewis *et al.,* 1991; Montgomery, 2015), and nothing is to be held sacred (Rothschild, 1996). In agreement, managers indicated that they ceased projects that were not viable but were willing to try anything new.

In the third instance, all participating organisations confirmed their commitment towards service delivery. All participants described their service as excellent. The delivery of services to beneficiaries requires a connection between “cognition, emotion and action in strategising” (Jarzabkowski & Whittington, 2008:282) and the commitment and culture of the organisation. In some cases, such excellence was aligned to dignified care or payment of staff and job security. This implies fit-for-purpose service delivery or a standard of operating procedures for both internal and external practices in management terms. Service delivery of a high standard applies to beneficiaries' services and report delivering their objectives to financial providers, who will benefit from this delivery. It will further ensure their continued support of the NPO and a supply of finances for administration purposes and projects. A multi-faceted financial strategy keeps partners involved, informed and committed. Such strategy would include parameters of control to keep expenses under control and prevent embezzlement. The assertions regarding finances made from the analysis are –

A governance model enables a leader to focus on adapting strategy, monitoring developments and outcomes, policy and compliance, enabling effective use of resources to enable fit-for-purpose service delivery in terms of all objectives and in all stages of the life cycle of an organisation. Board involvement is essential to provide resources [volunteers and financing]and to support executive leadership (researcher's view).

Mostly procedures are developed to keep strict control over finances. The intent is to become financially independent in the event of partners terminating support (researcher's view).

Fourthly, managers in the current study strategised for survival through strong organisational cultures expressed through organisational commitment and a willingness to make personal sacrifices. The culture was further guided and demonstrated by leadership, which Siddiqi (2019:21) affirms as necessary. Lok and Crawford (2004) similarly state that organisational commitment depends on innovative and supportive culture, job satisfaction, and a considerate leadership style. In this research, participants indicated that they wanted to work in their particular fields of service. This supports the notion of involvement in charity to support humanitarian causes, either by an individual or an organisation, based on an altruistic desire to improve human welfare (see Kenton, 2018). This is determined by the objectives of the organisation. The findings of the current study also indicated that leadership and the culture of NPOs play a decisive role in governance practices to ensure the sustainability of NPOs. The findings were that leadership is determined to deliver fit-for-purpose services, regardless of the cost, which is an altruistic desire (see Kenton, 2018). Furthermore, organisational culture is dependent on supportive leadership and strong management abilities, particularly in terms of financial control and management. Governance practices of leadership are the enablers of the ultimate objectives of the NPO the leading by example contributes toward an organisation's culture and personnel commitment, according to the executive manager of Tokomelha.

To contribute services of a high standard toward a collective outcome of recognition augments self-worth and belonging as part of organisational culture. The leaders of the long-standing organisations viewed organisational excellence and the organisation's accomplishments as rewarding and as an important aspect of their strategy towards sustainability. Accomplishments were an increased growth of services offered and innovation regarding entrepreneurial activities, which improved and maintained or expanded services. These findings of rewards are supported by various authors, such as Artiach, Lee, Nelson and Walker (2010) and Schaltegger *et al.* (2012). Being recognised for excellence further strengthens the position of an organisation as a preferred employer and aids the support of donors or potential donors. This notion is supported by Lewis *et al.* (1991). "An organisation for preferred employment is cultivated by developing an atmosphere, training all personnel to compensate for lower remuneration than in the First Sector" (Tokomelha executive manager).

Resilience is found where there is a need to adapt services and where findings are discussed with all personnel for them to plan together decisively and then re-direct strategy. Thus, the strategy is emergent, and services are adapted to remain current and fit-for-purpose. The participating managers indicated all echelons of the organisation contribute to strategic direction. Those directly involved in the service delivery in the community report on change in needs, influencing the development of the strategic framework developed by the board."

In the fifth instance, participants in this research mentioned continuous adapting measures when any aspect of their governance, service delivery, and resources was affected. Willcoxson and Millett (2000:93) also found resilience to be dependent on the reaction to changes in external and internal environments, dependent on the way humans react during adapting to changes. Adapting was seen by participants as a constant reaction and part of their organisational culture. Resilience in the current study was attained by adapting service to reach new goals and objectives by decisively changing direction and altering processes and behaviour to interact with external requirements. In the same vein, some theorists describe resilience as adapting to circumstances by the positive reaction of personnel, commitment and leadership (see Maull *et al.,* 2001:1; Pinho *et al.,* 2013). Adapting capabilities and other organisational factors positively affect and alter the organisational life cycle, as endorsed by Tam and Gray (2016:18). Adaptation that results in resilience is essential for survival and sustainability in the service level, as discussed in the section on renewal practices within the organisational life cycle (see 2.8;). In this research, it was found resilience was a result of sustainability leadership practices (see 2.5.2.1; 2.12). An important aspect of adapting to a changing environment was to develop macro programmes in addition to core series to provide for the needs of partners to safeguard their financing projects or programmes. The participating organisations viewed resilience as a fundamental aspect of their organisational culture and their heritage of survival. It was further an example of the entrepreneurial abilities of leadership as they were willing to do anything for the NPO to survive.

To stay relevant, retraining or redirecting services must serve the specific needs of the community or extend services to a needy community. Adapting services requires strategic frameworks that link daily processes to long-term outcomes (Kouamé & Langley, 2017). In agreement with this observation, managers in the current study indicated frequent adapting as an important factor, even noticeably short notice. The indication was of entrepreneurial leadership, where deliberate actions and innovation to adapt to the needs were found to be imperative to ensure survival. The assertion regarding the duration of the strategic framework made from the analysis are –

> *A documented strategic framework [plan] is for a relatively short duration [three years] and reviewed annually. However, as the Third Sector is known for crises management, occurrences in their services result in strategising often, even daily if the need occurs.* (Participant)

From the comments of the participating managers, it became evident that particular projects had their life cycle, and collectively, the programmes aided the survival and sustainability of the NPO as the impetus of renewal to the organisation as a whole. Managers indicated successful projects to encourage the development of new ones or to expand existing projects. Furthermore, managers reported constant financial dependence on funders, partners, volunteers, and in many cases, unstable personnel, necessitated adapting services, which then had an effect on outcomes of projects, especially the so-called ‘macro programmes’ in the community. For survival, managers indicated a need for a stable and committed workforce and a will to succeed. In other words, personnel with commitment and dedication should be retained. Although the managers expressed their need for stable personnel, Ntlo and Tsotlhe reported about appointees unable to cope with beneficiaries who have special needs. Appointees need to have a particular interest or special training to work with the beneficiaries. When appointees cannot cope with the psychological strain of caring for beneficiaries with special needs, it results in resignations, and then managers have to deal with the labour regulations. In this regard, the managers indicated their experience in governance, and the organisational knowledge was a contributory factor to manage covering services for sudden and unexpected resignations.

The sixth and final aspect in terms of these assertions – namely to have adequate resources both in the form of financing and volunteerism and internal resources to deliver the services – was essential. Provision of the correct kind of professional and other personnel had to be made and deemed essential for leadership succession. Managers of this research all indicated an absence of appropriate successors but argued that planning was essential to ensure continuing the applicable organisational culture and commitment towards the objectives of the NPO. The succession of executive leadership needs to be planned, preferably from within the organisation. Most of the leadership indicated a successor for the executive managers had to be preferably a social worker from existing personnel, as organisational culture and knowledge aid survival. Lewis *et al.* (1991:292) agree with this view. They suggest leaders should be developed in the knowledge and skills of dealing with the human aspects of the environment and all the other managerial responsibilities. To they had to be able to identify with the task environment of the organisation. Lewis *et al.* (1991:292) agree and call the required skills the "professional armamentarium". One executive manager was appointed from outside the NPO, but she had previous experience of the same kind of organisation and was a social worker.

Managers of surviving organisations believed that service of a high standard was dependent on the degree of teamwork. Scholars view teamwork as a system of reasoning, a coordinated act of participation or manipulating, and then adopt the practice as the idea of strategy (Jensen, Jensen Scheitler & Sechi, 2015:1–3; Mantere 2005). In the current study, teams were seen as a resource by all the participating managers and developed core and specialist by strengthening team members' co-operation. Participants indicated the development of close-knit teams with regular meetings, peer-reviewing, and training, as such activities require communication between individuals as part of a team. The participants' view is that also of Cooren, Vaara, Langley & Tsoukas (2014). An important factor in the context of teams as a resource is that leadership or management depends on feedback from the professional personnel and others active in service.

Strategic knowledge of adapting what was needed to maintain core services was evident from the historical experiences of leadership. Leadership strategically managed to balance internal and external factors and the hard and soft issues of their standard operating procedures with the strategic framework, causing a new strategy. The reality faced by leadership is that there is no certainty of future sustainability despite decades of survival. The probability of closure was a constant awareness amongst all the participants with a realisation of the need for the NPO to become financially independent through some entrepreneurial venture. Resources, particularly finances, which affect the characteristic essential human contribution, legislative requirements and a continuously demanding and changing environment, contribute to the complexity of their challenges.

The system of practices is in accordance with the following view, which was quoted right at the start of this thesis (see 1.1), and which was proved by the current study to be true:

> *Strategy implementation is far too complex to be explained by prescriptive linear models. In order to understand implementation issues and make the right choices, it is essential that researchers and practicing managers should place themselves in a position where they can make informed judgements about the process of strategy implementation. To be able to do this, managers and researchers are advised to employ a holistic approach to viewing the formulation and implementation of strategy, and then evaluate how the implementation factors interact with each other and how they impact on the process (Okumus, 2003:879).*

5.3 Summative contribution of practices on the organisational life cycle

The assertions discussed in 5.3 function as complex praxes: a collection of practices within a complex context. Adapting to the environment and renewing toward a fit for practice are essential practices leading towards resilience with outcome survival. As far as could be ascertained, **resilience** as a complex practice within the life cycle of organisations or as a stage thereof is not discussed in the literature. The existing graphics and theory of organisational life cycle also did not accommodate resilience as a definitive practice in the literature that was consulted. The closest practice identified in the life cycle is **renewal,** as indicated by Stevens (2002). Although resilience could occur in different stages of the life cycle to sustain services, in this instance of older organisations, the practice was found in the more established phases of the life cycle, reflected at the top of the graphics in Figure 2.3 and Figure 4.4. The current study views it as the **stage of resilience and renewal**, as indicated in Figure 5.2. Furthermore, the infinity symbol – ∞ – within the stage of resilience and renewal indicates a continuous practice of returning to reassess, retrain and adapt the internal environment to maintain fit-for-purpose in the particular services rendered in the external environment, thereby ensuring resilience toward survival or sustainability. Identifying this area as the stage of resilience and renewal and the concluding that an integrated system of practices contributes to the survival and sustainability of an organisation are the contributions to theory.

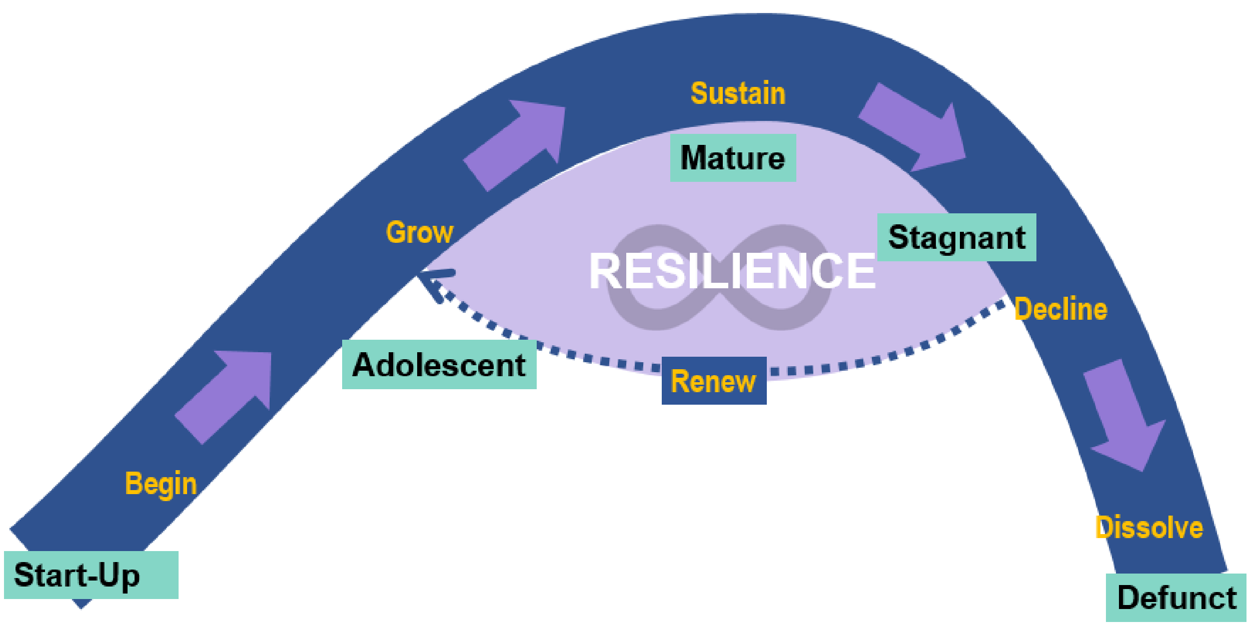

Figure 5.2 Resilience as a concept within the organisational life cycle

Source: Adapted from Stevens (2002)

The area of resilience and renewal, between the stages of growth and stagnant, is where activities to sustain the organisation are needed. Such an area could be regarded as a stage within the organisational life cycle. The need for adapting and renewing are in this area. Sustainability-oriented leadership is essential (Figure 5.2). In this research, resilience was an integrated system of site-specific practices, which summatively extend the body of knowledge. In supporting the notion of integration of assertions into a system, leading scholars indicate that strategic practice and praxis occur on many levels and are not easy to define (Jarzabkowski & Seidl, 2012:13). Resilience – as a system of cognitive findings – goes beyond enablers or practices. This is confirmed to be acceptable within the SAP scope of methodology (Denis, Langley, & Rouleau, *2*007:209; Jarzabkowski & Wilson, 2002; Johnson *et al.*, 2007:5; 2003:3).

5.4 Strengths of the current study

Despite meeting the qualitative parameters of research design and methodology, the study cannot be generalised. Several claims can be made in the current study, such as that participants were from a specific context, most of the same age and females. The study described the practices and views of certain persons within the participating organisations with strong a commitment and a philanthropic intent. This could differ from the opinions of others with a different mindset, experience, and view.

The participants were keen to share their knowledge, and all participants were experienced in their leadership or management positions. For clarity of the study, the context background of interviews was presented. Readers may identify with each case and the contexts from which participants responded to the interview questions. As the study was approached from a practice perspective, detailed descriptions from participants' actual experiences were collected as primary data. Most of the executive managers were social workers, which the organisations regarded as an attribute. This was also important in terms of succession planning.

The tacit knowledge for the datasets was acquired from the viewpoint of NPO leaders in social care. Their organisational knowledge may differ from that of leaders of other NPOs, making results inappropriate for implementation in other Third Sector organisations. The study was topical; it involved different organisations and various practitioners: six were social workers, and four were not. Different results may be yielded with different participating organisations and participants. For example, different interviewees could have views that differ from those of the participants, and a different researcher might make different interpretations. Improved financial provision of NPOs or the improvement or deterioration of the social situation of constituents could produce a different result. The same applies to changes in society, such as a younger generation with different views of the importance of providing social care.

The objective of the current study is to explore the strategic practice: *how,* by *whom,* and *when* in a practical paradigm (see Johnson *et al.,* 2007). It also explores how external and internal resources influenced and contributed to survival and sustainability, which was achieved by the methodology and using the lens of SAP.

The theory concerning the Third Sector was found lacking, as was theory regarding sustainability in the context of survival, despite using various synonyms and searching for literature, also in the First and Second Sectors. Research and literature cover mostly financial sustainability, or the origin of the environmental context as reflected in the Brundtland Commission report concerning people and places, and not – as for this research – in the sense of sustainability in the sense of survival. The odd mention of sustainability as survival was present in research concerning organisational culture and life cycle, and then only in terms of the First Sector.

The researcher understood many of the leaders' problems (see Davidson, 2012) and was once involved in the NPOs. This could have influenced the analysis. Further, it could be interpreted as bias. However, it led to a deeper understanding of the data.

The researcher diligently followed the methodological requirements and guidelines discussed in Chapter 3 for qualitative purposes. The process followed qualitative parameters. The participating organisations conformed to the criteria, and secondary documents provided a second source of data. There was conformability through an audit trail. Data were safeguarded. An extensive amount of time was spent on the data than an independent co-coder for credibility.

The intention was to fuse mainstream strategy theories using the pragmatic lens of SAP to analyse the participants' experiences and to strategy theory and strategy drivers as reference for discussion.

A further strength was observing ethical standards as set out in Chapters 1 and 3. Unisa's research ethical requirements were followed, and the number provided by the College of Economic and Management Sciences (CEMS) – 2019_CRERC_010 (FA) – was used in all documentation, as required. External helpers, such as the transcriber and co-coder, signed and honoured the data as confidential. Participating organisations through the CEO and individual participants signed consent, and their request to stay anonymous was honoured by using Setswana names in the thesis. These names represent their main objectives. Participants faced no risks by participating in the study. Contact was only with them and not with the constituents. Participants did not receive any benefits for taking part in the study, except for feedback.

5.6 Limitations of the current study

The research questions were comprehensive and resulted in wide-ranging assertions. Research directed towards leadership, such as that done by Montgomery (2015) but using a qualitative research design, could reveal definitive practices in different stages of the organisational life cycle.

Although the secondary documentation confirmed the primary data, the expectation of documentation to reveal historical strategic adaptive practices did not materialise. Only one document was specially written for the current research. Analysis of the document confirmed the primary data but provided no depth to strategic practices. Other histories were narrative, and none of these revealed additional strategic practices.

Secondary documentation did not provide additional information concerning the organisational life cycle or how the organisation positioned itself in development stages.

Questions concerning leadership style to leaders and their teams could have provided more detail concerning the relevant leadership style needed for resilience, renewal, and sustainability.

Access to the DSD database was restricted, limiting the choice of research field to those that could be sourced from social media and known to the researcher or her contacts. It was a challenge to fill the research field from public sources. The only available organisations for the current study were the five that made up the research field for the current study: Tokomelha, Oka, Thsothle, Ntlo, and Boko.

5.7 Contributions

The main objectives of the current study were reached by analysis. The findings revealed leaders as strategic practitioners and identified practices that aid survival: leading, reviewing, resourcing, adapting, training, working in teams, reporting, and guiding to answer the primary research question, "How do practitioners within long-standing NPOs strategise for survival and sustainability?" To answer the research sub-question – "What are the successful strategic implementation practices for long-standing NPO survival?" – the leaders did what was needed to keep their organisations afloat. In doing this, they used a complex system of practices, such as –

- leading by example;
- reacting on feedback from the personnel in the field;
- organising training,
- working towards teamwork so that people featuring strongly in the services became a unit and developed a commitment and an organisational culture to become or stay fit-for-purpose to maintain services to the community.

Analysis and compilation of participants' tacit knowledge contributed to several academic gaps addressed in Table 5.2 below. Participants were eager to relate how they perceived their continued survival and took pride in that achievement. Table 5.2 reflects the academic shortage on the one hand and the contribution of the current study. References to scholars are listed on the left, with their corresponding quests for research in the middle column (Kouamé & Langley, 2018:18). The current research into the life cycle of NPOs was done with only the Third Sector and SAP in mind and was not part of the research objective but was part of the supporting theory of business management.

Table 5.2 Contribution to business management theory in the Third Sector using SAP as lens

Objective 1 **Theme: practices within drivers of value**	**Objective 2** **Theme: practices to extend organisational life cycle.**	**Assertions: Practices for adapting, fit-for-purpose practices** ∞
Governance: portfolios Leadership: leading, guiding, commitment, involvement of the board	Building a reputation of excellence, developing an organisational culture Optimal resource management Regular review Objective planning, Renewal of alternative macro programmes Developing resources: financing volunteers, reporting, improving efficiency (working with what is available)	Preferred employer: the reputation of excellence, the standard of services Reporting to maintain partnerships Training to provide personal and organisational knowledge and skills Adapting to continuous change and legislative demands Resilience Redirecting towards unserved areas to develop new (macro) programs Maintaining and revising ongoing programmes

Author: Author's own compilation

As the study was done in the Third Sector, it provided the opportunity to fill gaps in research from the perspective of SAP. Research on the Third Sector is neglected in business management research, which is obvious from the list in Table 5.2. The current study fills the gap globally and particularly in South Africa. Furthermore, the contribution is toward the sustainability of organisations to inform interested NPOs with the knowledge of experienced leaders. The study incorporated business theory concepts mainly theorised from the First Sector perspective, such as **drivers of value** and **fit-for-purpose**. The organisational life cycle was based on the contribution of Stevens (2002), in terms of the Third Sector and not compared to the theory concerning the First Sector, but only noted. In a post-Covid environment, findings of the research could apply to other sectors such as profit sector and governmental organisations, as the pandemic had financial implications and other crises such as NPOs regularly have to face.

5.7.1 Supporting or contradicting existing theory

As part of the current study, the intention was to confirm or contradict the existing theory, as depicted in Table 5.3. These findings are important as it is generally accepted that the First and Third Sector are managed in the same way, which the current study could refute or affirm.

Table 5.3 Assertions that contribute to the body of knowledge of business management

Gaps in the Body of knowledge of strategic business management	**Findings in the current study**
Merk (2014) highlights the need for revision and quick strategy adaptation to survive.	Reacting quickly and timeously is part of fit-for-purpose as the participating organisations confirmed. Medium-term strategic planning (framework) is adapted annually.
Researchers suggested top-down and bottom-up management of the functional process to manage risk, governance, and interdependencies where culture, leadership and empowerment play an extensive role (Braes & Brooks, 2011:125; McManus *et al*., 2007:ii,68) and where resilience depends on the adaptive response and the will to adapt (McManus *et al*., 2007:ii,90). Responses include maintaining existing practices, adapting or developing new responses (McManus *et al*., 2007:ii,69). In these practices, governance plays a role in managing risks, leadership abilities, situational awareness, and the organisational culture (Braes & Brooks, 2011:20). Analysis of data confirmed these management concepts. Such leaders are strategising champions (Fenton & Langley, 2011; Whittington, 2006; 2018).	Findings confirm the notion of top-down and bottom-up management functional processes as leaders know from their institutional practices and from the organisational knowledge what to do, when to do, and how to respond to reports from personnel in the field. Leaders are strategy champions in the context of their organisations: they know how to react to circumstances. Leaders' reactions are a combination of factors, organisational knowledge, and tacit knowledge and experience. Other aspects are that a personal vision is regarded as an individual's asset, which unleashes his or her personal development within the organisational environment. Personal commitment or a philanthropic attitude was found to be part of organisational culture. Personal commitment is based on desire and obligation, each of which has a different effect on work behaviour. Leadership is regarded as establishing behaviours to counteract the loss of staff and to develop organisational commitment in personnel.
Montgomery (2015:26,43,104) focuses on leadership, organisational culture, and decision-making, and indicates that managers of NPOs need to know how to maintain sustainability.	Regarded as champions, leaders know how to strategise for survival.

Gaps in the Body of knowledge of strategic business management	**Findings in the current study**
Tam and Gray (2016:20) name leadership styles for five cycles of the organisational life cycle in the First sector: • The creativity of leadership; • direction and autonomy; • delegation and control; • coordination; and • collaboration. Stevens (2002) named behavioural attributes in the different stages for the Third Sector: • creativity in the start-up stage; • the direction in the adolescent stage; • delegation in the mature stage; • coordination in the stagnant stage; and • collaboration in the defunct stage. Except for the work done by Montgomery (2015), knowledge of leadership style for the Third Sector is largely absent, and nothing was done specifically in terms of the context of renewal advocated in the current study. The same applies to behaviour in the renewal context, except flexibility, named by Lynch (**2006:582**). The current study identified **adaptability** as – • an essential behaviour and practice; • a strong will and desire to succeed; and • a strong sense of mission and purpose (purposeful drive) together with an openness to change for resilience.	Findings in this research affirmed a different kind of leadership to be present in different circumstances, although the intent of the research was not to study these. The leadership needed in the stage of resilience and renewal is needed for survival and could be described as a sustainability-oriented leadership, which has many attributes and behaviours embedded in the leader, which could be regarded as a champion of strategic practice in the particular NPO.

Gaps in the Body of knowledge of strategic business management	Findings in the current study
Collectively the findings of the current research regard these as sustainability-oriented leadership. Professional leaders, as described above, could be regarded as sustainability champions (Fenton & Langley, 2011; Whittington, 2006; 2018).	
Leadership attributes, as identified by Montgomery (2015) are: • being inspirational; • having a high level of integrity; • having intense sector-specific knowledge; • thinking strategically; • showing financial acumen; and • being a collaborative decision-maker	The data in the current research confirm these characteristics of the leaders who participated in the research
Montgomery (2015) wants to have clearance on different types of leadership of the Third Sector when the scope changes. The current study found that a sustainability-oriented leadership is needed. **Transformational leadership** empowers followers and develops them (Dvir *et al.*, 2002). Montgomery (2015) found that such leadership manages to get	Findings identified a sustainability-oriented leadership style is needed in the mature stages of the organisational life cycle to aid resilience. Data confirmed a specific style of leadership for the organisation to be sustainable. This leadership is present in the stage of resilience and renewal. Such an attitude of leadership helps with survival. Both a transformational

Gaps in the Body of knowledge of strategic business management	Findings in the current study
things done and influences behaviour to achieve this. Furthermore, **entrepreneurial leadership** plays an important role, together with behaviour reflecting a strong will towards commitment and a philosophy of serving others. Situational theory supports this view insofar as leaders, followers, and situations are in dynamic interplay. A participant in the current study confirmed that leadership is characteristic of a special kind of individual and a main contributory factor for survival and sustainability.	leadership style, which empowers, and an entrepreneurial attitude leadership were found to be present.
Strategic findings are interrelated **(Leedy & Ormrod, 2010:44; Bowen, 2008:142).**	Findings confirmed an integrated system of drivers consisting of different practices present and the way these drivers are implemented and guided by leadership and described as a system of practices
Two selves (professional and normal) are intertwined and contribute to new knowledge in the new research context (Davidson, 2012), while tacit or procedural knowledge is developed from direct and previous experiences (Worren *et al.*, 2002:1227).	The researcher confirms this finding. Previous experience aided the semi-structured interviews to delve deeper into the realities of participants to acquire rich texts.
Change in or scope could affect the organisational life cycle and require a different kind of leadership (Montgomery, 2015).	Findings indicate that changes in the environment and changes in scope affected a need for change in leadership style, which were present in the findings.
Veldsman (2019:404–405) highlights the need to re-design, evaluate, implement, and assess fit-for-purpose, keep the organisational life cycle current and, and assess fit-for-purpose, keep the organisational life cycle current, and link fit-for-purpose with fit-for-the future and linked with practices of review. Review and adapting were constantly present practices.	Findings indicated fit-for-purpose and fit-for-future links with practices of reviewing and adapting as dominant themes.

Gaps in the Body of knowledge of strategic business management	Findings in the current study
First Sector: the fifth stage of the organisational life cycle requires review and renew management practices (see Brown, 2010:01), also known as the stages of maturity and stagnant according to Stevens (2012).	Findings confirm that sustainability results from a combination of factors, each contributing towards renewal and concentrated in an area named the stage of resilience and renewal. It is situated between the stages of growth and stagnant. The infinity symbol ∞ implies a continuous return to adapt and renew.

Source: Author's own compilation

The strategies to survive were found not only within the mature or stagnant stage. Strategies might have reverted to earlier stages, as there was a constant flux in partners due to the need for financing from external sources. An important finding was a shorter timespan for the strategic framework or operational goal for three years. All the participating organisations said this was due to the complex and ever-changing environment, and strategy was developed from the top down. It was emphasised that leadership was guided in their planning using information received from personnel in the community. Such information is reported to the executive manager and relayed to the board. The will to succeed was found to be part of the commitment by the organisation and influenced strategy implementation (Table 5.3).

5.7.2 Practical recommendations to NPOs

The current study intended to provide NPO boards or executives with a practical guide to aid them towards survival from the viewpoint of others who have had the experience of survival practices. This perspective served as a broad outline for organisations to follow. Further to this guide, it was acknowledged that there is no one easy answer to sustainability but a complex system of integrated contributors exists. Leadership and governance are the main role players or the main driving force in the quest for survival. Practices in this regard need to be balanced by the organisational knowledge, reflecting that which the leadership in the NPO knows how to do to best.

First, good corporate governance is essential to –

- meet strategic objectives;
- enhance credibility;
- find a better chance of funding;
- obtain better resources, which increase the ability to withstand crises; and
- develop succession for continued leadership as advised in King III, King IV (IoDSA, No date[a]; IoDSA, No date[b]).

All echelons of the organisation contribute to strategic direction, yet the strategic framework should be developed by leadership. Strategic direction from personnel in direct contact with beneficiaries is important to know what is needed in the field. Accountable and extensive reporting to the board and all partners is important, and the board should comprise people who support management to ensure financial support. The board should develop a volunteer recruitment programme to serve on all levels of the organisation and help with funding.

Strategic frameworks should be adapted for both the long and the short term. They should also be adapted towards more functional objectives in crises (see Jarzabkowski & Seidl, 2012), such as during staff shortages and when long-term outcomes cannot be predicted (see Jarzabkowski & Seidl, 2012; Najam, 1996). Outcomes should be assessed frequently (see Lynch, 2006: 83, 541) for the short-term objectives to materialise.

Analysis indicated executive management and the board should have a strong relationship with clearly defined responsibilities. The board acts in an advisory capacity and is the responsible party to procure the means to deliver the management's objectives to attempt to deliver the objectives (see SA 1997). Leadership and empowerment play an extensive role in the strategy and business value of the NPO (see Braes & Brooks, 2011:125; McManus *et al.,* 2007:ii,68). Top-down and bottom-up management is needed for all functions together with a will to adapt (see McManus *et al.,* 2007:ii,90), to maintain existing services, or to develop new responses (see McManus *et al.,* 2007:ii,69). In this research, two participating organisations indicated their precarious situation due to a lack of financial and external support. Both Tokomelha and Boko had relatively uninvolved board members and extensive changes in volunteerism. The other organisations all had more board involvement and some volunteer involvement. Board members should have portfolios and actively recruit volunteers, donors, and financiers for survival, especially as the support by the DSD and the NLC is uncertain and difficult to obtain.

Legislation regarding stipends for volunteers, which may be regarded as salaries, should be considered when considering remuneration for volunteers as the current study indicated. Also, the participants indicated that volunteers should support the workforce without financial benefits to retain funding for use elsewhere. The UN (No date) advises that governments should encourage volunteerism and should appoint both salaried and unpaid volunteers in terms of legislation, to prevent labour lawsuits for all parties. NPOs should therefore be aware of the latest legislation.

After governance, leadership with a personal vision is regarded as an asset, positively influencing the organisational environment. This influences the human aspects of the NPO toward commitment, desire, and obligation to succeed. For this reason, succession needs to be planned, and preference should be from within the organisation to continue with the culture, the organisational knowledge, and strategising practices that have been successful over a period. Both these recommendations were noted by Montgomery (2015).

Furthermore, to ensure commitment, only leadership and personnel with the correct service attitude are appointed to achieve goals and objectives even during difficult circumstances and to ensure succession. Further to leadership abilities, leadership should be adapted to or be matched to the organisational life cycle stage, as special attitudes and skills are needed at different stages to sustain services. Teams should also be adapted to match leadership in this respect (Rothschild, 1996). Retraining of personnel to stay fit-for-purpose is required to ensure appropriate fitness changes in the life cycle stage. When the scope of the NPO changes, it may need a new kind of leadership to drive the practices in the stage of resilience and renewal of the organisational life cycle. Leadership needs to be appropriate for tasks at hand and to "fit the future" (Veldsman, 2019:404–405).

All participating organisations view as important the development of an attitude of commitment and organisational culture and personal development of the workforce and recognizing contributions of individuals. In psychological stress, provision should be made to support staff by training and teamwork to debrief individuals and support them emotionally. Teams should be developed to support each other as part of the dominant culture, and members should be encouraged to cross-train to develop organisational knowledge. A culture should be developed within the organisation with individuals and teams committed and able to cover each other's services also during times of personal crises. It is advisable to establish the NPO as an organisation with a reputation of excellence among registered professionals and to establish it as a preferred employer. To aid personnel commitment, a reward as recognition of contributions motivates and provides a feeling of achievement and compensates for salaries that are usually not competitive (Brown, 2010:4). For additional development of behaviour, such as confidence and potential, transformational leadership implements training to empower the individuals and teams (Dvir *et al.* 2002; Montgomery, 2015).

Resilience comes from adapting to needs and reviewing and renewing services and even changing the scope to renew the organisational life cycle to be resilient in response to societal need. The development of macro programmes (those away from the premises) is regarded as important to renew the organisation. Additional programmes improve visibility and contribute toward legislative requirements of BEE for donors from the First Sector and sponsorship by the NLC.

In providing resources, the board should work toward financial independence by establishing an enterprise that could be managed as a separate business unit. Furthermore, the board should also strive to improve external financing and to recruiting volunteers, financiers and partners. The aim is to provide finances and pay salaries despite the shortfall left by partnerships such as DSD. Participating organisations, in particular Boko, adapted services to optimise the use of finances and personnel available.

Lastly, one part of the intent of the research was to provide a practical element to interested organisations. For that reason, a diagram (see Figure 5.3) was developed to demonstrate the integrated governance and service, providing a system of organisational complexity geared towards sustainability and survival for interested parties. In this scenario, the NPO is compared to an orchestra. In the case of management, the direction is given by leadership as part of governance to determine and to allocate, and indicate what, who, where, and how much is needed for the desired outcome. In an orchestra, governance is provided by the conductor and by the music score. In both an orchestra and an NPO, activities are interrelated and become a system of practices. All the components work together toward the strategic objective. Describing the integrated system of survival through a known activity, such as using a symphony orchestra, adds a practical recognisable element to the theory, which was one of the objectives of the current study.

Any NPO could use the integrated system of findings to act as a guide to construct their organogram or use the one presented in Figure 5.3 to ensure they cover all strategic aspects. Systems could be adapted for all stages of the organisational life cycle and individual projects. The tacit knowledge used for the current study originated from different structures of NPOs and led to this integrated system.

Figure 5.3 A system of strategic practices for survival and sustainability

Source: Author's own compilation

Figure 5.3 depicts a visual integration of internal and external factors and provides a blueprint for Third Sector organisations. The layout of the diagram was chosen to indicate the centrality of the NPO constitution and legislation that governs all practices. The executive manager who leads the organisation is connected to and supported by the board and the constitution. Executive leadership is concerned with strategic practices of the short term as indicated and depends on the feedback of the individuals directly involved with the community. Leadership supports the personnel and directs daily and regular sustainability practices, such as reviewing and adapting services, training of personnel, and managing resources. Leadership regularly reports to the board, who reflect on long-term strategic framework planning. The development of mega services should be a priority as partners benefit from their BEE legislative clearance. The board is responsible for resources in the long term, and does this by reporting to the government, the First Sector, and volunteers to ensure financial stability. Developing financial independence is the board's responsibility, and this should include developing some kind of enterprise to become financially independent.

5.8 Recommendations for future research

Some recommendations for further study emerged from the study. Furthermore, there were several lacks in available research that were observed while doing research, which could also be topics for future studies,

1. There is a lack of statistics concerning non-compliance and the demise of South African NPOs and their average duration before failure. Failure rate and reasons for failure in South Africa could add to the global findings that failure often occurs three years after start-up. Statistical analysis by the DSD, which has current data, could serve as guidance for registration and avoid duplication of services. Furthermore, their knowledge of the current register could guide applicants towards other organisations with similar objectives and toward merging; thus, making use of available but limited volunteerism, thereby extending services to a needy community.

2. Research to determine the economic contribution (Gross Domestic Product -GDP) of the Third Sector in South Africa could aid recognition of the sector as a contributor to the economy and attract the required personnel. There are no statistics of this nature available in South Africa.

3. Research into Third Sector in South Africa should be encouraged, as there is a general shortage, even though the Third Sector research has been identified as a difficult research field due to complex and multifaceted contexts (see Montgomery, 2015). Studies could be done within the realm of general business management theories,

covering topics such as the organisational life cycle, drivers of value, and fit-for-purpose, linked in the current study or from the SAP perspective.

4. A follow-up study could be done to understand how the participating organisations coped with crisis management during the Covid-19 pandemic. Findings from such study would offer depth to the aspect of strategic management, which needs adapting with immediate effect to maintain services, and whether and how participating organisations could survive. Such research would contribute essential practices of importance to the stage of resilience and renewal.

5. In the same vein, a follow-up study of the same organisations, after the current ageing executive managers had retired, could contribute signifricantly regarding appointments in executive leadership roles from external sources. Participating organisations reported no succession candidates on the personnel at the time of the current study (see 2.9.2). New participants could add new insights concerning most of the drivers of value, which were discussed in this research (see 2.9). Drivers of commitment and organisational culture could be a focus of real interest.

6. To support and broaden leadership findings as to the driver of value, research of the particular leadership styles and individual attributes to determine what kind of person should be appointed in such leadership positions would be valuable. Using a different approach for research, studies on teams' practices and how they perceive their contribution toward sustainability would give a different perspective of which practices are effective in the resilience stage of resilience and renewal.

7. A study to determine how the visibility of the NPO affects donorship could add information to the driver of resources. For example, the Cancer Association (CANSA) receives donations and funding from various sources more than NPOs concerned with Stroke. (The observation was from researchers’ personal experience, confirmed by the closure of Stroke Aid Johannesburg and executive manager of Boko). Such a study would include social media as a marketing tool and could be of NPOs in other contexts.

8. Further to the diver of resources, the way DSD and NLC financially support social care organisations needs to be investigated. NPOs deliver a service to those in dire need, and the organisations need financial backing and stability. The NLC was established because the government cannot handle all services by itself, but a lack of NLC support and non-fulfilment of their obligations caused the failure (Boko and failed Stroke Aid Johannesburg are two examples noted in the current research). All the participating organisations expressed the need for more certainty in financial aid from the NLC. Lack of funding and non-fulfilment was also evident in reports in the media during the lockdown for the Covid-19 pandemic from other NPOs (see 1.1).

9. Funding within the Third Sector is complex and recommended for in-depth research, as funding was handled only broadly in the current research.

10. Future researchers could use the same methodology and questions in a post-Covid environment in similar or preferably the same organisations to understand how the Covid 19 pandemic affected their strategy, survival and sustainability. The multiple case study approach and interviews with senior management were a successful data gathering method and proven to provide requisite deep data.

11. Research into different leadership styles in different stages of the Third Sector's OLC would aid in appointing the correct individuals to aid survival and sustainability.

5.9 A personal reflection

With this reflection, the researcher wants to declare her position as a researcher of this study. The opportunity to do the current research helped the researcher to understand why many NPOs fail. Furthermore, there is a shortage of research in the Third Sector, to which the current study hopes to contribute.

Qualitative research was a new experience, and the transition from a quantitative background in research was arduous. Prof Davis and Dr. Williamson deserve an accolade for guiding the researcher in this field. They supported the researchers' discovery of the SAP perspective and guided and helped hone her abilities, especially with documenting the study. In addition to the excellent supervisors, Unisa provided many valuable courses to aid the research process.

On a theoretical level, the seminal research of Lewis *et al.* (1991) and that of Brown (2010), financial research by Merk (2014), and the life cycle devised by Stevens (2012) for the Third Sector proved invaluable information to the current research. Special regard goes to Montgomery (2015) because his research provided great insights into leadership for this thesis. Needless to say, SAP theorists, such as Johnson (2003, 2007), Whittington (2003, 2006, 2019), Jarzabkowski (2004, 2005, 2012), and others contributed to a growing interest in SAP and provided the necessary background for the current study.

The practical perspective was a perfect choice to complement the researchers' initial profession as a physiotherapist. Analysis of a patient evaluates what, where, and how, and then to retrain to improve the patient. Interviews for this research are comparable to questioning to get to the core of the patients' problems for analysis towards and deciding on an appropriate treatment.

Further to the researcher being a physiotherapist, her involvement with NPOs realised an acceptance from the participants as an insider and most probably encouraged the participants to contribute freely, which aided in the detailed texts used for data analysis. Possible without such eager and experienced participants, the study would have been superficial. Interviewing the participants was similar to questioning a patient for a medical history, and examining medical records is no different from perusing secondary documents to conclude. Both these contexts analyse data to get to the essentials embedded within and need to be done with as much objectivity as possible. Davidson (2012) agreed and indicated her previous abilities informed her research in a new and different context, as well as she managed to be objective with her findings due to her previous experiences.

The study required critical decisions to incorporate extant theory to prove or disprove the notion that all three business sectors are managed in the same way. Several findings were made concerning disparities and agreements in terms of management theories of the First Sector. Central to the research were the participants without whom this research was not possible and whose knowledge contributed to extending the body of knowledge of the Third Sector with the contribution of this limited study. Without the ten participants that devoted time and knowledge, the current study would not have been possible. All these champions indicated the survival of their NPO is a continuous challenge and welcomed the opportunity to contribute towards knowledge in the sector. All participants remarked the need for research in the Third Sector, which indicated their need to be guided toward their continued success.

5.10 Research overview

As far as the researcher could determine, this current study was the first research to be conducted specifically on the strategy of NPOs using SAP as a perspective, and survival or stainability other than financial sustainability. It was exploratory research, as the study focused on a specific phenomenon, bound by time and various means of data gathering. Exploratory research applies to –

- situations where theory is limited;
- research making propositions before data gathering (Yin, 2009:1); and
- asking questions to shed light on the phenomenon of the current research.

When using this methodology, the literature review is descriptive and intended to give a background to the research, not to pre-empt the findings. The literature review focused on strategy, drivers of value, and the organisational life cycle in the current study. Literature was mostly from research in the First Sector due to limited available literature in the Third Sector.

The research questions were centred on the practices of leaders in the research field, a unique sector with prevailing practices (Jarzabkowski & Spee, 2009). A case study approach was used to investigate the practices at five organisations, which were sufficient to allow the depth of data (Yin, 2009). Much time was spent with the data to describe them to enable the reader to identify with the participating organisations (Stake, 2005).

The participating organisations were arbitrarily resourced from the social environment. Organisations were older than 30 years and active in services of social care. These participating organisations were all satisfied that the study focused only on the governance and operational aspects of the participating NPOs. The research did not include their beneficiaries, which would have implied obtaining a different set of consents.

Both the organisations and the individuals who were interviewed had to comply with the criteria set. Individual participants were the leaders of the participating organisations; they were willing to participate in the study and were from different levels of management. The NPOs identified all participants. All participating organisations chose to remain anonymous. The required consent covered all details concerning the study and was signed by all participants before their interviews. Consent was signed by the respective executive managers on behalf of the NPOs. All documentation will be stored, together with the primary data, in a safe on the premises of the researcher for five years. Participants did not receive any incentives, could refuse to answer if they felt uncomfortable, and could withdraw their contribution up to the data analysis stage. The individuals who participated in the study were experienced and could provide rich information during their semi-structured interviews of around an hour each.

The research explored how leaders put strategy into practice in a specific context as determined by the specific needs of the Third Sector. The practices arise from the interaction between the current environment, personnel, and leaders, affecting their services and their specific working environment. The resulting practices are interrelated and become a system of strategising practices. The ten participants from the five NPOs reported their experiences by reflecting on questions that were cross-checked and correlated with documentation collected from the organisations. Findings were that strategies are continuously adapted to suit the external and internal environment. Lower echelons provide input toward strategic development, but it is ultimately developed from the top. Executive management comprises trained social workers who have a broad overview of the needs and services needed. Thus, they have decisive input in the development of planned strategy.

Leadership behaviour traits were not the objective of the study, but it was obvious that leadership should have certain attributes, such as –

- entrepreneurship abilities to aid the financial situation;
- transformational leadership abilities to support and develop personnel; and

- sustainability-oriented leadership abilities as were identified in the current to adapt and instigate renewal practices.

Governance is a priority for the leaders, as it forms part of the praxis of leadership (see King III, IV (IoDSA, No date[a]; IoDSA, No date[b]). Compliance with the standard of practice and service is a priority, and personnel are trained in the organisation's culture. Their tacit knowledge is further evident in their protocols for challenging situations. If exceptional circumstances develop, leaders draw on previous knowledge to cope. Training, teamwork, and helping other professionals when there is a crisis or when someone is absent are emphasised. Training is encouraged by professional aspects such as CPD and all personnel to improve their administration and organisational skills. Training is both formal and informal and by other professionals, contributing to the organisation's standing as a preferred employer.

Leadership reporting to the board is regarded as a priority. Reporting to donors and partners who pay toward salaries and projects is regarded as a high priority.

The organisational life cycle was used as a lens to indicate in which stages resilience practices should be to renew and adapt the services or strategic governance practices. At the time of this research, the value drivers determined which practices were relevant for the resilient stage of resilience and renewal. This stage of resilience and renewal served as an extension of theory concerning the organisation life cycle theories.

5.11 Conclusion to the study

There is a shortage of business management knowledge regarding survival, strategy and strategising practices of the leaders of the Third Sector, especially in the South African context. For this reason, there were two research questions; one was on strategic practices and the other on how leadership implements practices to survive or sustain the organisation.

The study was done within the Third Sector of the business management and economic section as part of a social theory. The study field was organisations in a particular service, which is continuously under strain for various reasons, all connected to resources and legislation. The rationale was to determine how NPOs responsible for social care in a developing country manage to remain sustainable, especially as many do not survive longer than three years. The intention was to expand the body of knowledge on strategising practices of leaders by researching with a qualitative approach.

As the study comprised available participating organisation, there was no indication whether the organisations would be able to give valuable information or not. Traditionally, NPOs that are involved in social services face limited financial support. This limited financial support affects the development of entrepreneurial skills and transitional skills. These skills aim to develop human capacity for fit-for-purpose as services of a high standard, are expected and essential for the beneficiaries to trust the NPO.

Theoretical perspectives for the current study were SAP, as part of strategic theory established about 25 years before the current study (see Whittington, 2018). The current research contributed to the body of knowledge of practicing strategy as derived from the tacit knowledge of the leaders regarding their realities. Strategies identified were training, adapting to encourage resilience, implementing a culture, maintaining governance, and delivering fit-for-purpose services, all under the guidance of concerned leadership. The study revealed and integrated systems of practice based on drivers of value. In this context, governance and leadership were identified as meta-drivers of value.

During the entire research process, the researcher gained a unique insight into the landscape of NPOs that were active in social care and the complexities leaders on all levels faced in their daily practices. These organisations impacted the real world, and the team under the leadership was determined to succeed.

The current research confirmed that participants' knowledge helped realise emergent strategy in the NPOs who took part in the study. It was found that the sustainability of the NPOs depended on a system of integrated practices of governance, leadership, behaviour and skills. The aim of the research questions asked was to understand what made the participating organisations sustainable and which practices of leaders contributed to a positive outcome. The outcome was intended to have a practical application.

The loss of organisations such as these would leave a sensitive section of the South African community in distress. The study aimed to expand knowledge of how leaders of these organisations strategised to survive. As the study was about activities, which could not be measured, the research methodology fell within the qualitative paradigm. The study confirmed that an integrated system, which included leadership and culture, played the most important roles in the quest for survival. All individuals involved with services were committed to their NPOs' special cause. The challenges were resources, internal (personnel) and external (funding and legislative measures). Strict operational procedures, as well as a visionary outlook on securing partners and financial independence, are needed to overcome the financial and other challenges. All in all, sustainability is not a given outcome; internal and external factors may change in a short time. After all, society is changing, the environment is changing, and philanthropy is not everyone’s business.

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ADDENDA

ADDENDUM A: RESEARCH ETHICS APPROVAL

UNISA university of south africa

COLLEGE OF ECONOMIC AND MANAGEMENT SCIENCE RESEARCH ETHICS REVIEW COMMITTEE

Date: 11 March 2019

Dear Mrs Ingrid Vorwerk Marren

Decision: Ethics Approval from 2019 to 2021

NHREC Registration #: (if applicable)
ERC Reference #: 2019_CRERC_010 (FA)
Name : Mrs Ingrid Vorwerk Marren
Student No #: 2715678

Researcher(s): Mrs Ingrid Vorwerk Marren, vorwerk.marren@gmail.com, [redacted]
Department of Business Management
College of Economic and Management Sciences
University of South Africa

"Strategies of Surviving Non-Profitable Organisations in South Africa"

Qualification: PhD Degree

Thank you for the application for research ethics clearance by the Unisa College of Economic and Management Sciences Research Ethics Review Committee for the above mentioned research. Ethics approval is granted for 2 years (**11 March 2019 until 10 March 2021**).

*The **low risk application** was **reviewed** by the College of Economic and Management Sciences Research Ethics Review Committee on **08 March 2019** in compliance with the Unisa Policy on Research Ethics and the Standard Operating Procedure on Research Ethics Risk Assessment.*

The proposed research may now commence with the provisions that:

1. The researcher(s) will ensure that the research project adheres to the values and principles expressed in the UNISA Policy on Research Ethics.
2. Any adverse circumstance arising in the undertaking of the research project that is relevant to the ethicality of the study should be communicated in writing to the College of Economic and Management Sciences Research Ethics Review Committee.

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3. The researcher(s) will conduct the study according to the methods and procedures set out in the approved application.
4. Any changes that can affect the study-related risks for the research participants, particularly in terms of assurances made with regards to the protection of participants' privacy and the confidentiality of the data, should be reported to the Committee in writing, accompanied by a progress report.
5. The researcher will ensure that the research project adheres to any applicable national legislation, professional codes of conduct, institutional guidelines and scientific standards relevant to the specific field of study. Adherence to the following South African legislation is important, if applicable: Protection of Personal Information Act, no 4 of 2013; Children's act no 38 of 2005 and the National Health Act, no 61 of 2003.
6. Only de-identified research data may be used for secondary research purposes in future on condition that the research objectives are similar to those of the original research. Secondary use of identifiable human research data require additional ethics clearance.
7. No field work activities may continue after the expiry date (**10 March 2021**). Submission of a completed research ethics progress report will constitute an application for renewal of Ethics Research Committee approval.
8. Permission is to be obtained from the university from which the participants are to be drawn (the Unisa Senate Research, Innovation and Higher Degrees Committee) to ensure that the relevant authorities are aware of the scope of the research, and all conditions and procedures regarding access to staff/students for research purposes that may be required by the institution must be met.
9. If further counselling is required in some cases, the participants will be referred to appropriate support services.

Note:

The reference number ***2019_CRERC_010 (FA)*** *should be clearly indicated on all forms of communication with the intended research participants, as well as with the Committee.*

Yours sincerely,

Prof AT Mutezo
Chairperson, CRERC
E-mail: mutezа@unisa.ac.za
Tel: 012 429 4595

Prof MT Mogale
Executive Dean: CEMS
E-mail: mogalmt@unisa.ac.za
Tel: 012 429 4805

ADDENDUM B: LIST OF POSSIBLE CASES

This list was adjusted from the original to remove the participants as they wanted to stay anonymous and could be identified from the services they render. The organisations on the list are traceable in the public domain, with no need for anonymity.

This list includes organisations younger than 30 years - in the event that there are a insufficient number of organisations that are available for the study and also for comparison purposes the need becomes evident to evaluate a group totally opposite: this is in order to interview a completely different organisation if theoretical saturation is reached soon (Hesse-Biber, S.N. & Leavy, 2011:42 *The Practice of Qualitative Research.* 2^{nd} Ed. London: Sage Pub.)

Name	Established	Purpose	Web address
Care for the Aged Centurion		Welfare	tp://www.carefortheaged.org.za/
CANSA and Reach for Recovery	1931	Cancer: support	info@cansa.org.za nationalmanager@reach4recovery.org.za
CMR Gauteng-Oos	1936	Welfare	
Downs SA	1986	Parent counselling	www.downsyndrome.org.za
FAMSA		Welfare	famsa@absamail.co.za
Helderberg Stroke Support Group	1984	Support	
KMDR (NGK)	end 18th Century	Welfare	http://ngkerk.org.za/projekte
Mental Health SAFMH	1920	Support, awareness	info@safmh.org and bharti@safmh.org
National Institute for the Deaf	1881	Training, support	https://www.nid.org.za
Ondersteuningsraad NHK		Welfare	http://www.nhka.org/index.php/so-dien-ons-11/welsynwerk.html

Name	Established	Purpose	Web address
Raad vir Bejaardes Centurion Welfare			raadvbejaardes@gmail.com
SAFV		Welfare	www.safv.co.za
SA Nasionale Raad Vir Blindes		Training, Support	http://www.sancb.org.za
Talisman	1979	Support	http://www.talisman.org.za/index.html
Westview Clinic		Rehabilitation: alcohol & drug	www.westviewclinic.co.za
Middle-aged/Younger organisations			
Ebenezer Psychiatric home	2005	Housing, support	http://www.ebenezer-house.co.za
Rare Diseases	2013	Counselling	http://www.rarediseases.co.za/rdsa
New BeginningZ	2001	Support/care abandoned, abused, neglected babies	ahiyya@newbeginningz.org.za
Yana	1994	Support, accommodation	http://youarenotalone.co.za/

ADDENDUM C: INTERVIEW GUIDE, INFORMATION, CONSENT FORMS

Information is in three sections: Section A - General information, for the Organisation and its' consent, Section B – NPO and Individual Consent and section C – Interview sheet with the interview Questions.

A1. SECTION A: Information for the NPO Governing body

Dear Colleague,

This letter is to ask you formally to agree to the research to which you previously agreed in principle.

The "working title" of the research is:

STRATEGIES OF SURVIVING NON-PROFITABLE ORGANISATIONS IN SOUTH AFRICA

The aim of the research is to determine how you and some other NPOs are able to survive for an extended time despite the changed and difficult environment I which you provide an important service to the community, whilst so many others fail.

If you need to query any of the above and ascertain the legitimacy: please contact the supervisor: Prof Annemarie Davis.

Yours Sincerely,

Ingrid Vorwerk Marren

Unisa PhD student: 2715678

To comply with the Protection of Personal Information Act, no. 4 of 2013, the following:

Information regarding your NPO is available on the register of the SA Department of Social Development.

I have direct knowledge of the services your NPO renders from your involvement in, and services to the community.

As required with all tertiary research, including that of Unisa, your contribution will be treated with confidentiality and with ethical consideration and the necessary clearance from them.

A maximum of 3 NPOs only, are expected to contribute to this in-depth research. (If necessary, a maximum of six, but you will be kept informed in that case.)

THE PURPOSE OF THE CURRENT STUDY:

The purpose of this research is to find how Non-profitable Organisations (NPOs), active in social services and in particular special care, manage to survive for decades despite difficulties. The results of the current study could empower other embattled NPOs with a framework to continue supporting the socially deprived in the South African society. The ultimate aim is to develop a guide for sustained strategic practice.

WHY YOU ARE INVITED TO PARTICIPATE:

Your NPO has been chosen to participate in this research as you are active in the social care, registered by the SA Department of Social Development and have been around/successful for more than 30 years. This implies you have manged to cope and have adjusted to changes in the environment and dwindling financial support. Your way to cope, together with information of other NPOs such as yours, is unique whilst many other NPOs are suffering or have ceased to exist.

The intended research is of the hands-on practical experiences of those "in the know", not of theoretical knowledge. There will be only a limited number of participating NPOs, which is an indication of the importance of your NPO to provide this tacit knowledge to the research. In short, you will tell me your story of survival.

To list the reasons why you are approached:

Your history of survival

You serve a section of society that needs special care

Your knowledge of management is unique in this context and

Your knowledge could be valuable to other NPOs in dire straits.

THE NATURE OF THE CURRENT STUDY:

This is a qualitative research of the social reality of NPOs active in a difficult and challenging environment. Participating NPOs will not be competing with each other. No numbers are involved, as information is collected by an interview. The procedure will be described to you before the interview which will be audiotaped. The questions are intended to unveil your NPO’s particular expertise of survival, but within a framework of prepared questions. The two interviews will each be around 2 hours. These interviews are with two individuals who you, as NPO management, identify as those that could provide the best information. Examples of these are executives of management and or finances, who are daily busy with the running of NPOs.

After that, the interviews will be transcribed and numbered to ascertain anonymity before it is to be analysed by me as well as an external data analyst. I would appreciate it if you would agree to make sure of the content, or add to it for validity purposes. This transcription is available for your perusal before data analysis. I attach the intended questions for your perusal. Afterwards, in writing, you may add additional information which you deem to be important to the research. There are no right or wrong answers or contributions in this research. The research is to get to an understanding of what your NPO (and the others) have done over the years to be successful in your missions to serve the community.

Each participating NPO will be asked if they could volunteer a knowledgeable person who could further add to the story of survival. This person would write his or her memories (story) which indicate the changes and coping skills over the years – in other words a history of survival of your NPO. The document need not be more than two typed pages. It should take no more than an hour’s writing. This person would write the memo in his/her own time after a short discussion with me and provide this document on or before a pre-arranged date.

In addition, if there are any documents you could offer to assist in my quest, such as a report to an Annual General Meeting or a strategic plan it would be used to add valuable information.

All of these documents will be handled confidentially. At all times you will be in control of the information you want to divulge.

For anonymity, information provided by your NPO and by the interviewees will be numbered and will be only identifiable by me as researcher. However, you may elect to be named and have your contribution acknowledged.

OBLIGATIONS OF PARTICIPATION:

Participation is voluntary. If you decide to take part, you will be asked to sign a written consent form and will be given a copy of this document.

You are free to withdraw at any time before the interview without giving a reason. Once the data is transcribed and the analysis is done, withdrawal will however not be possible.

There is no penalty for non-participation, nor loss of benefit, as there is no incentive (such as payment, rewards, financial or otherwise) offered for participation.

WHAT ARE THE POTENTIAL BENEFITS OF TAKING PART IN THE CURRENT STUDY?

Taking part in this research would benefit you as an NPO directly to think about the way you do things to empower your NPO and you will come to realise how much you know – you are the expert at what you do.

Your contribution, together with those of the others, will be collated as a framework and could add even more to your knowledge and practice in survival. Knowledge about managing such NPOs successfully is lacking in a developing country such as ours.

Although contributions are confidential, you may choose to be acknowledged for your participation. Anonymity within the thesis will not be compromised by this choice.

NEGATIVE CONSEQUENCES OF PARTICIPATING:

You may peruse the questions before signing consent, in order to see that the questions have no organisational risk and cannot cause personal discomfort. However, in the event that you feel the need for support due to any problem that arose during the interview, counselling will be provided to you.

The interviews shall be at your offices at a time that suits the participants, but they will take up your valuable time, as does the writing of a memo and the providing of reports.

It may be that a follow-up interview is required if there are additional questions that arise from interviews with other NPOs. For the purpose of validity of the research these questions would then have to be put to you in an additional interview. This wouldl follow the same routine as the initial interview.

The costs incurred by you would be the time you spend during the interview, writing and typing the additional narrative memo (from the third interviewee), and to search and provide/send any applicable documentation. If you want to be reimbursed for copying expenses, I shall gladly reimburse you.

The researcher's costs will be for her own expense.

CONFIDENTIALITY, DATA PROTECTION AND ANONYMITY IS AS FOLLOWS:

All information will be kept confidential. The audiotaped interviews will be transcribed by a professional who signs a Confidentiality Agreement. The transcriber will be asked to destroy the audiotapes after transcribing. Your contribution will then receive a code which I, as researcher, would assign and have access to. After transcription all individuals who handle the data will not know which NPO presented the information. Even so, all individuals who are involved with the data will sign a Confidentiality (non-disclosure) Agreement. If however you want to be acknowledged, that will be done.

The audiotapes, which will be the only place that you could be identified (name of NPO and voice recognition) and transcriptions (on an external storage unit) will be stored in a safe for a period of 5 (five) years in the researcher's home, located within security village: The Retreat, Silverlakes, Pretoria. Future use of this data will be subject to additional Research Ethics Review and approval if applicable. After the 5 year period all information will be permanently deleted and destroyed: audio recordings will be erased, paper copies will be shredded and electronic copies will be erased by using a soft-ware program.

In the interim, for the duration of the research, information on the researcher's computer will be protected by a password.

All additional communication regarding the data, such as your approval of the content, will be done via a secure storage facility such as Dropbox which acts as gatekeeper to selected individuals. Additional contributions may be delivered likewise.

The above is in line with your right to anonymity. Only the researcher and identified members of the research team, such as the two supervisors, examiners of the thesis, and members of the Research Ethics Review Committee will know the identity of the contributors. These persons need to have access to this information only for research standards, such as validity and reliability, and in that event will not compromise information.

Specific or particular results of a contribution will be numbered with that NPO's allotted code for anonymity. Since more than one NPO contributes to this research, it is expected that there would be anonymity within the more general results. The results of the research may be used for various ongoing purposes, such as a thesis, research report, publications, journal articles and/or conference proceedings and a practice framework.

AVAILABILITY OF THE RESEARCH RESULTS:

Results of the research are available from the repository at Unisa. The findings are accessible for 2 years and the thesis on the repository indefinitely.

Should you require any further information, or have concerns about the way in which the research has been conducted, or want to contact the supervisor about any aspect of the current study, you may contact Prof Annemarie Davis, Head: Office of Graduate Studies and Research, College of Economic and Management Sciences, Unisa.

Contact the supervisor if you have any ethical concerns.

I appreciate you taking time to read this information sheet and, ultimately, for signing consent to participate in the current study.

Thank You.

Ingrid Vorwerk Marren

A2. SECTION B1: Consent letter to NPOs

(Name of NPO):

This letter is regarding research for a degree, namely DOCTOR OF PHILOSOPHY in The College of MANAGEMENT SCIENCES at the University of South Africa.

Dear (title and name of the contact person)

I, Ingrid Vorwerk Marren, am doing research under the supervision of Prof A Davis of the College of Management Sciences at Unisa and Dr C Williamson of the same Department, towards the degree named above. ce0

The aim of the study is to determine how some NPOs active in social care manage to survive for a long time. Your NPO has been selected as it is one of those.

This is a qualitative research, which means that it is in the form of an interview about what happens in a true life situation as well as the documents you used to plan or describe your procedures, strategies and planning. This documentation would add to the history of your survival. The research is not about numbers, but about what you do so successfully. The results of the research are for academic purposes and therefore may be published as an article in an appropriate journal in addition to the thesis.

The primary research will be conducted by means of a set of questions during an interview. The persons I interview would be two of the executive managers who you volunteer and who could tell the story of your NPO's survival. This will last about two hours per interview at a time which suits you. It will be held at your premises, and at any suitable time during the calendar year of 2019.

The questions will determine how your NPO managed to be successful in daily practice. There are no right or wrong answers to these questions. Your truthful and honest contributions will tell the story so that I, as researcher, will fully understand how you have achieved this success. The interviews will be recorded, but your contribution will be anonymous in the final report. It would be appreciated if you could peruse your transcription before the data is analysed, to ascertain that your contribution is correct. You may then add or change information. If you feel you want to make additional contributions, also directly after the interview, you may do so, preferably in writing. This may be via Dropbox for safeguarding.

If at any time during the interview you want to withdraw, you may do so. However, once the data is captured in coded form, withdrawal may not be possible.

You will also be asked to volunteer a third person, who will be asked to write the story of how you coped over the years.

You will be informed of the results if you wish to receive them. The thesis will also be on the repository of Unisa for your perusal.

The eventual benefit of the current study is to provide practical knowledge to NPOs who are embattled. The contributors will benefit from this additional knowledge and insight into their own practices. To be able to survive, or to be sustainable, would result in helping the needy of society, and might provide work for some. If you want to be recognized for your contribution to the result of the study, this could be beneficial to you.

No potential risks are envisaged, but if you should need counselling or debriefing after the interview I would arrange that.

To verify any of the above information, you may contact my supervisors at Unisa. A copy of the consent to do the study will be provided.

Yours Sincerely,

Ingrid Vorwerk Marren Date:

PhD Student at Unisa

The following questionnaire is for information purposes and information will be treated anonymously as discussed above.

NPO information questionnaire:

Name of organisation	

NPO number **PBO number** (Public Benefit organisation)	
Year of Inauguration Previous names	
Affiliation with main/national organisation	
board members: occupations and roles	
director/head of organisation	
staff members full time Part time Remunerated ‘Volunteers’ volunteers Lay persons Professionals	
outsourced functions	
Main sources of income SA funds, international funds; government, donors, private sector	
Main focus of expenditure	
Focus of Service	
Reports which you are prepared to share (Annual Reports, Strategic plan, minutes) Date on which these will be provided:	

A3. SECTION B2: Consent letter to Individuals

Dear Participant,

This letter is for information and consent to participate in academic research being conducted by a PhD student in the Department of Business Management at the University of South Africa. The student's details are as follows:

Ingrid Vorwerk Marren

Student number 2715678

STRATEGIES OF SURVIVING NON-PROFITABLE ORGANISATIONS IN SOUTH AFRICA

The purpose of the research, is to examine how your NPO has managed to keep sustainable for so many years. This is about the way in which you strategise daily to accomplish this. Your NPO has agreed to participate in the study, but you as an individual are requested to answer the questions during an interview. The questions are attached for your perusal to ascertain that they do not pose any personal threats.

The research involves an interview, where you as Executive will be asked about the history and organisation of your NPO's success. This is to determine what you and your colleagues contribute daily or regularly to the long-term success of your NPO. There are no right or wrong answers and your truthful and honest contributions are needed for me as the researcher to fully understand how you have achieved this success. Even though the interviews are audio-recorded, your contribution will be anonymous in the final report. However, if you want to be acknowledged, this will be done without compromising anonymity of detail divulged. This is to safeguard you, even if voice criticism. All information in the thesis is guided by the Unisa ethical considerations, which I support.
If at any time during the interview you want to withdraw, you may do so. If you feel you want to make additional contributions, you may also volunteer to add depth to the researcher's

understanding of your success. This may be done either before or when you peruse the transcription to ascertain that it contains what you want to share. You are the one with the knowledge of your unique way of survival: tacit knowledge.

The research is for academic purposes and may be published as an article in an appropriate journal. You will be informed of the results if you wish to receive them.

To verify any information, you may contact my supervisors.

Please complete and sign this form to indicate that you consent to participate voluntarily in this research, and that you understand the above. The questionnaire is for information purposes and information will be treated anonymously as discussed in the information and consent which is presented to NPOs

Date:	Place:
Name:	Signature
Position:	Duration in the NPO:
Name of organisation NPO number **PBO number** (Public Benefit organisation)	
Year of Inauguration Previous names	
Affiliation with main/national organisation	
board members: occupations and roles	

director/head of organisation	
staff members full time Part time Remunerated ‘Volunteers’ volunteers Lay persons Professionals	
outsourced functions	
Main sources of income SA funds, international funds; government, donors, private sector	
Main focus of expenditure	
Focus of Service	
Reports WHICH YOU are prepared to share (Annual Reports, Strategic plan, MINUTES, Pamphlets) Date on which these will be provided:	
Individual Information Questionnaire This questionnaire is for information purposes and information will be	Date: interview: or

treated anonymously as discussed above	Written narrative:
Name	
Position	
Qualification	
responsibility	
Volunteer remunerated Staff	
No. of years at the NGO	
personal motivation to work at the organisation	
aspirations (Retire/promotion etc.)	

A4. SECTION C: Interview sheet

STRATEGIES OF SURVIVING NON-PROFITABLE ORGANISATIONS IN SOUTH AFRICA		
Topic: How do NPOs successfully strategise to survive in a difficult environment?		
Research Objective: To determine how South African Non-Profitable Organisations, active in social services (social care), strategically practice for long-term survival.		
Research Question: How do practitioners, within longstanding NPOs, strategise for survival and sustainability?		
Sub-Research Question: Which are the successful strategic implementation processes and practices for long-standing NPO survival?		
Main interview questions	Probing questions	Alignment with the research question
Tell me the success story of your NGO's strategy over the last 5 years	What makes your story such a success – what do you do right? How does this contrast with other NGO's that suffer? What are the reasons for your success: Is it a special or particular attribute, attitude or service of you and your team?	Which are the successful strategic implementation practices for long-standing NPO survival? How do practitioners, within longstanding NPOs, strategise for survival and sustainability?
What is your personal story to contribute to your organisation's survival?	Please tell me, of your daily routine, how do you adapt to the environment and ever-changing demands?	How do practitioners, within longstanding NPOs, strategise for survival and sustainability?

What is the role of your Board in strategies, services and survival? What is the role of the staff team in strategies, services and survival? What is the role of your constituents in strategies, services and survival?	Of what importance are the roles of others in the organisation to make it successful? What are the essential attributes or traits or services for your organisation’s success and survival?	
What do you do to cope with unexpected crises and opportunities which affect your current services and long-term planning for your organisation?	Please tell me, of your daily routine, how do you adapt to crises? How do you cope with daily opportunities? How do you and the team ensure the viability of your organisation? How do you involve your staff/volunteers in these instances?	How do practitioners, within longstanding NPOs, strategise for survival and sustainability?
Tell me the story of how you plan and manage for your future success? Where do you see your organisation positioned in the future? Will your	How do you and your team plan for the future? What are your measurements for success for the organisation? What would you describe as being your	How do practitioners, within longstanding NPOs, strategise for survival and sustainability? Which are the successful strategic implementation practices for long-standing NPO survival?

organisation be different to what it is now? What is the worst that could happen to your organisation?	organisations greatest achievement? What has been the worst experience in the history of your organisation?	